

ANNUAL REPORT 2012/2013

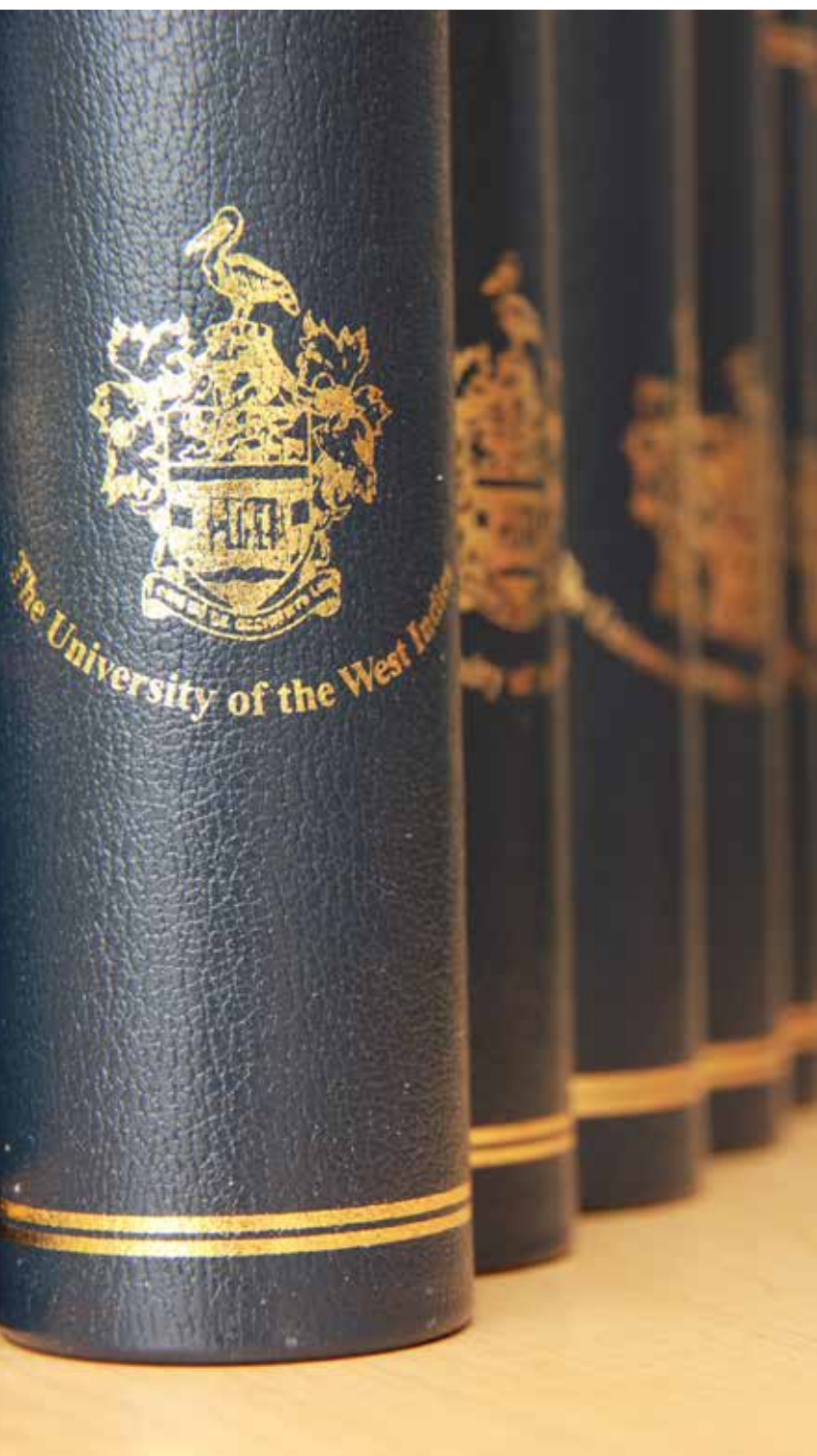


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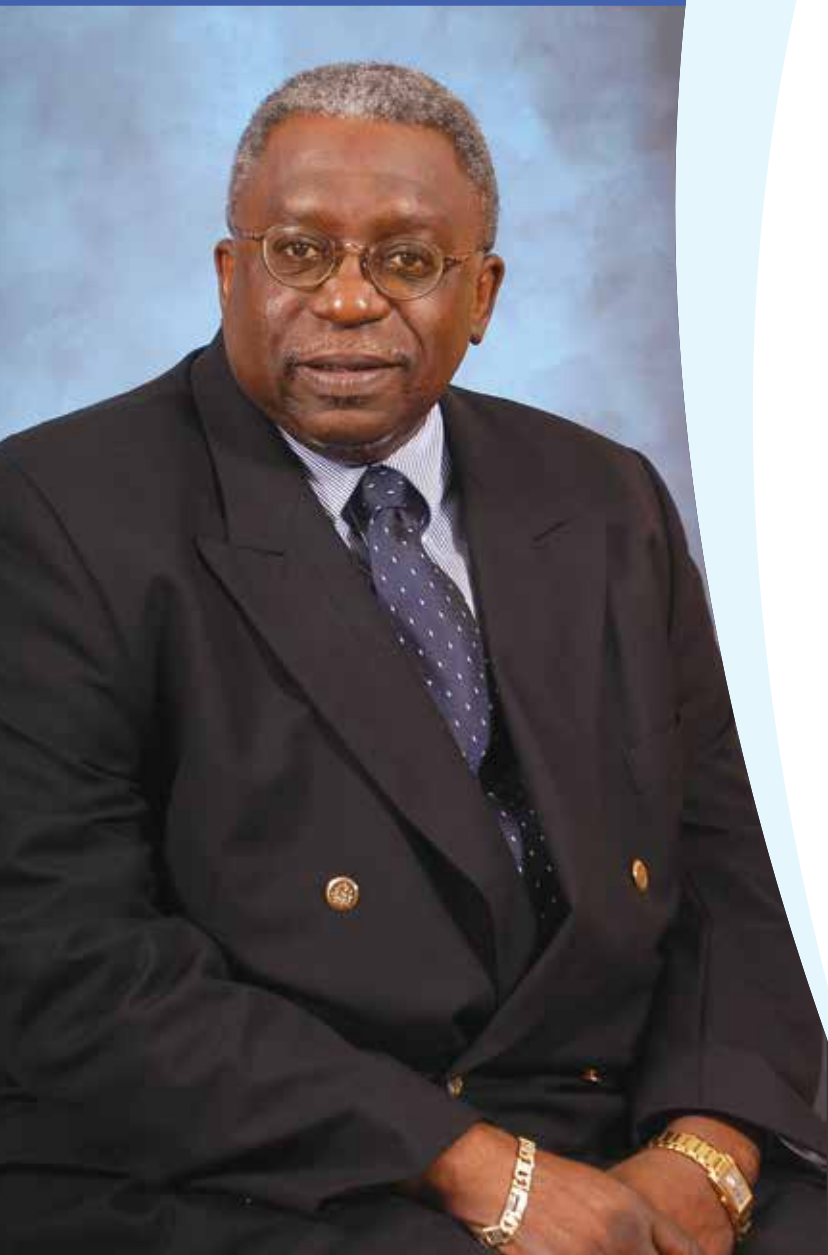
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COVER DESIGN

What's in a name? Everything! The classrooms and grounds of The UWI are teeming with life and activity. Our cover design celebrates the students, staff, events and everyday efforts that make this the premier tertiary institution in the region. You make us proud to be UWI.

CHAIRMAN'S REVIEW

ANNUAL REPORT 2012 / 2013



The period covered by this annual report coincides with the first year of our University's new **Strategic Plan 2012-2017**. While seeking to consolidate the tremendous gains that The UWI has made over the past decade or so, the Plan sets an ambitious medium-term agenda centred around transforming The UWI into a "*globally recognised, regionally integrated, innovative and internationally competitive university deeply rooted in all aspects of Caribbean development*".

The Operational Plan for the St. Augustine Campus, which is consistent with the Strategic Plan, contains a number of short-term goals, which are currently being pursued. During the period under review our Campus continued to make impressive strides towards the achievement of many of these goals.

Thus, for example, the year 2012/2013 saw an important increase in student enrolment at the post-graduate level, with the result that postgraduate students now account for about one-third of the total student population.

The past year also saw a significant expansion in programme offerings to

meet the requirements of various stakeholders and our persistent efforts at enhancing academic quality were reflected in the international accreditation of several of our programmes in engineering, medical sciences and business.

I commend our Campus' intensified efforts to establish a deeper engagement with industry; to encourage research and other interventions geared to generating solutions to pressing regional and national social problems and to secure a greater degree of financial independence from government funding.

Achieving the target level of success in these and other critical areas will take time. Moreover, it will require enhanced employee engagement and astute and innovative leadership at all levels. For all our plans, in the final analysis, it is the "people" factor that will make St. Augustine a great campus and The UWI, a great university.

A handwritten signature in black ink, appearing to read 'Ewart Williams'.

EWART WILLIAMS
Chairman - Campus Council

PRINCIPAL'S REVIEW

ANNUAL REPORT 2012 / 2013



A Landmark Year for UWI STA Campus

The 2012/2013 academic year was another stellar year for The UWI St. Augustine Campus! As a collective of staff and students we continued to press ahead to achieve excellence in all our endeavours – teaching and learning, research and innovation, and service to all our stakeholders. This is not to say that there were no challenges over the reporting period. In fact, we were faced with several challenges, in particular the uncertain financial environment not only of Trinidad and Tobago, but also the wider Caribbean. Notwithstanding this, we continued to demonstrate our resilience, creativity and resolve as an institution of higher education committed to the development of the people of Trinidad and Tobago and the region.

As the largest Campus of The University of the West Indies, the St. Augustine Campus has made significant strides, particularly in the area of quality (both academic and service); programmes (new, relevant and responsive); research (more impacting); partnerships (national, regional and international); and the expansion of its physical capacity. As Campus Principal it is truly my

pleasure to highlight some of the achievements of the 2012/2013 academic year, as well as some of the new and exciting initiatives we have embarked upon to move us closer to the goals outlined in our University's Strategic Plan 2012-2017. This is just a synopsis. Details on the many and varied activities and initiatives that were executed by the Campus are presented in the main body of this Annual Report as well as our Faculty Report.

Our Largest Graduation Class Ever and Steady Growth!

From the onset, I would like to signal that this year we had the largest graduation class ever in the history of The UWI St. Augustine Campus. At our graduation ceremonies in October 2013, we conferred degrees on over 4,000 graduates – almost 3,000 at the undergraduate level, and over 1,100 at the postgraduate level! We also celebrated our first graduates from the newly formed Faculties of Food & Agriculture and Science & Technology, as well as our first graduates in Optometry from the Faculty of Medical Sciences. St. Augustine also saw its first LLB graduates from our new Faculty of Law! These are all great achievements for our Campus.

Principal's Review

We are confident that through their training and preparation at our Campus and University, these graduates will go on to become leaders in their own spheres, as so many others have done!

I am also very pleased to report that despite intense competition from national, regional and international tertiary institutions, both public and private, our student enrolment showed a positive trend staying well over 18,000 students. I am particularly heartened that our postgraduate numbers continue to grow steadily. In fact, in the 2012/2013 academic year, enrolment at the postgraduate level crossed 6,000 which represents approximately one third of our student population. A vibrant postgraduate student body is important, not only for our university, but also for our society, as it is at this level, knowledge is nurtured, interrogated, re-formulated and applied to create new knowledge and provide solutions to critical issues in our country and region.

Our Programmes – Relevant and Responsive

Over the reporting period we continued to demonstrate our relevance and our responsiveness to our diverse stakeholders through



■ A packed auditorium for one of the six graduation ceremonies held at the end of October 2013.

the establishment of new programmes. In 2012/2013 we commenced several new undergraduate programmes such as the BSc in Dental Hygiene and Dental Therapy; BSc Nursing (Generic); BSc Pharmacy (Mixed mode); BSc in Environmental Science and Sustainable Technology; BSc and Diploma in Agriculture; BSc in Statistics and Economics; and the BSc in Biology (with specialisation in biotechnology/zoology etc.), among others. Similarly, examples of new programmes at the postgraduate level include the MSc in Renewable Energy and Technology; Executive Master of Strategic Human Resource

Management; International Master of Strategic Marketing; Graduate Diploma and Master of Business Administration in International Trade, Logistics and Procurement; and the Master of Port and Maritime Management. We are also developing new programmes in Biotechnology, IT, Journalism and Manufacturing Engineering, among others. These programmes all reflect our University's commitment to producing graduates with the requisite expertise and skills to build our public and private sectors.

‘Futurising’ our Teaching through Blended Learning

Last reporting period, you would recall that The UWI St. Augustine’s ‘Blended Learning Policy’ was developed and approved by Academic Board. During 2012/2013, our Blended Learning team continued to make significant progress with the organisation of several workshops and blended learning clinics for staff and faculty across the Campus. Twenty-one members of staff were trained to convert their courses from face-to-face to blended format. A dedicated space for Blended Learning with materials on teaching using Information and Communication Technology (ICT) is now readily available on the website of the Centre for Excellence in Teaching and Learning. A *Handbook for Blended Learning* was created to assist our lecturers in the transition. As we move forward, we are confident that our *Blended Learning initiative* will ‘futurise’ teaching and learning on our Campus by facilitating interaction, collaboration and communication beyond the walls of the classroom, making teaching and learning more easily accessible to all.

Total Quality Management (Academic & Service)

Our Quality Assurance Unit (QAU) which supports the work of the Board for Undergraduate Studies (BUS) and the Board for Graduate Studies and Research (BGSR) in the Vice-Chancellery (now the Regional Headquarters of The UWI) ensured that the standards for our academic programmes were maintained. Over the reporting period, this Unit conducted eight Quality Assurance Reviews and five Quality Evaluations.

Several of our programmes in Engineering, Medical Sciences and Business also received international programme accreditation by recognised professional bodies. In August 2013, I signed a joint application on behalf of the Department of Management Studies and the Arthur Lok Jack Graduate School of Business (ALJGSB) to pursue accreditation from AACSB International – the Association to Advance Collegiate School of Business. In the field of Business, AACSB is the largest and the longest standing specialised accrediting agency for Business Programmes in the world. AACSB accreditation will therefore place The UWI as a premier institution in the world in the field of business and manage-

ment education. To this end, the achievement of the AACSB accreditation will put The UWI’s Department of Management Studies and Arthur Lok Jack Graduate School of Business on par with some of the world’s best known business schools, including the London Business School, Harvard University, Yale University, and Columbia University, among others.

Our Centre for Excellence in Teaching and Learning (CeTL) continued to enhance the teaching skills of our academics.

In order to maintain our pre-eminence in the region and compete internationally, we also continued to place strong emphasis on enhancing service quality. In this regard, you will recall that last year we reported that the Academic Board approved a Campus Quality Policy to guide quality assurance in our academic and non-academic operations, and that our Campus embarked on an Institutional Effectiveness Programme (IEP). Since then, we have established a Campus Non-Academic Quality Management System (QMS) and an Institutional Effectiveness Committee (IEC). Together these two initiatives account for 116 staff members in 30 Quality Leadership Teams (QLTs).

Principal's Review

They have produced 10 Service Charters by Non-Academic Offices, they've developed a web-based monitoring system called IMPACTS (Improvement, Measurement of Performance, Accreditation and Quality Tracking System) and have established a Model for Process Improvement as well as the "Quality@STA" - the official web portal for quality assurance and enhancement.

This will help us to not only integrate service quality in all aspects of our operations, but also to better monitor and benchmark our performance for the benefit of our internal and external stakeholders. As we approach the mid-term point of our ACTT Institutional Accreditation (2011-2018), we have begun initial preparations for an ACTT Focused Site Visit. This has given us the opportunity to reflect on our progress and the gaps that have to be filled. Building quality is a continuous exercise that necessitates self-reflection and action.

Thus, in the same way that The UWI St. Augustine Campus is well known for its academic standards, we are working assiduously at ensuring that our service quality is on par. With these two components working together - academic quality and service



■ *Institutional Effectiveness Working Group in session. L-R: Campus Registrar, Mr Richard Saunders; Dean, Faculty of Food & Agriculture, Dr Isaac Bekele; and Head of the Campus Office for Planning and Institutional Research (COPIR), Mrs Reanti Singh.*

quality - there is no doubt in my mind that we will be able to sustain our comparative advantage.

Organisational Re-Structuring to Achieve Strategic Goals

During the last reporting period, our new faculties - Food & Agriculture, Science & Technology and Law - were established. I am truly pleased to report that these faculties are now fully functional led by three new deans who are bringing greater focus, direction and efficiency to teaching and learning, research, and academic support in these disciplines. I am particularly pleased that the Faculty of Food and Agriculture has already implemented new and exciting programmes such as the BSc and Diploma in Agriculture, and in a similar vein the Faculty of Science and Technology has introduced programmes

such as the BSc in Environmental Science and Sustainable Technology, and the MSc in Renewable Energy and Technology.

In keeping with the recommendation of the ACTT External Evaluators' Report for The UWI St. Augustine Campus, we also established a Campus Office for Planning and Institutional Research (COPIR). This will help to strengthen our capacity in decision making, policy formulation and planning based on comprehensive data collection and analysis, the conducting of targeted surveys and studies in key areas related to student demographics, progression, stakeholder satisfaction and productivity, among others. For example, in 2012/2013 a Graduate Tracer Survey Study was completed for the graduating class of 2010.



■ Media Launch for the Research Expo, October 2013. L-R: Mrs Stacy Richards-Kennedy, Senior Programme Administrator, Office of the Campus Principal; Vice-Chancellor, Prof. E. Nigel Harris; Pro Vice-Chancellor for Research, Prof. Wayne Hunt; Vice President for Human and Corporate Relations, National Gas Company of Trinidad and Tobago Ltd., Mrs Cassandra Patrovani-Sylvester; Principal Sankat; Pro Vice Chancellor for Graduate Studies, Professor Yvette Jackson; and University & Campus Librarian, Ms Jennifer Joseph.

Supporting our Research Agenda

Research is central to the mandate of any good university and since becoming Campus Principal, I have been working steadily with my colleagues across our Campus to bolster and strengthen the Campus' Research Agenda so that our University can continue to provide solutions to challenges facing our society and improve the lives of the people we serve. In this context, over the last few years we have increased engagement – through meetings and workshops with our Professors and active researchers, and

postgraduate forums for our students; enhanced Capacity-Building – through initiatives such as the Staff Research (STAR) seminar series; compiled information on the diverse research endeavours of our staff – through the Research Information Management System (RIMS); and provided dedicated Research Funding for research projects that address pressing development needs – through the UWI-Trinidad and Tobago Research and Development Impact Fund (RDI Fund). In 2012, 11 projects were approved at TT\$9 million, and in 2013, 12

projects were approved at TT\$7.8 million. Having successfully held the first ever Research Awards Ceremony of The UWI St. Augustine Campus with the support of the National Gas Company (NGC) of Trinidad and Tobago in October 2012, our Campus had another first. In October 2013, again in partnership with NGC, we hosted the first-ever “Research Expo” of The UWI St. Augustine Campus. This was truly a memorable occasion as we dedicated a week of activities to showcase and promote our research and engage thousands of members of our community!

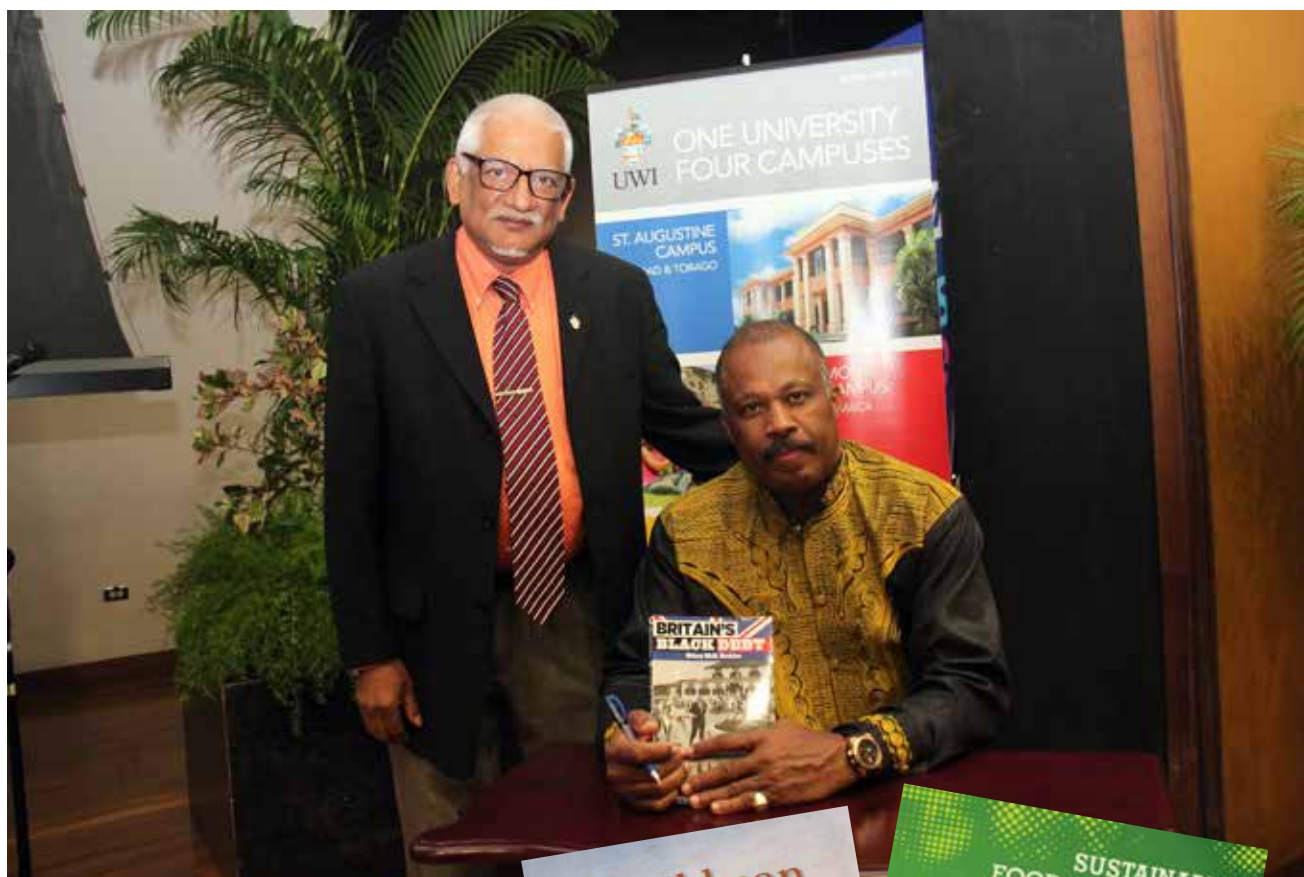
Outreach and Knowledge Mobilisation

As part of our contribution to disseminating new knowledge, the Campus held several book launches including, “Sustainable Food Production Practices in the Caribbean” by Dr Wayne G. Ganpat and Dr Wendy-Ann P. Isaac; “DigitalMath” by Dr Noel Kalicharan; and “Caribbean Heritage” by Dr Basil Reid. I was also privileged to host a Book Launch and Distinguished Lecture by my colleague Principal, Sir Hilary Beckles entitled, “Britain's Black Debt: Reparations for Caribbean Slavery and Native Genocide”.

Principal's Review

Several conferences, seminars and distinguished lectures were organised to engage our wider Campus community on issues of national and regional importance. These included the Annual “Conference on the Economy (COTE)” hosted by the Department of Economics; “Improvement in Health Care Quality and delivery: Making a Difference” and the “Emergency Medicine Conference 2012” both organised by the Faculty of Medical Sciences; “Advancing Education through a culture of inquiry, innovation and indigenisation” hosted by The UWI School of Education; and the “1st Caribbean Specialty Contact Lens Symposium” hosted by the School of Optometry.

Given our history as the home of the Imperial College of Tropical Agriculture (ICTA), the 30th West Indies Agricultural Economic Conference, supported by the Caribbean Food Crop Society (CFCs) and the International Society for Horticultural Sciences (ISHS) entitled, “Agribusiness Essential for Food Security: Empowering Youth and Enhancing Quality Products” was particularly outstanding as it provided an excellent forum for the examination of agricultural institutions, policies, systems



Principal Sankat congratulates his Cave Hill compatriot, Professor Sir Hillary Beckles at the local launch of his book, *Britain's Black Debt*.

and practices in the Caribbean region and beyond, and attracted a wide cross-section of Caribbean professionals engaged in the food and agriculture sector.



The Distinguished Open Lecture by Global Tertiary Education Expert, Dr Jamil Salmi entitled, “World-Class Universities or World-Class Higher Education Systems?” was another very important and relevant forum as it presented insightful information for the effective management of tertiary institutions based on Dr Salmi’s work with institutions across the globe. Dr Salmi’s simple message of Universities seeking to become “World Class” by activating talent, being well resourced and having a favourable governance structure, has left a lasting impression on all of us leading Higher Education institutions.

Other important Conferences and Distinguished Lectures organised during 2012/2013 include:

- CCfC 1st Caribbean Competitiveness Forum – “A Solutions Agenda to Key Competitiveness Challenges” (November 2012) which sought to raise the competitiveness level of businesses and by extension, promote increased competitiveness in our country and region.
- Post Budget Forum 2012 – which encouraged debate, analysis and an interrogation of issues surrounding the national budget and Trinidad and



■ Professor Carlisle Pemberton, then Dean of the Faculty of Food & Agriculture, welcoming participants to the 30th West Indian Agriculture Conference.

- Tobago’s national development agenda.
- ALJGSB 11th Annual DLIC Conference by Marcus Buckingham on the topic “Strengths Based Performance and Innovation: Find your Edge: Win at Work” (March 2013). This was a very dynamic forum for issues linked to innovation and competitiveness in business management and private sector leadership.
- Distinguished Lecture by Professor Adam Zirmai on the topic “Making 21st Century Business Work for Growth: Industry Policy and Global Competitiveness” (June 2013).



■ Dr Jamil Salmi received a warm reception following his presentation on “World-Class Universities or World-Class Higher Education Systems?”

Principal's Review

Staff Engagement

Some of our staff engagement initiatives included a forum entitled “Coffee with the Principal” in May 2013 to update staff on the Campus’ strategic initiatives and to hear their views and ideas for taking the Campus forward. In June, we had our annual Campus Management Retreat, which focused on enhancing the Campus’ financial sustainability by collectively agreeing on the priority areas for cost reduction and revenue generation.

Our 2012 Staff Appreciation function was well attended and brought together a wide cross section of our staff to celebrate the end-of-year festivities in our usual Campus style. Our annual UWI Carnival Fete themed “Yalla” and organised by The UWI Development and Endowment Fund in January 2013, was a tremendous success and provided 160 bursaries to needy students at the St. Augustine Campus.

I am truly pleased that our Campus signed collective agreements with the OWTU in April and with the Estate Police Association in May 2013. Our Bursary and HR Department worked very hard to ensure that adjustments to the payroll were made in the



■ Patrons who flocked to the annual UWI carnival all-inclusive fundraiser.

shortest possible time so that our staff could receive the adjusted compensation. But this has come at a significant cost, TT\$34 million over 2008 – 2011, and TT\$22 million for 2011 to March 31st 2013.

Building Global Partnerships for Advancement

Internationalisation continues to be a major focus for The UWI St. Augustine Campus, and therefore we have been actively pursuing key partnerships in support of our strategic priorities. Over the reporting period we have established links with countries such as

China, Germany, Chile and Spain, to name a few. In June 2013, I had the privilege of attending and presenting at the 4th Global Forum of Leaders for Agricultural Science and Technology (GLAST) and the 30th Anniversary of China and the Consultative Group of International Agricultural Research (CGIAR) in Beijing, China which opened up new doors for collaboration in sustainable agricultural practices. For example, on this trip, I took advantage of the opportunity to also visit and meet with the leaders of the China Agricultural University (CAU), one of China’s leading universities, including President KE Bingsheng. This partnership between our Campus and some of the leading institutions in agriculture in China will strengthen our thrust to support sustainable agriculture in Trinidad and Tobago and the region as our Campus also makes every effort to utilise the Orange Grove lands (which were awarded to us by the government) efficiently and effectively. In May 2013, the New Chinese Ambassador to Trinidad and Tobago, His Excellency Huang Xingyuan also paid a courtesy visit to our Campus and subsequently, we signed a MOU and Exchange Agreement with Wuhan University of China.

In early June 2013, we had an official visit from the Director General of Hanban, Madam Xu Lin. During this visit we signed another MOU, this time with the Confucius Institute Headquarters of China for the establishment of a Confucius Institute at The UWI St. Augustine Campus. The signing was witnessed by the President of the People's Republic of China, His Excellency Xi Jinping and the Prime Minister of the Republic of Trinidad and Tobago, the Honourable Kamla Persad-Bissessar.

These partnerships and agreements have all set the stage for a deepening of bilateral relationships in areas such as trade and investment, energy, infrastructural development, technical cooperation, cultural engagement and educational exchanges. The UWI St. Augustine Campus will continue to play a leadership role as we move forward.

In August 2013, I also had the pleasure of attending and presenting at the Final Workshop of the International Network for Energy and Environmental Sustainability (INEES) in Flensburg, Germany. I was accompanied by Dr. Indra Haraksingh, Lecturer in Environmental Physics. At this workshop we signed a MOU with the



■ Professor Clement Sankat and Madame XU Lin sign the agreement to establish a Confucius Institute at The UWI St. Augustine Campus. They are flanked by President of the People's Republic of China, Xi Jinping and Prime Minister of the Republic of Trinidad & Tobago Kamla Persad-Bissessar. PHOTO COURTESY THE DIPLOMATIC CENTRE

University of Flensburg and the Flensburg University of Applied Sciences to further Sustainable Energy Development Cooperation in the presence of representatives of the Government of the Federal Republic of Germany and the German Academic Exchange Service (DAAD).

This has resulted in the development of a new postgraduate programme – the Master's in Renewable Energy Technology in collaboration with the University of Flensburg and Flensburg University of Applied Sciences, which was officially launched in September 2013. Our Faculty of Science and Technology is developing new programmes to meet the demands of our region. This is what makes The UWI special, but more importantly, relevant. This Master's in Renewable Energy Technology will produce graduates who are prepared to help our region embrace

renewable energy technology which is much needed for the economies of our small island developing states.

In April 2013, The UWI St. Augustine Campus also signed a Memorandum of Understanding (MOU) with the Embassy of Spain with the aim of supporting Spanish studies including language, culture and literature at our Campus. We were also grateful for the support from the Government of Chile whose ongoing commitment to assist The UWI Seismic Research Centre has been tremendous. In July 2013, the Chilean Embassy donated a pair of seismic recording digitisers. This equipment will be added to the Centre's seismic network, complementing the high precision GPS receivers which Chile donated to the Centre in 2012.



■ *H.E. Jaques Sturm, Ambassador of the French Republic provokes some humour at the Diplomatic Brunch with hosts Sharan Singh, Director Office of Institutional Advancement and Internationalisation (OIAI) and Principal Sankat.*

In June 2013, the Campus hosted a brunch for members of the diplomatic corps to express our gratitude for their ongoing support and to share information on the Campus' key strategic initiatives and discuss opportunities for collaboration. Several courtesy visits were also paid by new Ambassadors accredited to Trinidad and Tobago including, the South African Ambassador, Her Excellency, Maureen Modiselle; US Chargé d' Affaires, Thomas Smitham; and Canadian High Commissioner, His Excellency Gérard Latulippe, among others. We also hosted several cultural events such as the Korean Film Week in collaboration with the Korean Embassy and the Indian Film Festival in collaboration with the High Commission of India.



■ *Lloyd Lynch, Research Fellow (Instrumentation) and Dr Joan Lutchman, then Director (Ag.), Seismic Research Centre with the equipment donated by H.E. Fernando Ayala (right) on behalf of the Chilean Government.*

Strengthening Public/Private Sector Relations and Commercialisation

In March, 2013, we signed a MOU with S.M. Jaleel for the supply and selling of UWI Branded Bottle Water on our Campus. This is aligned with our Strategic Plan 2012 – 2017 which calls for an increased entrepreneurial drive through partnerships with the private sector.

In May 2013, we also opened a NEDCO office at The UWI St. Augustine Campus in the hub of student activity – the Student Activity Centre (SAC). The physical presence of NEDCO on The UWI St. Augustine Campus is symbolic of the progress we are making in promoting a culture of creativity, innovation and entrepreneurship on our Campus.



■ *Senator the Honourable Fazal Karim, Minister of Tertiary Education and Skills Training and the Honourable Prakash Ramadar, Minister of Legal Affairs cut the ribbon to formally open the NEDCO sub-office at UWI.*

Enhancing Our Physical Capacity and Reaching out to Underserved Communities

As the largest Campus of The University of the West Indies with a student and staff complement of over 22,000, enhancing our physical capacity has been one of our main priorities. To this end, we have been aggressively advancing our capital projects to cater to the needs of our growing student and staff population. We have made tremendous progress on this front as several projects are now completed, and this is bringing tremendous relief to our growing population. The Teaching and Learning Centre which is the largest building on Campus is now completed and was used for the very first time to host the Vice Chancellor's Awards for Excellence in 2013.

We also formally opened The UWI Family Development Centre (UWI-FDC) and the Canada Hall Refurbished South Block.

The new Division for Facilities Management building and the undercroft in the Faculty of Humanities and Education on the Main Campus are now both completed and have been occupied. In addition, not only were the Orange Grove lands awarded to us by the government fenced, but agricultural development has begun in earnest. This is pristine land, which gives The UWI St. Augustine Campus the opportunity to establish a new field station. Already, several crops are being produced such as sweet corn and pumpkin among others. Work is also now completed on the remodeled and expanded Senior Common Room, which together with the renovated Harnanan House, now form a small hotel called The University Inn. This is another example of an enterprising initiative of The UWI St. Augustine Campus to develop new income earning streams by providing hotel accommodation to regional and international visitors to the Campus. This facility is now operational and is managed by a fully-owned subsidiary called The St. Augustine Enterprise Company. Work is also continuing steadily on the

Conference Centre, as we transform the old Senior Common Room (SCR) facility located just next to the University Inn.

■ *It takes a village! Government and The UWI continue to work together to support the development of children. L-R the Minister of Tertiary Education and Skills Training (TEST), Senator the Honourable Fazal Karim, Head of the Family Development and Children's Research Centre (FDCRC) Dr Carol Logie, the Hon. Tim Gopiesingh, Minister of Education, Principal Sankat and Prof. Funso Aiyejina, Dean, Faculty of Humanities & Education.*



■ *The new Family Development Research Centre.*

■ *The formal opening of Canada Hall's refurbished south block and dedication to the hall's first warden, the late Professor Nazeer Ahmad. His widow, Mrs Zalina Ahmad is flanked by the Campus Chairman, Mr Ewart Williams (l) and Tertiary Education Minister, Fazal Karim (r) along with Principal Sankat, Canada Hall Chairperson, Mr Agib Harford Campus Bursar, Ms Patricia Harrison and Campus Registrar, Mr Richard Saunders.*



■ *The front entrance of the refurbished South Block at Canada Hall.*

Principal's Review

More recently, we also had an historic handing over of a 199 year lease from the Housing Development Corporation (HDC) to The UWI St. Augustine Campus for eight lots of prime land situated at Gordon and Smart Streets, St. Augustine. This is a treasured gift to the Campus.

And of course, we continue to make steady progress towards the completion of The UWI St. Augustine South Campus Penal/Debe. This will be one of our biggest achievements in the 53-year-old history of The UWI St. Augustine Campus as it relates to expanding our physical capacity and our ability to reach out to underserved communities, particularly in south Trinidad. We expect to build a



■ Aerial 3-D impression of the UWI South Campus being constructed at Penal/Debe.

Campus of which our University and Caribbean peoples will be proud; but this is not without focus, sacrifice and challenges.

Celebrating our People!

In October 2013, the Vice Chancellor presented six Awards for Excellence to staff from our regional UWI at our new Centre for Teaching and Learning on the St. Augustine Campus. I am truly thrilled to report that five of these awards went to staff and research centres from the St. Augustine Campus including Professor Shivananda Nayak, Professor Pathmanathan Umaharan,

Dr Carol Logie, Professor Rose-Marie Belle Antoine and the Seismic Research Centre.

At the St. Augustine Campus, professorships were conferred upon four academic staff members including Dr Bharat Bassaw, Dr Carlisle Pemberton, Dr Jeremy Wilson, and Dr Rajendra Ramlogan during the 2012/2013 academic year. In addition, several others including Professors Christopher Starr, Surendra Arjoon, Christine Carrington, Dave Chadee, and Gary Garcia delivered their inaugural professorial lectures. Professorship reflects the highest accolade



■ The Vice Chancellor's Awards for Excellence 2013: Prof. Surujpal Teelucksingh, Public Orator; Prof. Pathmanathan Umaharan (awardee); Dr Carol Logie (awardee); Dr Richard Robertson (on behalf of the Seismic Research Centre); Prof. Shivananda Nayak (awardee); Principal Sankat; Chancellor Sir George Alleyne; Vice-Chancellor Prof. E. Nigel Harris; Prof. Rose-Marie Belle Antoine (awardee); Prof. Horace Fletcher (Mona awardee); PVC Research Prof. Wayne Hunt; University Registrar Mr Williton.

for their scholarship and dedicated service to the Campus and University. Several Senior Administrative and Professional staff were also promoted during the reporting period and this is mentioned in more detail in the body of the Annual Report.

I wish also to congratulate, Professor Emeritus Ramesh Deosaran who was awarded the Order of the Republic of Trinidad and Tobago at our country's Independence celebrations in August 2013; Professor Dave Chadee, who was the recipient of the Anthony N. Sabga Caribbean Award for Excellence in Science and Technology; and Dr. David Dolly, who was appointed fellow of the Organisation of International Agricultural and Extension Education (AIAEE). Likewise, I wish to congratulate two of our outstanding students; Mr Abhinav Karan, a first year, MBBS student and President's Medal winner for science; and Mr Jehue Gordon, who not only made it to the London Olympics in 2012 in the 400 meter hurdles, but who won gold medals both in Moscow, Russia at the International Association of Athletics Federations (IAAF) World Championship and in Brussels, Belgium at the Van Damme Memorial IAAF Diamond League. The staff

and students of The UWI St. Augustine Campus continue to stand out as exemplars of excellence in our nation and region – we salute them!

I close by offering my personal thanks once again to the 249 employees of The UWI St. Augustine Campus who received awards in November 2013, in recognition of their dedicated service to the Campus of 25 years



■ World class athlete, Olympian and UWI St. Augustine student, Jehue Gordon.

and over. I maintain the view that our employees are The UWI's most prized resource. As Campus Principal, I therefore applaud them all for their steadfast commitment to building the St. Augustine Campus! As Dr. Jamil Salmi emphasised, good governance, talented staff and the efficient and strategic use of resources, are what will help us transform The UWI St. Augustine Campus into a world class university. I am proud of all we were able to achieve in 2012/2013 and remain committed to this transformation process, with the support of our students, staff and stakeholders. I am certain that as you peruse the remainder of our Annual Report, you will discover many other exciting initiatives that we, at The UWI St. Augustine Campus, have implemented to better serve the people of Trinidad and Tobago and the wider Caribbean region.

Professor Clement K. Sankat
Pro Vice-Chancellor and Campus Principal
The University of the West Indies,
St. Augustine Campus



Professor Clement Sankat



Ms Patricia Harrison



Professor Rhoda Reddock



Ms Jennifer Joseph



Mr Richard Saunders



Mr Stephen Sheppard

Management Team

Professor Clement Sankat

Pro Vice-Chancellor and
Campus Principal

Professor Rhoda Reddock

Deputy Campus Principal

Mr Richard Saunders

Campus Registrar

Ms Patricia Harrison

Campus Bursar

Ms Jennifer Joseph

University & Campus Librarian

Mr Stephen Sheppard

Director, Human Resources

INTRODUCTION



During the review period August 1, 2012 to July 31, 2013, as the Campus embarked on the first year of operationalising the new 2012-2017 Strategic Plan, we also took on board ideas and recommendations arising out of the institutional accreditation process and the global discussion on what is required to build a “world class” university. Some of these ideas and recommendations included building a concentration of talent, strengthening our governance, and widening our financial resource base. In addition, developments were influenced by the imperatives of responding to the needs of our stakeholders, retaining and improving our regional outlook, expanding our reach, and deepening our capacity to produce meaningful research to spur the development process.

Some of the major changes highlighted in this report are as follows:

The Campus continues to adjust its programmes and focus its research priorities according to the priority needs of the local and regional communities.

Decision-making on the Campus is becoming more data-driven as evidenced by the establishment of offices to collect and analyse both quantitative and qualitative data on our operations. We conducted a number of important surveys and studies that point to strengths and deficiencies in the system. The way is now clear for the Campus to come up with strategies to respectively support or address them.

In response to what continues to be a challenging financial environment, and noting the strong relationship between governance and resourcing, the Campus is becoming more entrepreneurial is doing more to monetise its resources-both knowledge-base and physical. We are also encouraging and coaching students to develop their own entrepreneurial skills, to become employers and wealth creators in their own right.

We are successfully deepening our ties with the international community as a source of funding and to provide a broader learning experience for staff and students. Even as we pursue these connections we continue to expand our reach to under-served communities, responding to the growing need among students to study within their own communities.

The 2012-2017 Strategic Plan continues to be the backbone of our operations and this report is therefore structured around the six pillars of the Plan: Financial; Employee Engagement and Development; Internal Operational Processes; Teaching, Learning and Student Development; Research and Innovation; and Outreach (National and Regional Development; Internationalisation; Marketing and Communication; and Alumni Engagement).

To keep up with latest developments on the St. Augustine Campus, please visit our website at www.sta.uwi.edu. Look out for our monthly newsletter, *UWI Today* in the *Trinidad Guardian* or view it online at www.sta.uwi.edu/uwiToday. View photos and videos on Flickr, YouTube and Ustream, and join our online communities on Facebook and Twitter.

HIGHLIGHTS



■ **JEHUE GORDON** – *The Campus stood still each time he competed in the 400 metre hurdles at the London Olympics in August 2012. This BSc Sports management student continued to make his country, his region and his university proud with gold medal performances at the IAAF World Championships in Moscow and at the Diamond League races in Belgium.*



We are particularly proud of the work done this year to re-vitalise key areas such as agriculture and science and technology – from programmes to research- and in developing an entrepreneurial culture on the campus – something which we know has long been one of our challenges. The Campus has itself become more entrepreneurial to further our quest to become financially self-sustaining. We created a Faculty of Law, putting that discipline on a strong footing. Our international partnerships have been strengthened, creating more opportunities for our staff and students. We've also introduced new administrative functions to improve the overall governance of the campus. The details of these initiatives and more are contained in the body of this report and in that of its companion, the Faculty Report.

Enrolment

The Campus continues to attract quality students, particularly at the undergraduate

level. For example, in 2012/2013 of the over 370 students awarded scholarships by the Government of Trinidad and Tobago based on their performance at the Caribbean Advanced Proficiency Examinations (CAPE) that year, 238 (64%) were registered at the St Augustine Campus.

Overall, according to figures compiled and analysed by the Campus Office of Planning and Institutional Research (COPIR), the total student population stood at 19,594. On-campus enrolment showed a minor decline of just over 1% and of these there was just a 3% drop in the number of undergraduate students to 12,955, while on-campus postgraduate enrolment grew by 6% to 6062. Research and knowledge creation on the campus got an additional boost with the third consecutive year of growth among students pursuing MPhil and PhD degrees. Enrolment in research degrees rose by 9%, accounting for 22% of all postgraduate students, while enrolment in taught masters programmes declined by 8%.

■ **ABHINAV KARAN** – *formerly of Presentation College, Chaguanas, The UWI proudly welcomed this 2013 winner of the President's Medal in Science as a first year student in the faculty of Medical Sciences.*

Rhodes Scholarship Seminar Yields Fruit

UWI St. Augustine students had been absent from the roster of Rhodes Scholarship winners for some time – in part it seems because students were unaware or simply not applying for the prestigious scholarship. Three years ago the Campus introduced an annual Rhodes Scholarship Seminar to

provide high performing students with information on how to apply for this and other similar opportunities. That investment paid off when Mr Kiron Neale, a Trinidadian and 22-year-old graduate (and 2012 valedictorian) of the former Faculty of Science & Agriculture at the St. Augustine Campus won the 2013 Commonwealth Caribbean Rhodes scholarship – only the tenth Trinidad and Tobago national to do so. Also shortlisted for the 2013 Commonwealth Caribbean Rhodes scholarship were Ms Kalifa Damani of Trinidad and Tobago, and Ms Nekelia Gregoire of Dominica. Ms Nara Anderson-Figueroa (2012 valedictorian from the Faculty of Humanities & Education) was also shortlisted for the 2013 Jamaica Rhodes Scholarship. All three of these shortlisted applicants were from the St. Augustine Campus.

Awards & Achievements

At the Independence Day awards ceremony in 2013, the Republic of Trinidad and Tobago honoured UWI Professor Emeritus, Ramesh Deosaran with the Order of Trinidad & Tobago for his work as an academic and for his service to the public. Student and athlete, Jehue Gordon received the Chaconia Medal (Gold) for his contribution in the field of Sport.

■ *Kiron Neale, 2013 Rhodes Scholar.*



Professor Dave Chadee was joint winner of the 2013 Anthony N Sabga Caribbean Award for Excellence in Science and Technology while the NIHERST Rudranath Capildeo Award (Gold) was presented to Professor Neela Badrie.

The Department of Economics, Faculty of Social Sciences, UWI, St. Augustine recognised former Central Bank Governor and current Campus Chairman, Mr. Ewart Williams as a Distinguished Fellow; Professor Clement Sankat was made a Fellow of The Canadian Society for Biological Engineering (CSBE), and Dr David Dolly, Lecturer in Agricultural Extension in the Faculty of Food and Agriculture, was recognised as a Fellow of the Organisation of International Agricultural and Extension Education (AIAEE).

Academic Staff and Staff/Student Ratios

Figures compiled by the Campus Office of Planning and Institutional Research (COPIR) show that the total number of staff on the Campus was 3243. Our staff numbers reflect incremental growth, particularly in the academic and academic support categories, which mirror the steady increase in student intake, as we seek to address staff-student ratios. Overall staff/student ratios improved slightly from 25:1 in 2011/2012 to 24:1 in 2012/2013. Efforts to attract, engage and retain staff are discussed in the “Employee Engagement” section of this report.

Graduation

At the end of the 2012/2013 academic year the Campus welcomed 4,089 new graduates to its alumni family, an increase of 2% over the previous year and a new record for the Campus. At the six ceremonies held at the end of October 2013, the campus saw the first graduates from the newly created Faculties of Food & Agriculture and Science & Technology. This year's graduates from the Faculty of Law were also the first cohort to complete all three years of the programme at

the St. Augustine Campus. Prior to 2011, only the first year of the programme was offered at St. Augustine. The Faculty of Social Sciences graduated its first two students with the PhD in Business Administration and the Faculty of Medical Sciences celebrated its first graduates from the BSc in Optometry and Diploma in HIV Management programmes.



Students of the BA Film Programme conducting a post-ceremony interview with Honorary Graduate, Marina Salandy-Brown.

Graduation 2013 Online!

For the second year in a row, the graduation ceremonies were streamed live online through the Campus IT Service (CITS), allowing friends and relatives locally and around the world, to share in the joy of witnessing their loved ones receiving their diplomas. The online streaming option allows the campus to share this special moment with a wider audience at a much lower cost than a live or packaged television broadcast. Also, unlike television, you can still re-live the ceremonies at any time by visiting the graduation website at <http://s-ta.uwi.edu/graduation/> and clicking on the link to the live-stream videos.

This was also the second year of a collaboration between the Marketing & Communica-

tions Office and the UWI Film Programmes to capture the pride, joy and excitement of our new graduates as they celebrated with family and friends. Post ceremony interviews were shot and edited by students and staff of the UWI Film Programme, working alongside staff of the Marketing & Communications Office.

The venture represents an opportunity for the Film Programme to generate funds and for students to earn cash while getting additional experience, and is a cost-effective promotional tool. These videos, along with excerpts from the speeches delivered by the Honorary Graduates, are available on the **uwistaugustine** channel on YouTube.

GRADUATION CEREMONIES 2013

VALEDICTORIANS



**MARTRECIA
ALLEYNE**
Social
Sciences



**GRACE
BHAGWANDEEM**
Engineering
& Law



**WAINELLA
ISAACS**
Science & Technology
Food & Agriculture



**SAMANTHA
JACKSON**
Humanities
& Education



**SHENELLE
RAMJEWAN**
Social
Sciences



**DR. CHERISSE
RATIRAM**
Medical
Sciences

Thursday October 24 – Saturday October 26, 2013 • UWI SPEC, St. Augustine Campus



GRADUATION CEREMONIES 2013

HONORARY GRADUANDS



Bishop Clive
Abdulah



Dr Theodosius
Ming Whi Poon-King



Dr Lakshmi
Persaud



Mr Ian
Randle



Ms Marina
Salandy-Brown



Dr Elisha
Tikasingh

Thursday October 24 – Saturday October 26, 2013 • UWI SPEC, St. Augustine Campus



New Undergraduate Programmes

In 2012/2013 the following programmes were introduced:

- BSc Optometry – (formerly under FSA in 2011/2012) - FMS
- BSc Pharmacy (mixed mode) - FMS
- BSc Nursing (Generic) - FMS

Approval was granted for the following programmes to be offered in the next academic year:

- BSc Dental Hygiene and Dental Therapy

New Postgraduate Programmes

The following programmes were offered in the 2012/2013 academic year:

- PG Diploma in Tropical Crop Protection (Food Production) - FFA
- MSc in Tropical Crop Protection (Food Production) - FFA
- Master of Education in Inclusive and Special Education - FHE
- MPhil/PhD in Project Management - FE
- MSc in Medical Microbiology - FMS
- MSc in Palliative Care - FMS
- MPhil/PhD Human Ecology (Agricultural Econ. & Ext.) - FFA
- Master's of Arts in Leadership in Technical and Vocational Education and Training and Workforce Development - FHE

The following programmes were approved for the academic year 2013/2014

- MSc in Renewable Energy - FST
- Executive Diploma in Strategic Human Resource Mgt. - ALJGSB
- Master of Strategic Human Resource Management - ALJGSB
- International Diploma of Strategic Marketing - ALJGSB
- International Master of Strategic Marketing - ALJGSB
- Graduate Diploma of Business Administration in International Trade, Logistics and Procurement - ALJGSB
- Master of Business Administration in International Trade, Logistics and Procurement - ALJGSB
- MSc in Applied Psychology - FSS

New Faculties

Two new faculties opened their doors at the start of the 2012/2013 academic year: the Faculty of Food & Agriculture (FFA) and the Faculty of Science & Technology (FST), while Law became a full-fledged faculty on the Campus.

For the new FFA and FST, the transition has allowed the Campus to focus on building each of the related disciplines that are vital to the future development of the region. The FST aims to become a first choice faculty for applicants, as is the case with the Faculties of Engineering and Medical Sciences by embarking on an aggressive initiative to evaluate existing programmes and terminate those that are not sustainable. There are also plans to strengthen its science offerings and to introduce new and exciting technology programmes at both the undergraduate and graduate levels. Meanwhile, the FFA is acting on the results of recent Graduate Tracer Surveys to incorporate more practical components into programmes such as the BSc in Agriculture and the development of a more entrepreneurial outlook among students.



■ *Professor Rose-Marie Belle Antoine –
Dean, Faculty of Law*



■ *Dr Isaac Bekele –
Dean, Faculty of Food & Agriculture*



■ *Professor Indar Ramnarine –
Dean, Faculty of Science & Technology*

EMPLOYEE ENGAGEMENT & DEVELOPMENT

ANNUAL REPORT 2012 / 2013

EMPLOYEE ENGAGEMENT SURVEY 2012

The results of the “Employee Engagement Survey” conducted early in 2012 were released later that year and a team of employees, called the *UWI Changemakers*, were trained to initially present these results to Heads of Departments. This team participated in regional meetings weekly to share experiences with their counterparts on other campuses. The process has now advanced to the stage where results are being shared with all members of staff who are also involved in brainstorming strategies for developing the areas that were identified as weak in the survey.

TRAINING AND DEVELOPMENT

A Certificate in Leadership and Management was developed specifically for new heads of departments and a pilot programme is now underway. The objective is to have future Department Heads thoroughly orientated and trained before they are appointed which is more likely to result in departments being more efficiently and effectively run, leading in turn to an improvement in employee engagement.

RECRUITMENT AND RETENTION

In November 2012, another study entitled “Emotional and rational drivers influencing attraction and retention of quality staff at UWI” was carried out, looking specifically at retention of academic staff and found that the turnover rate was unusually high. The Human Resource division responded with several strategies to determine the cause and take remedial action. These included doing exit interviews, meeting with staff to determine areas of dissatisfaction, improving the quality of “on-boarding” and orientation initiatives, implementing a succession planning programme and improving selection methods by introducing competency-based interviewing and psychometric testing.

INDUSTRIAL RELATIONS

During the period under review, the St. Augustine Campus was able to conclude negotiations with the Oilfield Workers Trade Union and the Estates Constables Association on behalf of the ATS staff. Salaries were adjusted and retroactive payments were done in a timely manner according to the agreed schedule. The cost to the Campus was TT\$ 56.5 million.



STAFF FORUM

“Coffee with the Principal” took place on May 24, 2013 at the Learning Resource Centre. All members of staff were invited to join the Campus Principal to share their views on the Campus Operational Plan and preparations for the upcoming academic year. The Principal updated staff on the key aspects of the new strategic plan and the financial challenges facing the Campus, even as it sought to continue with necessary expansion and facility upgrades. The Principal’s brief presentation was followed by frank discussion and comments from staff.

AFTER SCHOOL CARE

The Campus opened the doors of its After School Care Centre (ASCC) in September 2012. Catering primarily for the children of staff and students working or attending late classes on the Campus, the Centre provides a safe place for youngsters between the ages of five and 12. Staff there supervise homework, organise both indoor and outdoor games and craft projects, engage in storytelling and show appropriate movies to keep their charges busy and safe. The Centre can accommodate 48 children and parents pay a monthly fee of \$500.00 per child.



■ Students sometimes work alongside the trained staff at the Centre. Above: a student assistant enjoying temporary employment and a giant game of snakes and ladders with children at the After School Care Centre.

APPOINTMENTS

Senior Management Appointments

The Campus Senior Management team took on a new face as it welcomed three key appointments:

Ms Patricia Harrison - Campus Bursar effective February 2013.

Mr Stephen Sheppard - Director of Human Resources effective August 2012.

Mr Richard Saunders - Campus Registrar effective March 2013.

The Campus thanks Ms Elawatee Dookaran and Mr David Moses for their service, acting in the positions of Campus Bursar and Campus Registrar respectively. It also recognises with gratitude the services of Mrs Carla Dubé (former Bursar), Mr Jeremy Callaghan (former Registrar) and Mr Hollis Nicholas (former Director, HR).

Academic Appointments

During the period under review Professor Rose-Marie Belle Antoine was appointed Dean of the Faculty of Law at the St. Augustine Campus and Dr. Isaac Bekele was appointed Dean of the Faculty of Food and Agriculture. Both appointments were effective August 1, 2013. Meanwhile, Professor W. Andy Knight received a three-year appointment as Director of the Institute of International Relations (IIR), on secondment from the University of Alberta, effective January 1, 2013

Professorial Appointments

The elevation to the rank of Professor is a significant career highlight denoting a high level of achievement, particularly in the area of research. The Campus congratulated the following members of our community on their professorial appointments made during the 2012/2013 academic year:

Dr Bharat Bassaw,

*Department of Obstetrics & Gynaecology,
School of Medicine.*

Dr Carlisle Pemberton,

*Department of Agricultural Economics &
Extension, Faculty of Food & Agriculture.*

Dr Jeremy Wilson,

*Department of Chemical Engineering, Faculty
of Engineering*

Dr Rajendra Ramlogan,

*Department of Management Studies, Faculty
of Social Sciences*

Administrative Appointments

The Campus established its first Legal department this year and was pleased to welcome Mrs Camille Ramcharan who assumed the role of Campus Legal Officer, effective January 2013.



Ms Camille Ramcharan, Legal Officer

TEACHING, LEARNING & STUDENT DEVELOPMENT

ANNUAL REPORT 2012 / 2013

The UWI is committed to producing distinctive graduates who are creative and critical thinkers; effective communicators; IT skilled and information literate; innovative and entrepreneurial; globally aware and well-grounded in his or her regional identity; socially, culturally and environmentally responsible; exceptionally grounded in their discipline of study; and are guided by strong moral and ethical values. The St. Augustine Campus is systematically adopting academic and other programmes to prepare students for a world where multiple careers over the course of their lifetime is already the norm; who produce not just consume; and who are ready to be entrepreneurs and employers, not just employees.

The quality of our graduates is closely linked to the quality of our academic and non-academic programmes, the quality of our teaching and the quality of support we provide to them while they are our students. Student development and academic quality are the primary focus of the Office of the Deputy Principal which closely monitors programme and curriculum development, ensuring that teaching and learning outcomes remain high.

GRADUATE STUDIES

The UWI St. Augustine Campus is committed to becoming an internationally recognised centre of excellence in research, knowledge creation and innovation on matters related to the Caribbean and small-island developing states. To support the work and development of our postgraduate students we offer financial support through teaching assistantships, research assistantships and postgraduate scholarships. In addition, we have also been working steadily at building inter-institutional relationships with several universities in the United States, Canada, Europe, Brazil, India and China.

Scholarship incentives remain an important encouragement to research students. The UWI Postgraduate Scholarships for 2012/2013 were each valued at TT\$60,000 per annum. In 2012/2013, a total of 33 UWI PG scholarship together with two Elsa Goveia Scholarships and one Eric Williams Memorial Scholarship were offered to those enrolled in MPhil/PhD programmes.

Graduate Studies Administration

The Office of Graduate Studies & Research has been seeking various avenues to improve its service to registered and prospective students. In January 2013, the OSGR piloted a new structure consisting of eight operational groups concerned with Applications, Examinations and Research Projects, Student Matters, Research – MPhil and PhD Programmes, Graduation, Appointment of External Examiners and Scripts, Secretary, and Research and Publication and Scholarships. Each group has its own core responsibilities and is manned with current staff members, led by a delegated group leader.

IDU GETS CETL'D

The Instructional Development Unit (IDU) is now the Centre for Excellence in Teaching and Learning (CeTL – pronounced “settle”). The name change reflects a status upgrade from a unit to a centre of The University and is to better reflect the work undertaken by the department which this year included the following:

Student Evaluation of Courses and Lecturers (SECL)

The Student Evaluation of Courses and Lecturers (SECL) system is designed to

strengthen course offerings on the Campus in areas that students have identified as areas of concern or where they see there may be benefit. This year 690 course outlines were reviewed and 1700 courses evaluated and research was conducted to analyse the SECL system itself, exploring students' perspectives on the methods used by the Campus to improve courses with high failure rates. In Semester I a pilot project was conducted to determine whether an online version of the process is feasible and this option is expected to be available to departments in the 2013/2014 academic year.

Blended Learning (BL) Initiative

Web conferencing, virtual classrooms and multimedia resources coupled with face-to-face teaching allow universities to reach many more students and offer more flexibility for both learner and lecturer. While blended learning was introduced on the Campus some years ago, this year the Blended Learning policy devised by CeTL was approved by the relevant University committees. The UWI/FIFA Postgraduate Diploma in Sport Management will be offered in blended format from September 2013 as part of a pilot programme. In the UWI Postgraduate Certificate in Teaching

and Learning, the number of face-to-face hours was significantly reduced with face-to-face meetings in no more than three sessions per course and with an average of five to six hours per session.

Programmes and Workshops

Staff at CETL conducted more than 51 workshops this year, attracting 632 participants including repeat attendees. The Centre also continued to administer the following programmes:

UWI Postgraduate Certificate in Teaching and Learning (CUTL)

Thirty-two members of the teaching staff participated in the 2012/2013 CUTL programme. Of these, 28 persons successfully completed the programme. Three research projects looking at the impact of the CUTL programme have been undertaken in the reporting year and this data is to be analysed in the 2013/2014 academic year.

Master in Higher Education (MHEd)**Tertiary Level Teaching and Learning**

The MHEd programme welcomed its third cohort of participants this academic year. It comprised six participants from the major tertiary level institutions in Trinidad and Tobago, including The University of the West Indies (UWI), the University of Trinidad and Tobago (UTT), the College of Science and Technology and Applied Arts of Trinidad and Tobago (COSTAATT) and the University of the Southern Caribbean (USC).

PLACING A PREMIUM ON TEACHING

Dr Baldev Singh, Director of Education Strategy, Imagine Education Limited in the UK, was the featured speaker at the ceremony held in September 2012, under the theme “Learning in this Age of Technology: Are You Ready?” Five members of St. Augustine staff received UWI/Guardian Life Premium Teaching Awards.

Professor Surendra Arjoon:

Professor of Business & Professional Ethics; Head, Department of Management Studies, Faculty of Social Sciences

Dr Gelien Matthews:

Lecturer, Department of History, Faculty of Humanities & Education

Dr Chalapathi Rao:

Senior Lecturer & Unit Coordinator, Department of Para-Clinical Sciences, Faculty of Medical Sciences

Dr Sandra Reid:

Senior Lecturer, Faculty of Medical Sciences

Dr Geraldine Skeete:

Lecturer/Tutor/Coordinator, Literary, Cultural & Communication Studies, Faculty of Humanities & Education

Five teaching nominees were also awarded at the evening's ceremony:

Dr Richelle Adams:

Lecturer, Communication Systems, Faculty of Engineering

Dr Patrick E. Akpaka:

Lecturer, Microbiology, Faculty of Medical Sciences

Dr Charisse Griffith-Charles:

Lecturer, Cadastral Studies, Faculty of Engineering

Dr Cathy Radix:

Lecturer, Robotics, Embedded Systems, Faculty of Engineering

Dr Suresh Rao:

Senior Lecturer, Anatomy Unit, Faculty of Medical Sciences



Dr Gelien Matthews



Dr Sandra Reid



Dr Geraldine Skeete



Professor Surendra Arjoon



Dr Chalapathi Rao

MERGER TALKS

A merger between the Arthur Lok-Jack Graduate School of Business and the Department of Management Studies was put on the table during the review period. This follows a similar development at the Mona Campus involving the Mona School of Business and the Faculty of Social Sciences located there. The move is being considered with the main goal of achieving the Association to Advance Collegiate Schools of Business (AACSB) accreditation by aligning undergraduate and postgraduate education, while also strengthening governance and reporting relationships.

Similarly, discussions began on locating the year-old Caribbean Centre for Competitiveness (CCfC) within the Sir Arthur Lewis Institute for Social and Economic Studies (SALISES) on this Campus, with its Executive Director reporting to the Director of SALISES, St. Augustine. The Centre would maintain its regional mandate but jettison its current focus on training and Executive education. Instead, it would be transformed into a centre of scholarly excellence in the area of competitiveness with cluster, global value chain and innovation analysis as its

niche focus. It would also develop effective methodological frameworks for studying Caribbean developmental challenges and design competitiveness strategies for sustainable growth. It is envisaged that the CCfC would become the region's clearing house for competitiveness case writing as it builds knowledge products documenting the region's experience with competitiveness initiatives, successes and challenges - a centralised repository of competitiveness knowledge.

STUDENTS IN SERVICE

Over 150 students were engaged in some form of community service this year through the Student Advisory Service (SAS), which is responsible for managing the volunteerism aspects of UWI students to a variety of NGO's throughout Trinidad and Tobago. Encouraging our students to become engaged citizens with a sense of social responsibility is particularly important given that most of the students on the St. Augustine Campus are recipients of scholarships and Government funded tuition.

During the reporting period, SAS coordinated the International Service Learning

Symposium between University of Louisville, Pacific Lutheran University and The UWI, UTT and other local Tertiary Level Institutions (TLIs). Service Learning Day is managed by SAS on behalf of the Government of the Republic of Trinidad and Tobago. An annual SLCE Fair also brings together students and NGOs.

In addition, a Campus SLCE Operational Plan was developed by a Working Group consisting of representatives from a number of faculties across Campus. This became the basis of a Plan of Action which was submitted to Academic Board for approval. An important element is the creation of an Office of Community Engagement - an important addition to the plan to integrate and expand Student Services into the Division of Student Services and Development. Implementation of the proposed programme would be monitored and overseen by an Advisory Board consisting of faculty representatives, student representatives and external stakeholders, including representatives of Community-based Organisations.

STRENGTHENING ACADEMIC ADVISING

The project to restructure Academic Advising (AA) progressed with a number of important activities to encourage sharing of best practices and implementation of strategies for the improved delivery of this important service to students. A proposal for restructuring Academic Advising was submitted to and approved by Academic Board, outlining among other things, a philosophy to guide delivery, the identification of faculty coordinators and designated faculty academic advisors, a key role for CeTL in the process, training and refresher programmes for new and existing advisors respectively and consistent and timely evaluation. A survey of AA activities is carded for the 2013/2014 academic year to monitor progress.

REVITALISING CO-CURRICULAR COURSES

Co-curricular credit courses address student development issues that fall outside the ambit of a particular discipline, and help develop characteristics regarded as desirable in a 21st Century UWI graduate, but are often outside the content of disciplinary courses/programmes. Over the past two

years, seven new COCR courses were offered to students on topics such as addiction; technological and financial literacy; global citizenship; community service; public speaking and psychological health. Online registration and timetables are now available so that students can easily incorporate COCR courses into their schedules while registering for their main courses. There was a 58% increase in the number of students registered in Semester 1 of 2013/2014 compared with the same period the previous year. There are plans to continue expanding the course offering and increasing registration.

FROM CAMPUS TO CAREER

Our Student Support Service has reconfigured many of its programmes in response to the changing needs of students and feedback from external stakeholders.

Making a Smart Start

Smart Start is a pre-orientation programme initiated targeting applicants from Trinidad & Tobago. It was introduced in 2012/2013 by the Student Advisory Services to help prospective students with the transition from secondary to tertiary level education. This inaugural session attracted 450 persons.



Although they were not part of the Smart Start exercise, these students from Lakshmi Girls' High School seemed to also love the natural beauty of the St. Augustine Campus.

First Year Experience (FYE)

The campus welcomed a new cohort of undergraduate and postgraduate students in September 2012 with a rebranded and expanded orientation programme - First Year Experience (FYE). For the first time, however, students would experience and participate in orientation activities spanning their entire first year at University, offering them a richer orientation experience. Hence, the title of the orientation programme: First Year Experience. This year's theme was "MY UWI L.I.F.E." defined as Learn, Imagine, Focus, Engage – the stages each UWI student goes through during his or her time at The University.

Ready to Work

While the St. Augustine Campus strongly emphasises research and the generation of new knowledge, there has also been a significant investment in preparing students to make a positive contribution to the workforce upon graduation. From vacation employment and internships to coaching on resume writing and interviewing – here are some of the new and continuing programmes run by the Student Advisory Services.

Online Student Employment System Launched

During this reporting period, Student Advisory in conjunction with Campus IT Services launched the first online employment system for any Tertiary Level Institution in the Caribbean region. More than 100 students and 22 employers used the system in this first year.

Why They Choose UWI

The Marketing & Communications Office conducted a short survey of the Smart Start attendees asking them about the reasons they chose to apply to the St. Augustine Campus and here is what they found:

Thirty-two percent said they wanted to learn more about a chosen field, 23% said they wanted to become more marketable, and 22% cited UWI's proven track record as their reason for applying.

In response to a question about the most attractive thing about UWI, 26% chose the campus grounds, 19% said it was UWI's holistic nature and range of choices and another 19% said they were attracted to UWI Life – the atmosphere, the culture and the "vibes".



Career Advice Programme (CAP)

CAP recorded the largest number of registrants on record numbering 1002 students. The programme was extended to the halls of residence with two halls participating - Sir Arthur Lewis and Trinity Hall. An additional CAP session was also added to the second semester FYE programme. Meanwhile, SIGI 3, a computer aided career advice programme, was used by 224 students with the personalised component used by approximately 85 students.

Executive Transition Programme (ETP)

A brief professional networking component was introduced into the ETP programme this year. The ETP targets second year students who have completed the Career Advice Programme and would be transitioning into the World of Work (WOW) programme and eventually the workplace. This year, 74 students took part in the programme which consisted of a series of workshops in areas such as professional communication, resume and cover letter writing as well as creating a career portfolio.

Employer Presentations

In order to expose students to the employ-

ment opportunities currently available in today's markets, company representatives are invited to speak with students on different career options available. Last year, nine organisations were invited with over 500 students participating.

World of Work (WOW)

Student Advisory helps students seeking employment throughout their university career during the semester, during vacations, and upon completion of their degree. This

includes both on-campus and off-campus employment. Students are prepared for the working world through a variety of workshops, such as resume writing and cover letters, interview preparation, corporate etiquette and grooming, networking and mock interviews. Extensive work is done through the annual World of Work Programme which has the fourth highest participation rate, among UWI students, after orientation, matriculation and graduation.

2010 Graduate Tracer Survey Results

The COPIR conducted a survey of persons who graduated from the Campus in 2010 and here are some of the highlights from the results:

There is an employment rate of 83% and an unemployment rate of 8%. The remaining 9% of respondents were not seeking work due to the fact that they were pursuing further studies.

For those who did not gain employment immediately after graduation, it took approximately eight months for these graduates to find employment. However, Social Sciences graduates take the least number of months (median = 6 months) to find employment.

Among unemployed respondents, 63% said they were unable to find employment due to the lack of job oppor-

tunities, lack of work experience (21%) and the inability to find a job related to their degree (16%).

The majority of graduates are likely to be employed as professionals (50%), technicians and associate professionals (26%) and clerical support workers (18%). Most are employed in the Government / Public (51.3%) and Private Sectors (37.3%) while respondents engaged in self-employment/ entrepreneurial activity made up just 2.5% of the sample.

Medical Sciences and Engineering respondents are more likely to earn higher incomes than other respondents and males were more likely to earn higher incomes than females.



■ A cross-section of participants in the January 2013 edition of Entrepreneurship Boot Camp.



■ Tamara Prosper receiving the Boot Camp award for the Best Business Plan from Mr Sharan Singh, Director, Office of Institutional Advancement and Internationalisation (OIAI).

INTEGRATING AND EXPANDING STUDENT SERVICES

A proposal was developed to improve and integrate the student services system to produce a better-quality student experience and a more rounded graduate. The proposal calls for the creation of an Office of Student Services and Development (OSSD) which would facilitate each student's personal and academic success by creating an environment that actively engages them as they navigate campus life. The OSSD would also become part of the core business of The UWI, aiding the professionalisation and integration of its constituent units as it transitions from a reactive, welfare-orientated service into one that is proactive and developmental in focus.

INSPIRING ENTREPRENEURSHIP Entrepreneurship Boot Camp 2013

The UWI, in partnership with the National Entrepreneurship Development Company (NEDCO) and the Entrepreneurial Training Institute & Incubation Centre (ETIIC), hosted the second Entrepreneurship Boot

Camp over a five-day period in January 2013, just six months after the inaugural event. The Boot Camp caters specifically to recent university graduates and final year undergraduate students. The interactive sessions provide participants with insight into the real life challenges of successful entrepreneurs and equips them with essential skills such as business plan writing. One of the highlights is the Final Project/Business Idea Competition where the three most innovative final projects or business ideas are recognised and awarded. There is also a Business Plan Competition where the top three business plans are assessed for possible funding by NEDCO. The Boot Camp is administered by the Office of Institutional Advancement and Internationalisation (OIAI). A business plan for a web-based store specialising in carnival costumes took the \$50,000 first prize at the end of the July 2012 session. In January 2013, the winning project was produced by a 26-year-old artist, entrepreneur and MSc Management and Marketing student, Tamara Prosper. You can read more about Tamara online in the May 2013 issue of *UWI Today*.



■ Startup Weekend participants.

Startup Weekend

Fifty-four hours of inspiration, education and empowerment could be all it takes to spark that next great business idea. The University of the West Indies (UWI) St. Augustine, in collaboration with the Faculty of Engineering and the Engineering Students' Society, hosted the campus' first Startup Weekend Trinidad in May, 2013 at the JFK Auditorium. The two-day event attracted 117 budding and established entrepreneurs, from four Caribbean countries. Together and in teams they pored over 57 of the most popular business ideas pitched at the event's opening session.

The range of ideas included mobile apps for gaming, locating goods and services locally in industries as diverse as beauty to car parts to tourism. The top team in the end was *GIA*, the *Tourist Eco-System* mobile app. *The Doubles Tycoon* mobile game took second place and *PublicMine*, the smart data driven strategies and visual analytics services, took third. Startup Weekend was featured in the June 2013 issue of *UWI Today*.

NEDCO Open for Business at UWI

On May 22, 2013 the National Entrepreneurship Development Company Limited (NEDCO) opened its doors on the St. Augustine Campus. The office is located within the Student Activity Centre (SAC), a

hub of student activity. The services of the office are available to students, staff, graduates and the surrounding community, and form part of the overall thrust to create an entrepreneurial culture on the Campus.

ROYTEC Students Venture Beyond the Classroom

Meanwhile, some final year students enrolled in the ROYTEC/UNB (University of New Brunswick) programme scored a major win of their own. The Venture Start-up and Entrepreneurship course requires students to seek approval and funding for their business plans. This year, one group got approval for a loan of TT \$1.5 million to create products for export.

ACCESSIBILITY & ACADEMIC SUPPORT

The Academic Support/Disabilities Liaison Unit (ASDLU) promotes equal access and inclusion for all students of The University of the West Indies, whether differently-abled or not. During the review period the unit recorded an increase of the number of registered students from 161 in 2011/2012 to 272 in 2012/2013, and the unit provided advice to our sister Campuses.

Support for ASDLU initiatives has come from several quarters. The UWI Alumni (T&T Chapter), the Guild of Students and the National Centre for Persons with Disabilities (NCPD) all donated equipment for use by students with varying needs. Many graduates who had volunteered with the unit while on campus continue to provide service support, but there is one who has continued to make periodic cash donations since she became employed. To honour her contributions, this year the Unit established the “Denora George Mustard Seed Fund” providing support for deserving students in emergency situations. For further information you can contact **ASDLU.Office@s-ta.uwi.edu**.

In Semester I (2012/2013) the ASDLU introduced a Basic Sign Language Training Programme for students and staff, starting with the School of Dentistry, Special Needs Clinic, Faculty of Medical Sciences. The programme was extended to staff of the wider Campus (ASDLU, the Bursary and the Deputy Principal’s office) in Semester II.

HEALTH & SECURITY

Health Services

The Health Services Unit introduced its long awaited Medical Transport Unit (MTU) and an Electronic Medical Record System during the year under review. The new MTU responded to 41 calls during the academic year. While staffing issues led to a small decline in the use of medical services, there was a 33% increase in the number of students using the Sexual Health Clinic and a 45% rise in immunisations. Pharmacy sales and subscriptions were down by 15% and 30% respectively. The Unit proposes that the Campus develop a mental health policy and has identified mental health outreach and preventative care as significant issues affecting the student population.

Security Services

The Campus security programme includes round-the-clock patrols, rapid response to and investigation of “on and off” Campus incidents, guard tour services and increasing student and employee vigilance through various means of communication. An

essential ingredient of the crime prevention strategy was the collaboration between The UWI Estate Police Department and the State Police which resulted in successful joint patrols. There were some technical challenges this year with the operation of the CCTV Command Centre but this tool still contributed significantly to crime detection and prevention strategies on the Campus.

The Security Department continues to strengthen its partnership with the relevant agencies to improve crime detection and prevention. Stressing the idea that “you” as an individual, are at the heart of security, the Campus held a Security Forum. Although poorly attended, despite the wide publicity, we will continue to seek new ways of engaging the campus community on this important matter. During the review period, the number of reported cases of larceny rose by 2 to 108. The number of reported robberies on campus rose to 13, up from eight, but the number of reported robberies off-campus fell by half to 13.

RESEARCH & INNOVATION

ANNUAL REPORT 2012 / 2013

RESEARCH AWARDS 2012

The University of the West Indies (UWI) St. Augustine Campus, in partnership with the National Gas Company of Trinidad and Tobago, held its Research Awards Ceremony in October, 2012, at UWI's Daaga Auditorium. The ceremony, themed "Celebrating Research Excellence", celebrated some of the outstanding and accomplished researchers at the Campus within the past three years as well as graduate students who completed their dissertations in the academic year 2010/11 and received high commendation. The winners of the 2012 Research Awards were:

Faculty Awards

Most Outstanding Researcher

Professor Kit Fai Pun

Department of Mechanical & Manufacturing Engineering
Faculty of Engineering

Dr Béatrice Boufoy-Bastick

Department of Liberal Arts
Faculty of Humanities & Education

Professor Vijay Naraynsingh

Department of Clinical Surgical Sciences
Faculty of Medical Sciences

Professor Dave Chadee

Department of Life Sciences
Faculty of Science & Agriculture

Dr Moawia Alghalith

Department of Economics
Faculty of Social Sciences



■ The Vice-Chancellor (far left) and Campus Principal (far right) celebrate the first recipients of the Campus Research Awards: Prof. Naraynsingh, Prof Chadee, Dr Boufoy-Bastick, Dr Alghalith and Prof. Pun.

Best Research Team – Encouraging Multi-disciplinary Research

mFisheries (Mobile Fisheries) Project Team

Team Leader – Dr Kim Mallalieu, Department of Electrical & Computer Engineering, Faculty of Engineering

Tropical Medicine Cluster: Infectious Diseases

Team Leader – Professor Abiodun Adesiyun, School of Veterinary Medicine, Faculty of Medical Sciences

Plant Genetics/Biotechnology Group

Team Leader – Professor Pathmanathan Umaharan, Department of Life Sciences, Faculty of Science & Agriculture

Most Productive Research Department

Department of Mechanical and Manufacturing Engineering, Faculty of Engineering

Head of Department, Professor Edwin Ekwue

Department of Liberal Arts, Faculty of Humanities and Education

Head of Department, Professor Valerie Youssef

Department of Preclinical Sciences, Faculty of Medical Sciences

Head of Department, Professor Jonas Addae

Sir Arthur Lewis Institute of Social and Economic Studies (SALISES), Faculty of Social Sciences

Director, Professor Patrick Watson

Graduate Student And Research Mentor Awards

Most Outstanding Graduate Researcher

Dr Stephen Nigel Geofroy, PhD in Education (2011)

School of Education, Faculty of Humanities & Education

Dr Albert Auguste, PhD in Molecular Genetics (2011)

Biochemistry Unit, Faculty of Medical Science

Outstanding Research Mentorship Mr Carol Keller

School of Education, Faculty of Humanities and Education

Professor Christine Carrington

Department of Pre-Clinical Sciences, School of Basic Health Sciences, Faculty of Medical Sciences

Campus Awards

Most Impacting Research Project Improving the Competitiveness of the Anthurium Industry

Team Leader – Professor Pathmanathan Umaharan, Department of Life Sciences, Faculty of Science and Agriculture

Most Internationally Successful Research Project Project for Ecosystem Services (Proecoserv)

Team Leader – Professor John Agard, Department of Life Sciences, Faculty of Science & Agriculture

LIBRARY SERVICES

Whatever the format – leather-bound chronicles or online downloads – the library remains the heart of our University, providing students with easy access to well curated, quality information, and providing researchers with valuable access to original source material. During the review period, the network of Campus Libraries renewed and expanded its focus on the development of its human resources for the delivery of exemplary customer service and access to information, as well as on the acquisition and digitisation of unique Caribbean resources that would enhance research and The UWI's visibility and position as 'first' in the Caribbean.

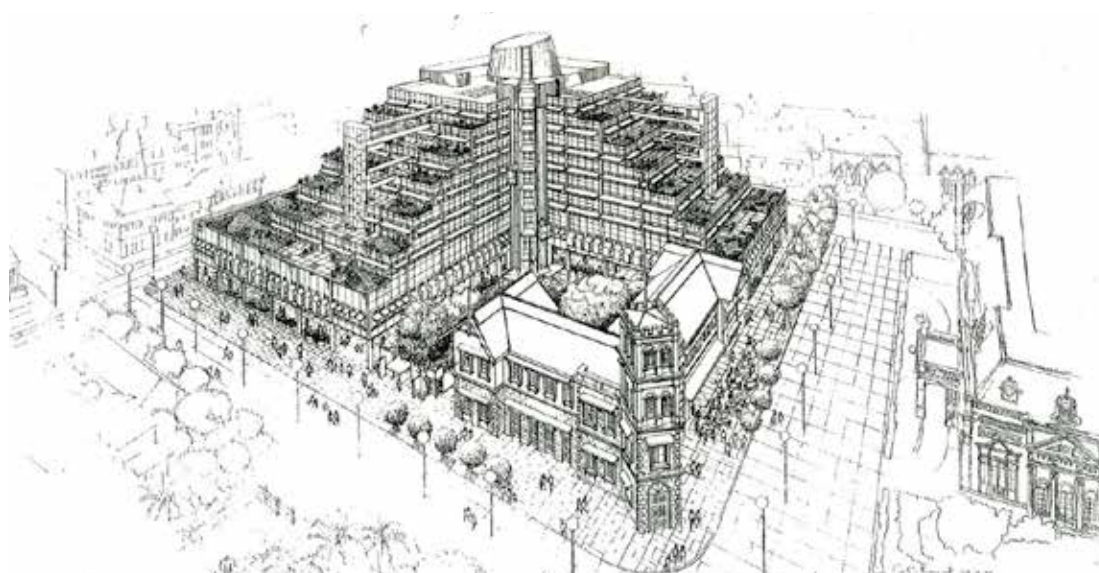
Adding to our Unique Collection

Our Campus Libraries boast one of the most unique collections of original source materials of all things Caribbean. This year we welcomed the acquisition of the Colin Laird Collection comprised of his architectural plans and photographs of buildings designed by him; and the papers of well-known musicologist, Joslynn Carr Sealey, which include documents on Panorama, Best Village and theatre history in Trinidad. The

UWI, St. Augustine is also now home to the papers of acclaimed social worker and UWI honorary graduand, Nesta Patrick; and anyone wishing to deepen their understanding of the 1970's "Black Power" revolution in Trinidad and Tobago may consult Raffique Shah's 1971 address to the Court Martial at the Town Hall, Port of Spain, which is now part of our collection. The St. Augustine Library is also the repository for the Campus' 50th Anniversary commemorative Photograph Collection which consists of photographs of the established Campus and the Penal/Debe site.



■ Drawings for the Trinity Cathedral. Part of the Colin Laird Collection.



■ Drawings for the National Library. Part of the Colin Laird Collection.

Expansion of Print, Electronic and Online Resources

We expanded our resources, especially in the developing areas of law and sport management and overall, the number of electronic books in the Library's collection grew by 2%, bringing the total number of accessible e-books to 31,863. During the review period the library streamlined its technology to provide more efficient access for users anywhere, anytime. Among the improvements were the completion of an alphabetical list of all the UWI Campus Libraries online databases; new software was installed, linking data from UWISpace to UWIRD, the UWI Researcher Database; the development of a new website for the School of Education library; and the flagship Alma Jordan Library website was redesigned to make it easier for users to search the various library resources. The Campus Libraries also embarked on a project with staff of the Faculties of Engineering and Humanities, students engaged in Cultural Studies, and the Government Information Services Limited (GISL), on a project to digitise and catalogue a collection of video footage.

Network Expansion

While most people would recognise the

iconic building that houses the Alma Jordan Library, the campus library network includes the libraries housed at the School of Education, Medical Sciences, International Relations, the Lok Jack Graduate School of Business, and the regional seminary at Mt. St. Benedict. This year the network system was expanded to allow for the development of nodes (sub-libraries) for the collections at the Centre for Language Learning (CLL), Seismic Research Centre, the Department for Creative and Festival Arts (DCFA), the Herbarium and the West Indiana Division of the Alma Jordan Library.

Service

Efforts were made to maintain a high quality of service despite some challenges with the physical infrastructure. The Campus Libraries created a series of guides and videos in response to the increased demand for face-to-face instruction and published an online Campus Libraries Newsletter that highlighted staff and significant events. There was active collaboration among the libraries at St. Augustine and those at our sister campuses to share and standardise products and services. St. Augustine staff provided support for colleagues at the Faculty of Law, the School of Education, the Institute of

Gender and Development Studies (IGDS) and training for interns from the Department of Library Studies (Mona) and COSTA-ATT.

PUBLICATIONS, CONFERENCES AND OTHER FORUMS

Publications, conferences and other forums are avenues for The University to share knowledge borne out of our research with wider audiences within academia and beyond. Our regional University of the West Indies continues to reinforce its status as the intellectual powerhouse of the English speaking Caribbean in all spheres.

■ Dr Asha Kambon states her position during the Conference on the Economy (COTE) 2012 Armchair Discussion.



■ Conference on the Economy (COTE) 2012 Armchair Discussion on "Civil Society and Social Economics-Transformation for Development", featuring Mr Gregory McGuire, Dr Asha Kambon and Mr Marli Cease.

CONFERENCES

The 49th Annual Meeting of the Caribbean Food Crops Society: "Agribusiness Essential for Food Security: Empowering Youth and Enhancing Quality Products" – June 30 to July 6, 2013 - the Ministry of Food Production, the Caribbean Agro-Economic Society (CAES), and the International Society for Horticultural Science (ISHS).

"Third International Conference on Postharvest and Quality Management of Horticultural Products of Interest In The Tropics" July 1-5, 2013 - International Society for Horticultural Science, the Commission of Quality and Postharvest Horticulture, the Caribbean Food Crops Society and the Caribbean Agro-Economic Society.

"The 5th Biennial International Business, Banking and Finance" Conference - May 2-3, 2013. Mr Ewart Williams, a Distinguished Alumnus, former Governor of the Central Bank of Trinidad and Tobago and current Chairman of the UWI St. Augustine Campus Council was recognised as the Conference's Honoree.

Biennial Conference of The UWI Schools of Education - April 23, 2013 - "Advancing education through a culture of inquiry, innovation, and indigenisation" - School of Education, Auditorium, UWI St. Augustine.

"Local Construction: Boom or Doom?" - Trinidad and Tobago Local Content Chamber (TTLCC) Workshop - April 18, 2013 - Faculty of Engineering.

"First Caribbean Specialty Contact Lens Symposium" - April 13, 2013 - School of Optometry and Visual Sciences.

"Sixth Conference of Patois Speakers of Venezuela and the Caribbean" - April 10, 2013 - The Department of Modern Languages and Linguistics.

"Improvement in Health Care Quality and Delivery: Making a Difference" January 18 - 19, 2013. A conference hosted by the Faculty of Medical Sciences to bring together private and public stakeholders to assess the current state of health care quality and its delivery in the region and to share ideas to improve it. The conference also served to establish the role of the University/Tertiary level institutions in health care improvement and guide policy planning for the health care in the region.

Emergency Medicine Conference 2012 "Updates and Issues in Emergency Medicine" December 8, 2012- Amphitheatre A, Eric Williams Medical Sciences Complex, Mount Hope.

"Sixth Annual Conference on the Economy (COTE)" October 11-12, 2012. Theme '50 years of Managing for Development in an Ever Changing Economic Environment: Lessons Learnt and the Way Forward' - The Department of Economics.
Post Budget Forum - October 4, 2012 - The Department of Economics.

Seminar hosted by the Institute of International Relations (IIR) in collaboration with The Inter-American Commission on Human Rights (IACHR): "Strengthening the Inter-American Human Rights System" - September 21, 2012 - Institute of International Relations, The UWI, St. Augustine.

IMF/UWI Town Hall Meeting - September 5, 2012. This forum presented the opportunity for staff and students to contribute to the discourse on key economic issues facing the region, learn more about the IMF's role in the region and ask pertinent questions.

SALISES Forums

The Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) continued its very popular and informative SALISES Forum, a public education exercise which deals with topics of national, regional and international interest. Topics treated during the 2012-13 academic year included Section 34: dealing with the issues; The 2011 Census: Making Sense of the Numbers; The San Fernando-Point Fortin Highway: airing the issues; and The Floatation of the TT dollar: the experience of the past 20 years. The panellists were all distinguished personalities in their own field and the fora themselves were always extremely well attended.

Distinguished Lectures

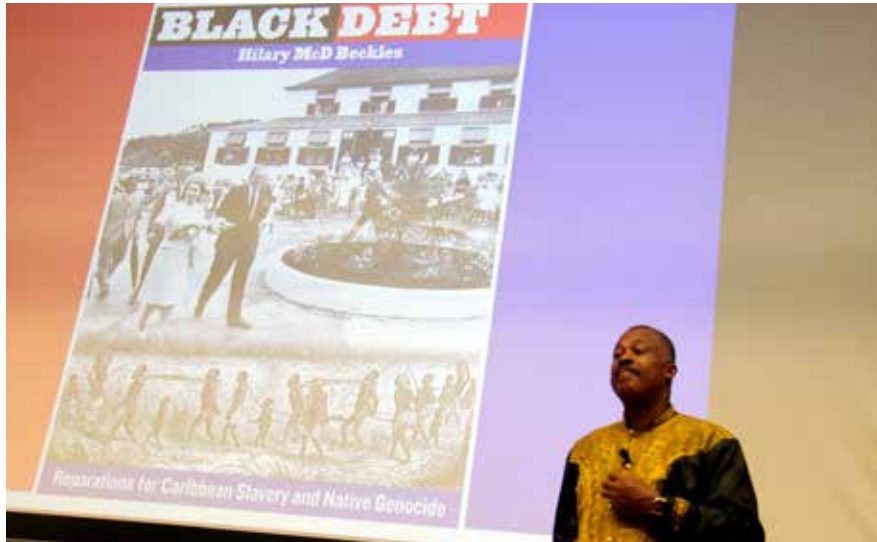
Each year The UWI St. Augustine Distinguished Lecture Series and the Arthur Lok Jack Graduate School of Business' Distinguished Leadership in Innovation Conference hosted some of the top speakers and experts respected regionally and worldwide in their fields. In 2012/2013 we continued that tradition of making the best minds available to our campus community and the wider public:

- Distinguished Lecture by Professor Adam Szirmai, Professional Fellow at

the United Nations University - Maastricht Economic and Social Research Institute on Innovation and Technology (UNU-MERIT) entitled "Making 21st Century business work for growth: Industrial Policy and Global Competitiveness" – June 26, 2013.

- Distinguished Lecture and Book Launch by Sir Hilary McDonald Beckles "Britain's Black Debt: Reparations for Caribbean Slavery and Native Genocide" - Daaga Auditorium, UWI St. Augustine - May 23, 2013.
- The UWI hosted a Distinguished Open Lecture presented by global tertiary education expert Dr. Jamil Salmi entitled "The Challenge of Establishing World-Class Universities." The lecture was held on April 3, 2013, in the Daaga Auditorium. The Lecture addressed topics such as: What is a World-Class University? Have you considered possible strategies and pathways for establishing such universities? Dr. Salmi shared lessons based on his recent work with countries and institutions that are keen on establishing World-Class Universities. He also identified the challenges, costs, and risks associated with those attempts and their significance for developing countries.

- Arthur Lok Jack Graduate School of Business (ALJGSB) - Distinguished Leadership and Innovation Conference (DLIC) 2013 featuring top international speaker and best-selling author, Marcus Buckingham – "Strengths-based Performance" - March 22, 2013-Hyatt Regency.
- Ambassador Samuel Rudolph "Rudy" Insanally "Multilateral Diplomacy for Small States" - Institute of International Relations, The UWI St. Augustine, February 18, 2013.
- The Campus in conjunction with the Caribbean Centre for Competitiveness (CCfC) hosted a Distinguished Lecture by leading UK entrepreneur and business guru Alex Pratt, titled "Innovation and Enterprise in a Small Island Developing Economy" - November 6, 2012.
- UWI\Anthony N. Sabga Caribbean Awards for Excellence – Public Lecture 2012 - Delivered by Dr. Lennox Honychurch - 'All ah we was one: 50 Years since Federation and the Realities Ahead' - Learning Resource Centre (LRC), UWI St. Augustine Monday November 5, 2012.



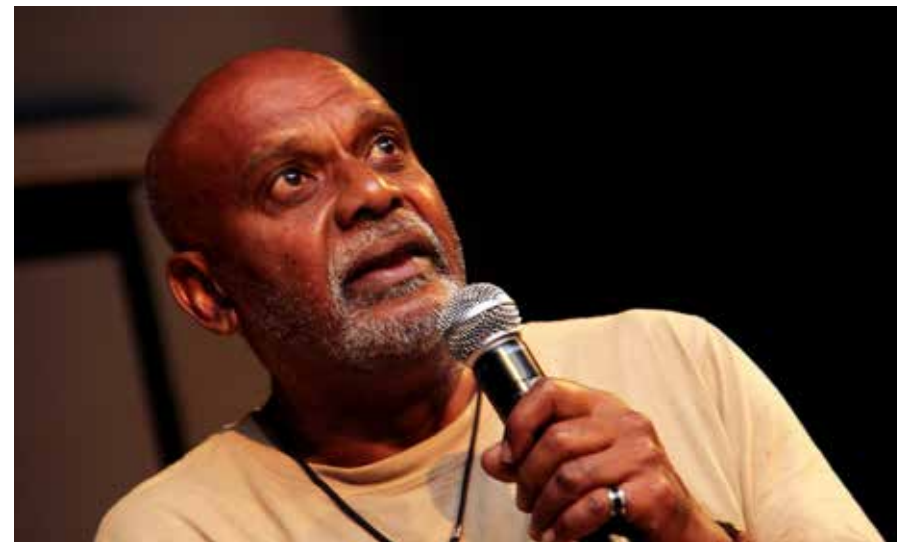
■ Professor Sir Hilary Beckles delivering a public lecture based on his new book *Britain's Black Debt: Reparations for Caribbean Slavery and Native Genocide*.



■ Dr Jamil Salmi, Global Tertiary Education Expert, sharing his findings on *World-Class Universities or World-Class Higher Education Systems*.



■ Marcus Buckingham, a best-selling author, leadership expert, strength strategist and founder of the Marcus Buckingham Company at the Arthur Lok Jack Graduate School of Business Distinguished Leadership and Innovation Conference.



■ Errol Sitahal delivering a monologue at Campus Literature Week.

Books Launched

Scholarly publications are an important vehicle for sharing the knowledge generated by our researchers with the wider public. Professor Derek Chadee of the Faculty of Social Sciences and Head of the Department of Behavioural Sciences, won accolades from the UWI Press when it held its 20th Anniversary and Author Awards Ceremony at the UWI's Regional Headquarters in Jamaica in January 2013. His book, *Social Psychological Dynamics*, published in 2011, was hailed as the best-selling text book for UWI Press. This year the Campus celebrated the publication of the following new and notable works in fields as diverse as history, education and agriculture.

- Dr Gale Rigobert - *Bridging the Digital Divide? Prospects for Caribbean Development in the New Techno-Economic Paradigm* – February 2013
- Dr Basil Reid - *Caribbean Heritage* - January 18, 2013
- Dr Jim Armstrong - *Improving International Capacity Development: Bright Spots* - July 3, 2013
- Dr Noel Kalicharan - *DigitalMath* - December 10, 2012
- Dr Wayne G. Ganpat & Dr Wendy-Ann P. Isaac - *Sustainable Food Production Practices in the Caribbean* - October 2, 2012

Professorial Inaugural Lectures

The Professorial Inaugural Lectures serve as an official celebration and acknowledgement of the work that forms the basis of the professorial appointments of academic staff in 2011/2012.

Professor Gary Garcia -

Animal Science

"From Wild to Semi-domesticated: Neo-tropical Animals and a Professorial Journey" – May 16, 2013.

Professor Dave Chadee -

Environmental Health

"Dengue Epidemiology and Control: Myths, Madness or Methods" – April 18, 2013.

Professor Surendra Arjoon -

Business Ethics and Quantitative Analysis

"What went wrong with the World? The Ethical Challenge for Business in the 21st Century" - March 14, 2013.

Professor Christine Carrington -

Preclinical Sciences

"Dengue: Past, Present and Future" – March 21, 2013.

Professor Christopher Starr -

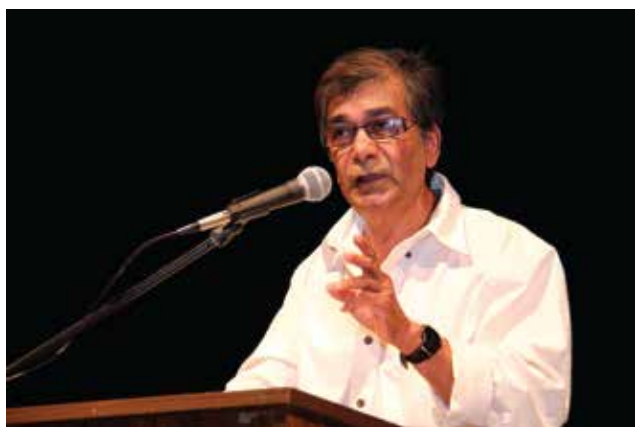
Entomology

"Growing Points in the Biology of Social Insects" – February 21, 2013.



14th Annual Campus Literature Week

From March 18-21, 2013, the Alma Jordan Library opened its doors to members of the public – writers and lovers of local literatures – for lunchtime readings by popular names in Caribbean literature, like Monique Roffey, Gerard Besson and Lisa Allen Agostini. They also heard from new writers, many of them members of UWI's MFA Creative Writing programme, as well as budding poets. The week ended, on Friday March 22nd, with a Gala Reading featuring UWI's Writer-in-Residence, award-winning author of several novels and short story collections – Rabin-dranath Maharaj.



■ Writer in Residence, Rabin-dranath Maharaj reading from *The amazing Absorbing Boy*.

3rd Annual Research Day - the Department of Life Sciences

Migrant songbirds in the Caroni Swamp, seabirds on the north and east coast, spiders and guppies; you'd be surprised at how their ways of life affect you. "Science, People and the Environment" was the theme of this year's Research Day held by the Department of Life Sciences. Participants presented research on our forests, our cocoa, our rivers and beaches and looked at what affects our water quality, the impact of quarries, and even the economic value of the recreational resources provided at the Caroni Swamp Bird Sanctuary.

RDI FUNDED RESEARCH

Established in November 2011, the UWI-Trinidad and Tobago Research and Development Impact Fund (RDI Fund) supports projects that address pressing development challenges and that will achieve recognisable and substantive impact in the short and medium term (3-5 years). Emphasis is placed on multi-disciplinary research, collaboration and strategic partnerships, participation of PhD students and/or post-doctoral researchers, a focus on research-directed action and impact on

policy, practice, products and/or services, contribution to shaping the intellectual discourse on a policy issue of national/regional importance, knowledge dissemination and stakeholder engagement.

The six priority areas supported by the RDI Fund are Climate Change and Environmental Issues; Crime, Violence and Citizen Security; Economic Diversification and Sector Competitiveness; Finance and Entrepreneurship; Public Health; and Technology and Society: Enhancing Efficiency, Competitiveness, Social and Cultural well-being. The maximum financing request is TT\$2 million per project and the maximum period for project execution is 36 months. In 2012, some 11 projects were approved for a total of just over TT \$9 million. A full list of approved projects is available online at the Fund's website, www.sta.uwi.edu/rdifund. Below are some of the projects that made the news in 2012/2013.

The Guanapo Landfill Project

The Impact of the contaminants produced by the Guanapo Landfill on the surrounding environment

TT \$1 million

Leader: Dr Denise Beckles



■ Testing the waters of the Guanapo River to help measure the effects of the nearby landfill.

A lively townhall meeting with Guanapo residents in early 2013 formed part of this project set up to assess the extent of contamination from the Guanapo Landfill to the air, water and soil, as well as identify the potential impacts of this contamination to ecological and human receptors. Data collected would be used to tell the Solid Waste Management Company of Trinidad & Tobago (SWMCOL) and the Water and Sewage Authority (WASA) what would be the best action to mitigate problems at the dump. The multi-disciplinary team, from the Faculties of Science and Technology, Engineering and Medical Sciences at UWI and the Caribbean Institute of Metrology and

Hydrology (CIMH) along with partner institutions, SWMCOL and the Water Resources Agency (WRA) came together to address issues expected to crop up as their project unfurls.

The At Risk Youth Project

Analysis of Intervention and Counseling for At Risk Youth to Reduce Crime, Violence and to Improve Outcomes for the Individual, The Schools, and the Family

TT \$500,000

Lead: Dr Sandra Celestine

The multidisciplinary research team includes colleagues from New York University and is investigating how depression and hopelessness affect youth behaviour and how the use of music may change it. Preliminary results indicate that the environmental factors present in so-called hot spot areas contribute to hopelessness and depression - which manifest themselves in physical and mental health problems. It is estimated that more than half of school youth involved in school crime and violence are afflicted with health problems which include depression, emotional, verbal, or physical abuse, mood disorders, unresolved grief and loss (caused by witnessing/experiencing the death of

friends or family). These problems are manifested daily in school settings as unrepressed anger, disrespect for authority, fighting, sexual misconduct as well as acts of theft and robbery. The often-unseen impacts of these mental health problems are hopelessness, self-harm, suicidal thoughts and suicidal attempts.

The National Citrus Project

Towards Re-development of a Competitive Citrus Industry in Trinidad and Tobago and the Greater CARICOM Area

TT \$600,000

Lead: Dr Govind Seepersad

The Department of Agricultural Economics and Extension embarked on an initiative to develop a new, sustainable agronomic model to revitalise of the Citrus Industry in Trinidad and Tobago; to increase opportunities for agri-entrepreneurs and to increase domestic food and nutrition security. The project uses a demand-led approach where local farmers and processors teamed up to get at least a quarter of the local frozen concentrated orange juice import market, valued at TT \$50 million, and half of the apple and grapes market which has an import value of \$25 million.

The aim is to increase fruit consumption among the youth population and to increase consumption of citrus juices across the population. The UWI-led team is working with the Ministry of Food Production, Land and Marine Resources and other stakeholders to supply the country's fresh citrus-table fruits and the freshly squeezed juice market needs.

CAMPUS RESEARCH & PUBLICATIONS GRANTS

The Campus Research and Publications Grant Fund provides financial assistance to enable members of staff and graduate students to enable them to pursue their research adequately and communicate and publish the results of their research. A sum of TT\$2.2 million had been granted to support 65 staff research projects across the faculties on Campus. The Faculty of Medical Sciences was granted the largest share (TT\$691,355) for 17 projects. The Faculty of Humanities & Education had received a grant of TT\$403,855 for 14 projects, the Faculty of Science & Technology secured TT\$379,566 for 10 projects, and the Faculty of Social Sciences obtained TT\$354,951 for 10 projects. Another TT\$1.6 million had

been granted to support 135 student research projects across the Campus.

In the Faculty of Humanities & Education, these funds are being used for projects to preserve steelband history, to document local sign language, and to fund a documentary film entitled "Shakespeare Mas" and another on poet and playwright, Derek Walcott. In the Faculty of Medical Sciences researchers are looking at how cancer clones adapt to and survive therapeutic regimes.

INITIATIVES IN AGRICULTURE

The Campus continues to develop the 200 acres of land at Orange Grove, just off the Churchill-Roosevelt Highway, directly opposite the Trincity Mall. The vision, as articulated by the Campus Principal, is the development of a space where food and agriculture, science and technology are all integrated with commerce, business and entrepreneurship.

Meanwhile, given the heightened interest in developing regional food security and economic diversification, there seems to be something of a resurgence in agricultural research on the Campus. Three of the 11 RDI funded projects approved in 2012 are meant

to strengthen the region's agricultural sector. In addition to these, the Campus was involved in a number of other research projects or research-related initiatives including conferences, workshops with a similar aim.

4th Global Forum of Leaders for Agricultural Science and Technology (GLAST) and Workshop Marking the 30th Anniversary of China

-CGIAR Collaboration, 5-6 June 2013, Beijing, China

At this conference, which attracted scores of participants from across the globe, Professor Clement Sankat participated in a panel discussion that explored the challenges and prospects of Caribbean agriculture. Agriculture, he said, is the mainstay of several Caribbean countries, with a primary focus on bananas, sugar, rice, tropical fruits and vegetables. Meanwhile, the top six food imports in the Caribbean as of 2010 are rice, wheat, maize, processed foods, meat and vegetable oil. "The Caribbean needs," he emphasised, "to consume more of what we produce and hopefully produce much more of our foods such as rice, root crops, meat, milk, fish and cooking oil."

“Agribusiness Essential for Food Security: Empowering Youth and Enhancing Quality Products”

June 30 - July 6, 2013, Hyatt Regency Hotel, Port of Spain

The conference examined key issues including enhancing food quality and safety throughout the food chain; the risks associated with food production and agricultural development which contribute to price volatility and food insecurity; relevant methods for empowering youth with agribusiness essentials for food security; appropriate mechanisms for addressing the global impact of food and nutrition insecurity; and tertiary education and training for food and nutrition security.

The Jagdeo initiative

UWI experts took part in a meeting of the CARICOM Technical Management Advisory Committee (TMAC) to look at co-ordination of agricultural research and development in the region. TMAC was established to define ways to address one of the 10 key binding constraints identified in the Jagdeo Initiative, “Inadequate Research and Development”. This initiative was led by the Ministry of Agriculture, St Lucia and convened by the Caribbean Agricultural Research and Development Institute (CARDI).



■ *Peppers are another hot topic among researchers on the Campus.*

Pumpkin Farmers Forum

The Faculty of Food & Agriculture hosted a Pumpkin Farmer Forum in December, 2012. The Forum was one of many planned outreach workshops to educate farmers about best practices to improve production both in scope and variety while conserving land and water. Farmers and academics shared ideas on the major concerns facing the industry and best practices in production. Participants were also introduced to new trial varieties that would improve production, participated in a consumer preference evaluation of five pumpkin varieties and rated their preference for export and local markets.

The forum was part of a four-year project: “Improving the nutrition and health of Caricom populations by increased food availability and diversity through sustainable agricultural technologies,” which began in March, 2011 and targets four Caricom territories: Trinidad, St. Kitts, St. Lucia and Guyana. The project is funded by the International Development Research Center (IDRC) and the Canadian International Development Agency through the Canadian Food Security Research Fund. It was conceptualised with a farm to fork approach with agricultural diversification, conservation of water and the efficient use of land increasing farmer productivity and supplying the population, particularly vulnerable groups such as women and children.

OUTREACH



■ H.E. Yang Youming, Ambassador of the People's Republic of China to Trinidad and Tobago signed the renewal agreement between the Crop Research Institute of Guangdong Academy of Agricultural Sciences (CRIGAAS) of China and The UWI.



■ H.E. Huang Xingyuan shakes hands with Principal Sankat after signing an exchange agreement between The UWI and Wuhan University.

MOUs

During the 2012/2013 academic year the Campus signed Memoranda of Understanding with the following national, international, public and private sector entities:

- National Entrepreneurship Development Company Limited (NEDCO) – A strategic working relationship on Entrepreneurial Development (October 24, 2012)
- Crops Research Institute of Guangdong Academy of Agricultural Sciences (CRIGAAS), The People's Republic of China (December 3, 2012)
- S.M. Jaleel – for the Supply of Bottled Water branded for the Campus (March 20, 2013)
- Embassy of Spain – support for Spanish studies: language, culture and literature (April 8, 2013)
- Wuhan University, China (represented by His Excellency Huang Xingyuan, Chinese Ambassador) – Exchange Agreement (May 3, 2013)
- Confucius institute Headquarters of China (Hanban Delegation headed by Madam Xu Lin, Director) – establishment of a Confucius Institute at the St. Augustine Campus (June 1, 2013)

REGIONAL AND UNDER-SERVED COMMUNITIES

The Campus continues to provide access to students in distant parts of Trinidad and Tobago and across the Caribbean, particularly The UWI-12 countries, Guyana, Suriname and Belize. This year, in the Department of Clinical Medical Sciences, as teaching continued at the various hospitals across the country, the Sangre Grande Hospital was added to the list, to be followed by the Scarborough General Hospital in Tobago in 2013/2014. The School of Veterinary Sciences has been engaged in discussions to assist in diagnostic, training and clinical services in three Organisation of Eastern Caribbean States - St. Lucia, Antigua and Barbuda and Dominica.

The Lok Jack Graduate School of Business extended its outreach to UWI-12 students and students of other territories through some of its blended programmes. The Master of Small and Medium Enterprise Management now includes students from Trinidad, Suriname and Guyana in the same cohort. The Master of Port and Maritime Management is also being adapted for a stronger online component to cater for such students.

INTERNATIONALISATION

The internationalisation effort of the Campus, led by the Office of Institutional Advancement and Internationalisation (OIAI) has yielded significant results, expanding capacity on the Campus in areas such as language training, agriculture, science and technology, in addition to other support.

Campus Principal's visit to South Korea

Over the period August 2 – 14, the Campus Principal visited South Korea as a guest of the Korea Foundation. The visit was intended to give an insight into Korea's spectacular development and some of the institutions that have supported this. On his return trip he visited two universities in Hong Kong: the University of Hong Kong, the Hong Kong University of Science and Technology and also the Hong Kong Science and Technology Park.

Ambassador's Brunch

In July 2013 the Campus Principal hosted a mix of senior diplomats and academic leaders in a relaxed, informal atmosphere over a sumptuous local meal whilst they chatted about a broad range of contemporary matters. Some unique ideas emerged from

the fruitful discussions including increased opportunities for language training locally, international exposure and mobility for UWI staff and students. Campus and embassy officials shared critical sectoral information and ideas for new collaborations focussed on capacity development locally as well as across the Caribbean region.

Confucius Institute Established

The proposal prepared by the Centre for Language Learning (CLL) for the establishment of a Confucius Centre at The UWI St. Augustine was transmitted by Principal Sankat to the Confucius Institute Headquarters in Beijing. A Memorandum of Understanding was signed by the Campus Principal and Madam XU Lin, Executive Director of the Confucius Institute on June 1, 2013, during the visit of the Chinese President to Trinidad and Tobago. The Centre for Language Learning has been running a small programme teaching the Mandarin language for over six years. The establishment of a Confucius Institute will allow The UWI St. Augustine to assume leadership in the southern Caribbean in the dissemination of knowledge and information on contemporary China in fields ranging from language and culture to business and international relations,

New chairs of Hindi and Indian studies

The UWI signed a Memorandum of Understanding with the Indian Council for Cultural Relations for the establishment of ICCR Chairs of Hindi and Indian studies at the St. Augustine Campus. The Chairs would be held for periods of two academic years at a time with an option to extend for another year. Two chairs were established in the Faculty of Humanities & Education in the spheres of Hindi and History, while the third - possibly the first of its kind in the world - is in Ayurveda within the Faculty of Medical Sciences.

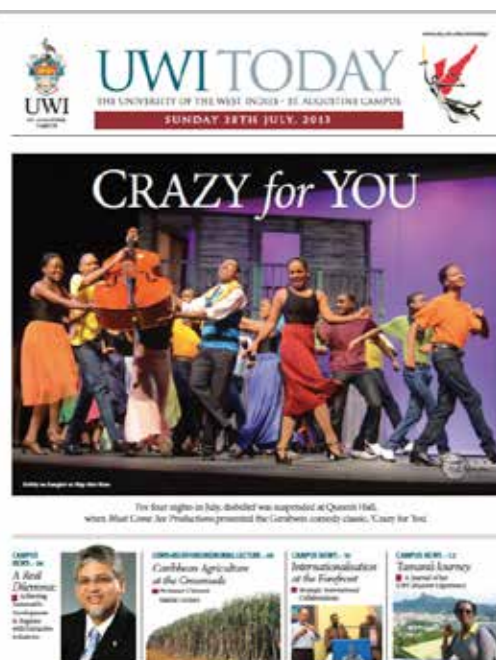
UWI Discovers Brazil

Last year staff and students from the campus grasped the opportunity to discover India. During this reporting period the tour of BRICs countries turned towards Brazil. The trip coincided with the introduction of a Minor in Portuguese by the Faculty of Humanities & Education and a new staff and student exchange agreement between UWI and the Universidade do Porto (UPorto), one of Portugal's most prestigious teaching and research institutions.

MARKETING & COMMUNICATIONS

In the 2012-2017 Strategic Plan, there is a specific focus in the area of Outreach, with an overall goal of presenting a unified brand image for UWI aligned with its strategic vision and initiatives. Meeting this goal entails targeted engagement with internal and external stakeholders. Over the last year, the St. Augustine Marketing & Communications Office (STA M&C) has taken an active role to engage its audiences and continue to build Brand UWI - a consistent expression of who we are both visually and orally.

Another key area of focus of the Strategic Plan is systematically addressing employees' concerns and grievances. STA M&C played an active supporting role in the mission of the "Change Makers". An independent Employee Engagement Survey was able to capture many of the issues affecting university staff. STA M&C worked with the team to extensively gather feedback, to bring awareness of the results and to communicate all strategic projects to ensure a clear line of sight for staff.



STA M&C continued efforts to build the official campus presence in Social Media. Currently, the Campus' Facebook page reaches more than 47,000 persons, a 23% increase in the last year. With the need to manage the increasing demand from stakeholders and UWI entities to create social media profiles/pages, there was a need to implement an official policy to regulate Social Media use. The department spearheaded the university-wide awareness campaign in May 2013 and this will continue as Social Media is a dynamic, constantly changing sphere.

Among STA M&C's new strategies to engage external stakeholders has been the launch of *UWI BEAT*, an advertorial series conceptualised by the Campus and executed both in print and on radio. *UWI BEAT* is now among our strategies to showcase and highlight the events and activities of the campus to the wider national community and adds to the many media channels employed. These include traditional newspaper advertising, digital advertising through the screens across the campus and via Social Media channels on Twitter, Facebook, Flickr and YouTube. Despite reductions in both human and financial resources, the 2012-2013 period was a productive one for STA M&C.

University Marketing & Communications

University Marketing & Communications (U-M&C) is currently based at the St. Augustine Campus, as the Director maintains dual responsibility for the University-wide and St. Augustine functions. Below we highlight some of the initiatives undertaken by the office. Further details are available in the Vice-Chancellor's Report to Council.

Social Media Policy

Social Media platforms grew in importance as a communication tool and vehicle. The need to manage the increasing demand from stakeholders and UWI entities to create social media profiles/pages, led to the development and eventually F&GPC approval, in January 2013, of a UWI Social Media Policy and Guidelines as University Policy. The Policy and Guidelines seek to clarify how best to enhance and protect personal and professional reputations when participating in social media.

Web Re-design

A critical strategic objective is the web redesign which would allow for improved visibility and ranking. In order to promote UWI's global visibility, and to achieve the institution's stated 2017 aims regarding international accreditation from highly reputable bodies to complement its national-regional accreditation status, improved web presence, rankings and search engine optimisation are absolutely necessary. This cross-campus website redesign project continued in 2013 resulting in the completion of the Mona Campus pilot; the template for which has now been disseminated to the other campuses for replication.

International Promotion

The University's strategic bid to establish the institution as an internationally recognised centre of excellence saw the U-M&C working on several related projects. A key pitch brochure produced for the Central Office for Regional and International Affairs has been well received within and outside of The University and serves in the promotion of The UWI brand among potential funding agencies in Europe and North America as well as in the region. The team also created a marketing plan for the launch and promotion of the Single Virtual University Space a technology hub that allows students located anywhere greater access to the best teaching and learning resources from any of The UWI's four campuses.

Brand Guidelines

Vice-Chancellor E. Nigel Harris sees the management of The UWI image as a key responsibility. The UWI Brand is seen as more than just a name, logo, products and services. It is reflected in The UWI attitude, way of doing things, of behaving and of communicating. The collective M&C team has worked to present a manual to formally establish The UWI's distinct, cohesive visual identity. The University Finance and General

Purposes Committee has since given its approval to this UWI Brand Identity Manual. It is expected that the Brand Manual will help to maintain a clear and consistent brand identity. Since this can only be achieved with the support of internal stakeholders, guidance on its use will be communicated to the Campus community.

PERFORMANCES, SCREENINGS & EXHIBITIONS

Theatre performances, dance recitals, film screenings, art exhibitions and sales are all part of the annual cycle of events on the campus. This year, students together with staff in some instances, thrilled audiences with their artistic displays. Among them: Must Come See Productions (UWI Arts Chorale), led by Jessel Murray, performed the musical Hairspray at Queen's Hall, before teaming up with UWI Percussion, UWI Steel and the University of Delaware Percussion presented Carmina Burana and other music for Percussion, at the National Academy for the Performing Arts (North). The Theatre Arts Unit presented Maria Antonia at the Little Carib Theatre, Woodbrook while students pursuing Theatre and Dance held their annual productions A Festival of Plays and Sole to Sole respectively.

Seven students from the Film Programme showed films at the 2012 Trinidad and Tobago Film Festival (TTFF). Buck a film by final year student, Steven Taylor, won the People's Choice Award for Best Local Short Film and fellow student, Dinesh Maharaj was honoured for outstanding student achievement with an all-expenses paid trip to the Tribeca Film Festival.

The *Jouvay Ayiti* project continued its winning ways with its 2012 carnival presentation "50 Years: Mud, Fete and Tears". The presentation, which served as a compulsory mas-in/as-research-and-education project for all 'Critical Readings' students and is offered as well to the Carnival and Contemporary Spectacle (Certificate) students, placed 1st in both the Downtown and Uptown J'ouvert small band category competitions.

In addition to the annual exhibitions of students' work, the Visual Arts Unit hosted a 25th Anniversary Exhibition, featuring more than 150 works by past and present faculty, alumni and current students.



ANNIVERSARIES

Seismic Research Centre - 60th Anniversary

The celebration kicked-off on January 29, 2013 with an opening ceremony at the Centre's headquarters at Gordon Street, St. Augustine. Year-long activities to mark this momentous occasion included the REAKT (Real Time Earthquake Risk Reduction) Meeting; the Office of Disaster Preparedness and Management (ODPM) National Primary School Quiz; St. Vincent Volcano Awareness Week; the launch of the new SRC website; Tsunami Smart Barbados; Volcano Children's Book; and Earth Science Week in Dominica.

Throughout 2013 the UWI Seismic Research Centre welcomed the public to its monthly Open House sessions which included a tour

of the Centre, demonstrations on earthquake and volcano monitoring techniques, interaction with Earth scientists, hands-on activities as well as safety and preparedness tips.

Cocoa Research Unit – 50th Anniversary

The CRU, one of the premier inhabitants of the community of The UWI, has a rich legacy as it is the successor to the Cocoa Research Scheme of the Imperial College of Tropical Agriculture which started work on cocoa as early as 1930. Among the events planned to mark this historic milestone, the CRU hosted a "Spirit of Chocolate" Festival at the Hilton Trinidad on July 21, 2012. It was an exciting event for chocolate lovers and potential investors who could see first-hand the possibilities offered by the cocoa industry.



■ And the race is off.



■ The Ten who ran the course to raise money for a variety of charities.



■ First to break the tape in a time of 1:06:22 was George Towett of Kenya.

Alumni Celebrate 25 Years

The local Chapter of The UWI Alumni Association (UWIAA) celebrated its 25th Anniversary in this reporting period. Events included “Pepperpot”, a breakfast and fashion show in mid-February, and “Salud!” a wine festival and networking event in May, 2013. This is an annual event and the Association’s primary fundraiser. Other activities included the Association’s 9th Annual Independence Cruise. The proceeds of the Association’s events help fund initiatives such as the annual mentorship programme, bursary awards, donations to the library and other official alumni-related initiatives.

10th Anniversary - UWI SPEC Half-Marathon

The University of the West Indies (UWI) Sport and Physical Education Centre (SPEC)’s International Half-Marathon 2013 was more than just a race this year. To celebrate its 10th Anniversary, the organisers of the Half-Marathon embarked upon a charitable initiative, where 10 specially-invited persons, dubbed “The 10” participated in the race, each representing one of 10 charities, and enlisting the public’s support to contribute pledges of \$10 or more in support of their chosen charity. Supported by mobile telecommunications operator, Digicel

Trinidad and Tobago, members of the public were encouraged text their donations to the assigned codes. The race was won by George Towett in just over an hour. The 10th Anniversary initiative netted \$10,000 in donations.



■ Roytec's Class of 2012 celebrated the school's 25th anniversary.



■ The "Old Yard" hosted annually by the Department of Festival and Creative Arts helps keep Trinidad & Tobago's Carnival traditions, like the whip wielding Jab Jab alive by bringing groups from across the country to share their work with students and the general public.



AFFILIATED INSTITUTIONS: ROYTEC

ROYTEC – 25th Anniversary

UWI School of Business and Applied Studies Limited (trading as ROYTEC) is governed by the University of the West Indies, St. Augustine Campus, as a private tertiary level education institution. On November 15, 2012, at the Graduation Ceremony held at the The UWI Sports & Physical Education Centre (UWI SPEC), ROYTEC celebrated the success of over 700 graduates and its 25th Anniversary.

Quality Awards

ROYTEC captured top prizes at the 2013 ACTT Quality in Tertiary Education

(QuITE) awards ceremony held on October 28, 2013. In the large institution category, ROYTEC shared first place for Excellence for an established Quality Management System (QMS) with the Arthur Lok Jack Graduate School of Business. The award was received by Mr Earl Browne, Executive Director, who emphasised that since UWI St. Augustine assumed responsibility for ROYTEC in 2006, the Board has set a very clear direction on academic standards through a rigorous quality policy and quality management system.

The school also placed second in the category for Student Support Services in Tertiary Education (SSSITE). In receiving the award, Mrs Daena Viscuña, Manager, Student

Welfare, thanked the ROYTEC Student Council for its outstanding participative model of tertiary engagement with the ROYTEC management team, faculty and various academic committees.

Outreach

ROYTEC's outreach initiatives touch the lives of neighbouring communities and beyond. During the review period the School opened its facilities to a community group helping children from Laventille and East Dry River. Their IT unit delivered a Computer Literacy Programme to children from the 2013 BPTT Renegades Steel Orchestra's Holiday Camp; and students participated in an annual beach clean-up.

INTERNAL OPERATIONAL PROCESSES

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A DATA DRIVEN CAMPUS

The review period saw the establishment of the Campus Office of Planning and Institutional Research (COPIR), a unit of the Office of the Campus Principal, serving Campus senior and extended management as well as the broader University community. The primary function of the Unit is to provide evidenced based information that supports decision and policy making in helping the institution to serve its overall mission. The four-member unit, headed by Mrs Reanti Singh, also supports both the University Strategic and Campus Operational Planning processes and is directly responsible for monitoring the progress of its performance. The COPIR collects, interprets and provides data and information on current and historical institutional trends and performance pertaining to students, faculty, staff and academic programmes. The staff at COPIR undertake a number of functions including statistical analysis, survey design and data management. They also prepare reports for internal and external use, highlighting observations and trends.

In 2012/2013 the Unit completed the following reports, studies and surveys:

- St. Augustine Campus Operational Plan 2012-2014

- A review of performance of the first year of the Operational Plan
- A Demand for Places Report- a report highlighting the trends in applications, offers and admissions to UWI programmes at the St. Augustine Campus for the period 2007 - 2012
- Graduate Tracer Surveys of the class of 2010 and the class of 2011. A report was also prepared on the 2010 Survey
- A discussion paper entitled, "The Implementation of the Differential Faculty workload Policy and recommendations for the Management of Faculty Academic Workloads"
- A progress report on accomplished and projected activities of the St. Augustine Campus, presented to the Ministry Tertiary Education and Skills Training

Among the projects scheduled for the following academic year is the compilation of an Essential Data Set 2007 / 2008 to 2012 / 2013 that records data on student enrolment and collection of data for the earlier period 2000 - 2007; a 2013 / 2014 Student Experience Survey of all undergraduate students on the Campus; and a Throughput Analysis of all undergraduate and postgraduate students of the 2006/2007 cohort.



INSTITUTIONAL EFFECTIVENESS

The St. Augustine Campus established an Institutional Effectiveness Unit (IEU) to develop a system of total quality management on the Campus, enhance the delivery of services, re-engineer operational processes, and to monitor continuous improvement aligned to institutional accreditation. The IEU is also the Secretariat for the Institutional Effectiveness Committee which oversees the improvement of the St. Augustine Campus and champions institutional re-accreditation. The IEU develops and monitors service excellence across the Campus and trains quality leaders to support continuous improvement. It tracks institutional improvement and prepares reports for institutional accreditors.

During the 2012/2013 academic year, 77 quality leaders were trained from 30 non-academic units. These leaders are now managing system and cultural changes in their units to transition to a culture of service excellence. This involves the adoption of 11 service excellence standards, their assessment of their conformity to the standards and their reporting of their improvement in

accordance with the standards. The Campus is also preparing for a review of its management of total quality using quality management standards that were developed by the IEU and approved by Academic Board.

The IEU is also re-engineering administrative processes by developing departmental business value chains and employee workflows and then working with CITS to automate these processes. Presently, four offices are undergoing re-engineering in a pilot project, these include the Office of the Campus Principal; the Office of the Campus Registrar (with focus on Admissions and Human Resources); the Office for Institutional Advancement and Internationalisation (OIAI) and the Campus Information Technology Services.

LEGAL AFFAIRS

The presence of a Legal Office within the St. Augustine Campus of The University of the West Indies commenced in January 2013 with the recruitment of a Campus Legal Officer within the office of the Campus Registrar. The Legal Office's overall mission is to add value to the Campus (and by extension the University's) governance structure,

systems and processes, while at the same time reducing legal risk.

The work of the Office impacted areas including, but not limited to, project and negotiation support; legal advisory services to diverse legal and regulatory matters; property and title acquisition and regularisation; contract drafting, review and negotiation; development of legal forms and templates to support the needs of the Campus; legal support to subsidiary boards and affiliates and internal and cross-campus committees; and policy and governance review to ensure legal compliance.

CAMPUS SAFETY

The campus partnered with the Disaster Unit of the Tunapuna / Piarco Regional Corporation (TPRC) to deliver Campus Emergency Response Team (CERT) training for 80 participants from various departments across the campus and members of The UWI Security Services. The CERT programme is used by the U.S. Federal Emergency Management Agency (FEMA), and has been adopted by the local Office of Disaster Management and Preparedness (ODPM) and Disaster Units of the various Regional Corporations.



■ Safety Drill – Stabilising a “patient”.



■ Safety Drill – Canine rescuers.

The training culminated with a full-scale simulation exercise at the Alma Jordan Library in April, 2013 complete with smoke, explosions and injured persons. It was all spearheaded by the Occupational Health, Safety and the Environment Unit on the Campus led by Manager Rajesh Kandhai, to test the response capabilities and response time of internal and external emergency services. These services include the Division of Facilities Management, the Health Services Unit; the Trinidad and Tobago Police Service (canine unit); the Trinidad and Tobago Fire Service (fire prevention and search and rescue unit); the Trinidad and Tobago Red Cross Society; the Marketing and Communications Office; and staff and students of the St. Augustine Campus.

TECHNOLOGY

Many of our services such as the Student Portal, eLearning, and Blended Learning are fully dependent on the Internet. There is also greater use of the Internet with regards to Social Media and online research that will only increase. It is for these reasons that St. Augustine continued to take the necessary action to increase bandwidth on Campus and make the system more robust. Thanks to the work of the Campus IT Service (CITS) with the Human Resource division, an online application and approval system was introduced, as well as an online recruitment function. Blended learning environments were developed for both the HR division and CeTL and new websites were created for the

Campus Projects Office (CPO) and the Co-Curricular programme.

Students wishing the intervention of the Deputy Principal in any serious matters facing them may now make those requests and receive feedback online through a new system that also allows the Campus to track the number of student complaints and categorise them. In addition to the collection of metrics, and the immediacy of providing feedback via email, this system will also allow for more comprehensive decision making through the inclusion of pertinent information such as the students' transcripts.

INFRASTRUCTURE



While the major focus of the Campus Projects Office (CPO) was on the continuation of the UWI St. Augustine South Campus Penal/Debe project, this review also saw the practical completion of the Teaching and Learning Complex project. Work was also completed on the Canada Hall South Block, the Family Development Centre (FDC), the enclosure of the Humanities & Education undercroft, the Library Executive Suites, and the Centre for Workforce Research Development (CWRD). Government's slow release of funding continued to be among the major challenges affecting the Campus' finances and the implementation of projects, limiting the number of capital projects which could commence construction this year.

PROJECT UPDATES

Teaching and Learning Complex –

A multi-storey building with four lecture theatres seating from 200 to 400 students; two lecture rooms seating 90 students each; eight tutorial/seminar/teaching rooms; offices and specialised labs for Biology and Chemistry. Completion was scheduled for September, 2013.

Construction cost (final): approximately \$98 million

UWI St. Augustine South Campus,

Penal/Debe - This project represents a major expansion of the St. Augustine Campus to the southern area of Trinidad and is the most ambitious of all expansion projects in the Campus' history. Works commenced on site in September, 2012 and are scheduled for completion in February, 2014.

Total project estimate: \$600 million

Family Development Centre - A two-storey building to accommodate the expansion of services at the UWI Family Development and Early Childhood Centre (FDCRC). It includes meeting/counseling rooms, library/resource centre and staff offices. Construction was completed in February, 2013.

*Construction cost (final): \$6.3 million
(Ministry of Education's PSIP budget)*

Canada Hall Expansion and Renovation -

The project includes the upgrading of the existing North and South Blocks and the construction of a new Post Graduate block to accommodate 70+ students. Common facilities such as kitchens, study rooms, dining area and computer rooms, will be included in the new Post Graduate building which is to be located to the west of the existing south block. Projected cost: (Phase 1 – South Block) \$16 million, (Renovations) \$28 million, (Postgraduate Block) \$32 million.

Student Recreational/Study Facility –

Faculty of Medical Sciences - This building will include a mini-mart, recreational area, gymnasium, computer laboratory, meeting/-study rooms and associated services. A Design-Build contract for the construction works was awarded in early 2012. Construction commenced in March 2012 and was completed in July 2013. Construction cost: \$10.8 million

Senior Common Room Upgrade and

Expansion/ University Inn – Construction cost (Phase I): approximately \$6 million

**Enclosure of Ground Floor – Humanities and Education Main Office**

Building – Construction cost: \$3.7 million
(Total project cost: approximately \$5.0 million including fees and FF&E)

Centre for Work Force Research and

Development – Total project cost: approximately \$1.6 million.

UWI/HEU Building – finishes to the 1st and 2nd floors – Construction cost estimate: \$5 million.

Upcoming Projects

Other major projects that were in their planning or design phases as of August, 2013 and on which construction work is expected to commence within the next 12 to 24 months are:

- Convocation Hall
- Gated Staff Housing Project
- Expansion of Dentistry – FMS
- Campus Interfaith Centre
- New Multi-storey Parking and Commercial Building
- New Psychological Research Centre
- Centre for Geography
- Expansion of Student Cafeteria Building

FUNDING & FINANCE

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RESEARCH DEVELOPMENT & KNOWLEDGE TRANSFER

The Work Programme of the Office of Research Development and Knowledge Transfer (ORDKT) is designed to reduce the reliance on government financial assistance by increasing external grant funding and sponsored research, and by exploring the feasibility of knowledge transfer and commercialisation of research products. The principal activities of the ORDKT were undertaken within the framework of each of the eight components of its Work Programme as detailed below.

Project Implementation

The major projects facilitated by the ORDKT in 2012/2013 include the creation of three academic programmes for the Trinidad and Tobago Defence Force: a Certificate Programme for Trinidad and Tobago Regiment; the BSc Leadership and Management for the Trinidad and Tobago Defense Force; and the MSc in Strategic Leadership and Management. The ORDKT also facilitated the construction and furnishing of a Workforce Research and Development Project on the Campus, funded by the Ministry of Science, Technology and Tertiary Education and the creation of a Geographical Information Systems and NGO Database for

the Office of the Prime Minister, Trinidad & Tobago.

Support of Proposals Submitted for Research Funding by Academic Staff

The ORDKT provides support to academic staff in the preparation of research projects to be submitted to external donor agencies, thereby increasing the competitiveness of the proposals submitted. Some of the larger proposals prepared and submitted in 2012/2013 included:

- Reduction of Food Deficit in the Caribbean Region by Increasing Rice Production (submitted to the EU-ACP S&T II for €899,094.00)
- Endogenous Learning and Innovation in Science and Technology (submitted to the EU-ACP S&T II for €993,180.00)
- Building Technological Capacities and Developing Advanced Integrated Systems for Disease Diagnosis and Management for Major Crops in the Southern Caribbean (submitted to the EU-ACP S&T II for €996,688.00)
- One Health, One Caribbean, One Love (submitted to the EU-ACP S&T II for €989,761.00)
- Strengthening Regional Capacity to support evidence-based Urban



Management for Energy Efficient Caribbean Cities (submitted to the EU-ACP S&T II for €894,008.00)

Project Preparation and Submission by ORDKT Staff

ORDKT staff develop and submit project proposals in response to direct requests from clients. The following proposals were all developed and submitted for funding consideration during 2012/2013 at the request of the Government of Trinidad and Tobago under the 10th EDF:

- Institutional Strengthening of Tertiary Education Systems
- Resource Mobilisation for Tertiary Education
- Support to Non-University Tertiary Level Institutions

Development of National, Regional and International Partnerships

Donor agencies often require research proposals to be submitted by a consortia of universities, rather than an individual institution. Alternatively, these agencies could require that the university partners with the client requesting the project. Apart from the agencies attached to the specific

projects identified above, during the review period, the ORDKT focused on strengthening or establishing partnerships with universities and colleges, regional and international organisations, regional governments and the Government of the Republic of Trinidad and Tobago.

Leveraging Intellectual Property Potential for Commercialisation

In support of this objective, in 2012/2013 the Office developed brochures on The UWI Policy on Intellectual Property, Patents and Copyright for distribution at selected Campus events and lectures. The ORDKT continued to facilitate the registration of UWI symbols as trademarks in Trinidad and Tobago, prepared or reviewed a number of Material Transfer Agreements and Confidential Disclosure Agreements. St. Augustine staff participated in a university-wide Evaluation Team set up to assess Invention Disclosure Forms submitted by staff and students for patent protection of research products and processes.

The Office also drafted a business plan for Lubricant and Asphalt Products produced at St. Augustine. The products underwent quality testing overseas. Potential investors

were identified. The Office then drafted a Manufacturing, Licensing and Marketing Agreement and began discussions with Lake Asphalt Limited regarding the commercialisation of the products. The business plan which emerged identified potential sponsors for the commercialisation of graphite-based lubricants also produced at St. Augustine.

Preparation and Negotiation of Research-Related Agreements and Memoranda of Understanding

Facilitating the development of international, regional and national partnerships, and engaging with potential sponsors for the commercialisation of research projects, requires the preparation and negotiation of research-related Agreements and Memoranda of Understanding. In 2012/2013 Agreements and MoUs were negotiated and developed with Duke University; Petrotrin; National Gas Company; Byron Robinson Pharmaceutical Inc.; IBM; Georgetown University (Centre for Workforce Development and Research); Digicel; Government Information Services Limited (GISL); Organisation of American States; UNHABITAT; University Navstar Consortium (UNAVCO); and CelPlan.

Managing and Disseminating Information on Research Projects

An important constraint on the effectiveness and competitiveness of research at St.

Augustine is the absence of communication mechanisms that allow researchers on the Campus to be aware of, and therefore participate in, the activities of other researchers. The most important development was the creation of the Research Information Management System (RIMS), which was designed, developed and implemented in October, 2012. The Information System was expanded and maintained throughout 2012/2013 and the Campus community was made aware of the new tool through face-to-face presentations. A website was developed and went live in March 2013, and news on research funding opportunities and research projects were continuously disseminated via the Marketing & Communications Office.

Capacity Development of Academic Staff

Staff of the ORDKT conducted several activities aimed at the capacity development of academic staff for enhanced research competitiveness. These include: methods to align proposals with national and regional

priorities; enhanced return on Donor-Client investment; and the use of project management tools to facilitate project reporting. There were also workshops and presentations on topics such as “Continuous Improvement to Grant Proposal Support”, Research Management, and “Securing Successful Grants”.

COST CONTAINMENT

The Campus Principal issued a memorandum to all staff on the Cost Containment at St. Augustine Campus for 2012/2013 and noted that the 2012/2013 Recurrent Budget for the St. Augustine Campus had been approved at TT\$52.9 million below the proposed budget. The Principal outlined specific measures that would be put in place to ensure the Campus managed its financial resources efficiently during this period, while maintaining our focus and prioritising our expenditure on teaching, learning and research activities. The Campus Principal also noted the two primary categories of the recurrent budget were staff costs and non-staff costs which were both outlined in the memorandum.

In response, cost containment activities

across the Campus included an initiative managed by the Marketing & Communications Office to encourage a heavier reliance on the campus website and social media channels for advertising and promotion and dissemination of material (booklets and brochures) to current and potential students. As far as possible, print projects were carried out on-campus by the Multimedia Production Centre (MPC). Faculties and departments made more efficient use of laboratory resources including water. St. Augustine also supported greater uptake of the myElearning platform to distribute course material continued to climb, further reducing paper consumption.

COLLECTIVE BARGAINING

The Collective Agreement between The UWI St. Augustine Campus and the Oilfield Workers Trade Union on behalf of Monthly Paid Administrative, Technical and Service Staff, and Daily-Paid Staff, for the period January 1, 2009 to December 2011 was signed on April 29, 2013. The Collective Agreement between the Campus and the Estate Police Association on behalf of UWI Estate Police for the same period was signed a month later on May 21, 2013.

THE ENTERPRISING ACADEMY

The Campus is no stranger to commerce. In addition to some self-financing programmes, primarily at the postgraduate level, faculties and research centres have been providing analytical, technical and consulting services to governments for years and these activities continue to bring in steady streams of revenue. We also continue to provide some services (such as Veterinary, Dental and Speech Therapy) directly to the public at competitive rates but without competing outright with private service-providers who are, more often than not, our graduates. As such, these generate more modest incomes while providing students with valuable practical experience as practitioners or observers.

In addition, the Campus continues to generate funds by renting some of its spaces to the wider public and through the sale of concessions. A significant contribution by the Office of Institutional Advancement and Internationalisation (OIAI) and the Legal Office in 2013 was a complete overhaul of the lease templates for the vendors and concessionaires on Campus (in collaboration with

the Commercialisation Unit) to incorporate increased rental rates, common services fees and utilities, and substantial liabilities and indemnities in favour of The University so as to reduce legal risk and ensure increased profitability. Priority areas for the upcoming years are title acquisition of significant land assets for The University (in progress); a significant overhaul of the process and documentation relating to the Campus' rental facilities; and harmonisation of contract forms, MOUs and agreements across the University system and Policy Review, management and implementation. Below we highlight a few examples of initiatives undertaken this year.

The Commercial Campus

Software Development for the Energy Industry

When the international energy giant, BG needed specialised software for their local operations they looked to the Faculty of Science & Technology and the Department of Computer and Information Technology (DCIT). The two projects were undertaken by recently graduated students from the department and were each supervised by a staff member. The Hoppertunities tool was created to ensure that all opportunities are

easily documented, processed, executed and readily available to company personnel, facilitating meaningful discussions about improving asset production in all the relevant departments of BG. The second project involved the creation of a BG Technical Library – a software system to organise and view technical drawings for the company's oil and gas platforms. The projects generated approximately TT \$80,000, most of which was used to pay the students working on the projects, leaving the DCIT with a net income of TT \$20,000 and satisfied clients at a major private sector partner.

Arts in Action

The Faculty of Humanities & Education has stepped up its promotion of an entrepreneurial outlook among its students with the performance unit, Arts in Action (AiA) as one of its leading examples. During the review period, AiA was commissioned by groups such as UN Women (Caribbean), BHP Billiton, the YWCA and various government ministries to use their dramatic skills to highlight issues such as gender-based violence, HIV and AIDS and to promote drama-in-education strategies.

University Inn

The UWI St. Augustine Campus expanded its accommodation for visitors by setting up a bed and breakfast on the St. Augustine Circular Road. The Inn comprises two blocks, the Harnanan House and the Senior Common Room (SCR). Together, these buildings hold 20 rooms. Two other significant projects – UWI Staff Housing and the JFK Cafeteria Expansion - are to be managed by the Campus Projects Office. All of these initiatives will help keep funds circulating on the campus and add to our income stream as the facilities are also open to the general public.

UWI Water

In March 2013 the Campus signed an MOU with drink manufacturer, S.M. Jaleel & Company Limited to produce a line of UWI-branded bottled water. The rationale behind the initiative is that The UWI will benefit primarily from revenue generated from the sale of the water, brand promotion and undergraduate and postgraduate internships. The benefit to S.M. Jaleel lies in services and training provided by The UWI, St. Augustine Campus through our students and staff including - collaborative research

projects; collaborative research in manufacturing and marketing, in addition to philanthropic activities.

GOVERNMENT'S NEW GATE POLICY

The Government of the Republic of Trinidad and Tobago announced that, effective January, 2012, "GATE no longer covers students whose cumulative Grade Point Average (GPA) is below 1.0". For the purposes of this policy the relevant GPA is the cumulative GPA appearing on UWI transcripts at the end of the academic year, inclusive of Semesters I, II and Summer Session (where applicable), for all undergraduate students.

UWI DEVELOPMENT & ENDOWMENT FUND – BURSARIES AND SCHOLARSHIPS

The Fund granted a total of \$10,388,000 in bursaries from the date of inception (1992) to now. The present amount targeted for bursaries each year is \$800,000.00 (160 awards). The fund is however seeking to

increase the number of bursaries granted, to 200, paying out a total of \$1M for the academic year 2013/2014. For the academic year 2012/2013 The UWI Development and Endowment Fund offered 160 bursaries to students of all Faculties. Half went to students in the Faculty of Medical Sciences, 22 to the Faculty of Humanities & Education and 21 to the Faculty of Social Sciences.

FINANCIAL ASSISTANCE

Student Advisory Services is responsible for providing financial assistance for needy students through the Adopt-a-Student Programme, Hardship Loans (2) and Emergency Loans. It also provides advice to students on the Government's Higher Education Loan Programme. This year there were increases in the number of students receiving assistance through the Adopt-a-Student programme (from 41 last year to 55 in this reporting period) and Emergency Loans (from 8 to 11). Financial assistance is also provided through student employment.

INCOME & EXPENDITURE

Consolidation

For the first time the St. Augustine Campus consolidated the results of its fully owned subsidiary, ROYTEC, with those of the results of the Campus. This entailed the restatement of the prior year's comparative figures of the Campus to incorporate the operations of ROYTEC, which affected the balance sheet, statement of comprehensive income, statement of cash flows, statement of changes in funds and reserves and notes.

Income

Total consolidated income for the year totalled \$1,099.3 million of which government contributions represented 48.3% of total income. Government contribution was marginal, 1.6% above the level of contribution provided in year 2011/2012. The level of government contributions accrued for the year included \$42.8 million for back pay to March 31, 2013 and \$5.03 million for the period April 2013 to July 31, 2013 for arrears and due to the ATS, Estate Police and Daily Paid employees.

Tuition and other student fees recorded a decrease of 8.4% below the level of year ended July 31, 2012. Further analysis indicates that there was a fall in enrolment for academic year 2012/2013. Special projects and other project income of \$186.1 million included the gross income earned of ROYTEC valued at \$46.5 million. The comparative for year 2011/2012 has been restated to include the results of ROYTEC, valued at \$54.02 million gross revenue. The decrease in income shown is attributed to

both a decrease for both the Campus and ROYTEC.

Other teaching activities represented by income of the Faculty of Medicine showed an increase in earnings of 8.3%.

Miscellaneous income showed an increase over the level of the former year due to the growth in earnings from common service fees.

The breakdown of income sources is shown below.

INCOME	2013	%	2012	%
Government Contributions	531.4	48.3	523.1	47.8
Tuition and Other Student Fees	90.5	8.2	98.9	9.1
Special Projects and Other Projects	186.1	17.0	203.6	18.6
Other Teaching Activities	223.3	20.3	206.2	18.9
Commercial Operations	32.7	3.0	31.0	2.8
Investment Income	5.9	0.5	4.8	0.4
Miscellaneous Income	29.4	2.7	26.5	2.4
	1,099.3	100	1,094.1	100.0

Expenditure

Total expenditure for the year increased by \$34.8 million or 3.6%. As indicated earlier, the Campus had to make arrears of payments covering three and a half years to the three union groups. The detailed breakdown of expenditure is featured in the table on the right.

Within the expenditure for Special and Other Projects there is the inclusion of \$42.05 million related to the expenses of ROYTEC for year 2012/2013 and comparative of \$49.7 million for year 2011/2012.

For the first time the cost of providing post-retirement health coverage for the Campus' employees was booked in the financial statements of the Campus. The charge of \$58.75 million for employee benefits obligations includes \$16.9 million related to this expense.

The total comprehensive loss for the year of \$4.6 million consisted of a loss \$9.06 million for the Campus and a profit of \$4.5 million for ROYTEC.

EXPENDITURE	2013	%	2012	%
Administrative	77.7	7.8	83.5	8.7
Departmental	447.6	45.2	412.8	43.2
Central	59.6	6.0	60.0	6.3
Special and Other Projects	181.6	18.3	199.3	20.8
Other Teaching Activities	175.3	17.7	155.0	16.2
Other Costs	49.7	5.0	46.0	4.8
	991.5	100	956.7	100.0

STATEMENT OF FINANCIAL POSITION

At July 31, 2013 there was a reduction in current asset ratio, from 3.1:1 at July 31, 2012 to 2.67:1 at July 31, 2013. The reduction is accounted for by a reduction in cash and cash equivalent held at year-end 2013 and a growth in current liabilities.

At year-end July 31, 2013 financial obligations held as restricted funds from external donors and affiliated institutions valued \$279.6 million.

The balance outstanding as account receivable at July 31, 2013 valued \$432.6 million increased from \$362.7 million outstanding at 2012. An analysis of the account receivable balance indicates increases in amounts due from contributing governments valued \$44.4

million and \$43.8 million due from the GATE programme.

The balance due from the GATE programme stood at \$156 million at year-end. One hundred and thirty nine million dollars (\$139 million) were outstanding from the Public Sector Investment Programme Project at the same date.

Current liabilities increased at July 31, 2013 due to the prepaid position on a Public Sector Investment Programme Project related to the construction of the South Campus valued at \$110.2 million.

During the financial year 2012/2013, \$119.6 million was capitalised as fixed assets, comprising mainly of \$58.5 million for buildings, \$16.9 million for office furniture and equipment and \$22.7 million for books. Construction projects completed during the year were:

- Teaching and learning complex
- Recreational Facility Mount Hope
- Renovation of Canada Hall South

At year-end, the South Campus and the Renovation of Canada Hall North Block were the major projects in progress.

RESEARCH & SPECIAL PROJECTS

Special projects income of \$177.8 million includes the amount of \$107.3 million, which represents funds from international agencies and other donors for research and other programmes.

During the financial year ended July 31, 2013 the Campus secured \$34.9 million for 18 new projects from external donors.

LOOKING AHEAD

As the St. Augustine Campus looks towards the future, there will be continuing alignment to the current University's Strategic Plan 2012-2017, but also reflection on the significant advances made in the first year of the Campus' Operational Plan 2012-2014, as well as of the continuous challenges being experienced in the current economic environment.

The Campus will continue to drive its strategic priorities as it strives for greater financial sustainability; enhanced employee engagement and development; transformation and increased efficiency of its internal processes; preserving quality in teaching and learning and strengthening student development; focused and impactful research; and widening its outreach activities to deepen national, regional and international partnerships.

The second year of the current Campus Operational Plan will seek to continue the strengthening of efforts in the following areas:

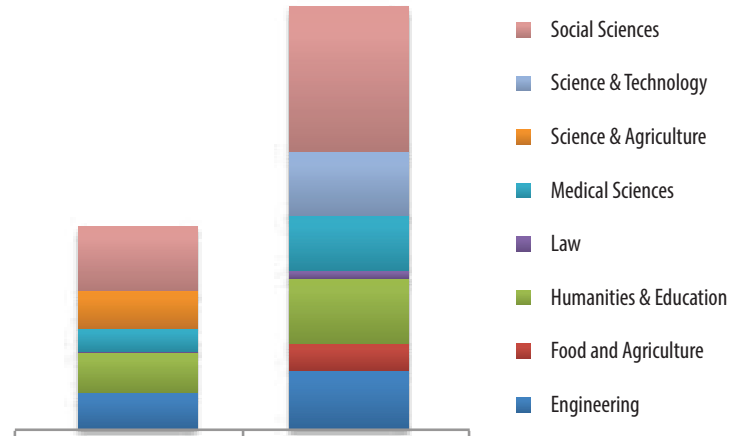
- Diversification of income through revised pricing and fee policies and increased commercialisation efforts of the Campus' physical assets
- Achieving cost efficiencies through improved procurement practices, workload management and improved energy practices
- Increased staff training and development towards a more strategic human resource management system (inclusive of succession planning for all levels of staff in the Bursary)

- Introduction of new undergraduate and postgraduate programmes which respond to market demand
- Increased operational efficiencies in systems and processes, including the establishment of 'Touchnet' to introduce electronic payment and the Campus 'Smartcard'
- Support to Faculties in securing and managing research grants
- Capital infrastructural upgrade and expansion including the School of Dentistry, construction of a Convocation Hall/Multipurpose facility upgrade of the Campus Sewer Collection System and Sewer Treatment Plant and the St. Augustine South Campus, Penal/Debe.

It is anticipated that the range of projects and programmes that the St. Augustine Campus develop over the biennium and beyond will create the desired transformation within the Campus' framework of repositioning itself as a leader in higher education, bearing greater responsibility for its core services, responding to the needs of all its stakeholders and being relevant in support of national, regional, and international development.

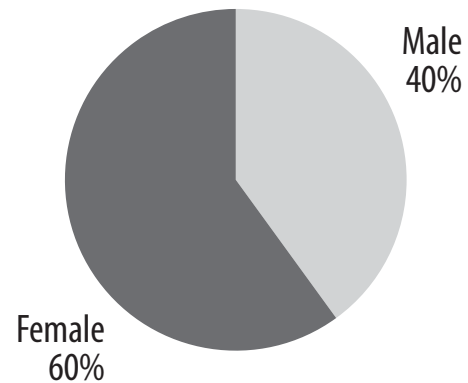
FACTS AND FIGURES

Comparative Distribution of Campus Enrolment Growth by Faculty 2001/2002- 2012/2013

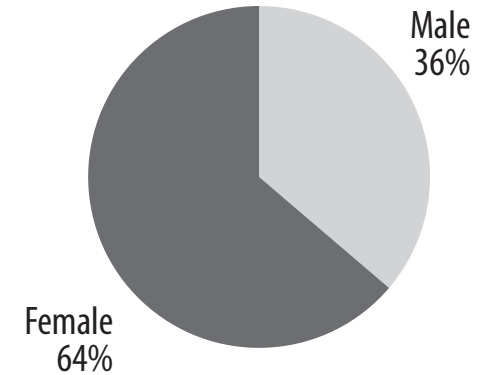


FACULTY	01-02	12-13
Engineering	18.15%	13.90%
Food and Agriculture		6.31%
Humanities & Education	19.50%	15.49%
Law	0.50%	1.71%
Medical Sciences	11.46%	13.13%
Science & Agriculture	18.69%	0.03%
Science & Technology		15.05%
Social Sciences	31.70%	34.37%

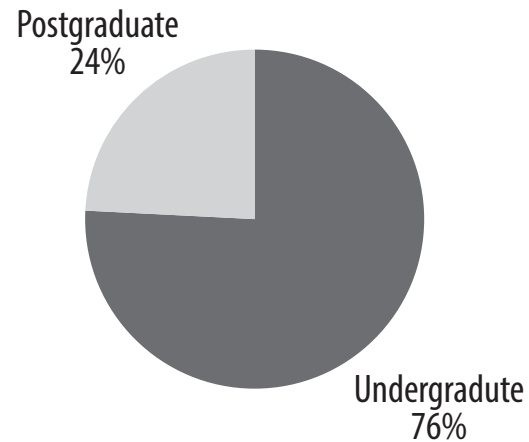
**Comparative
Distribution
of On-Campus
Enrolment
by Gender
2001/2002**



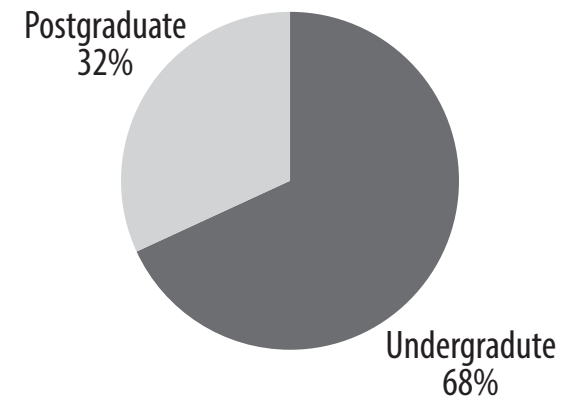
**Comparative
Distribution
of On-Campus
Enrolment
by Gender
2012/2013**



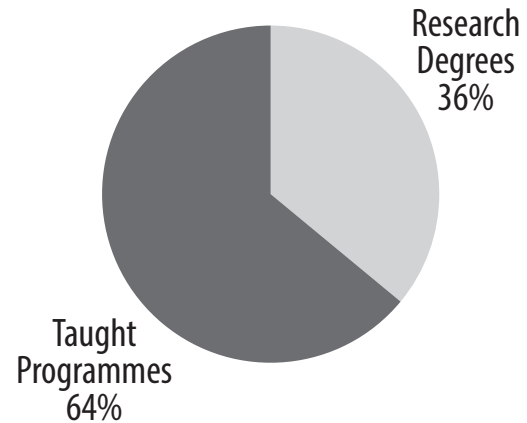
**Comparative
Distribution
of On-Campus
Enrolment
between
Undergraduate
and
Postgraduate
Levels
2001/2002**



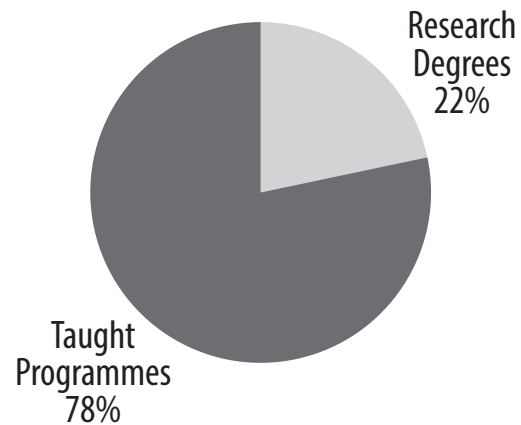
**Comparative
Distribution
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Enrolment
between
Undergraduate
and
Postgraduate
Levels
2012/2013**



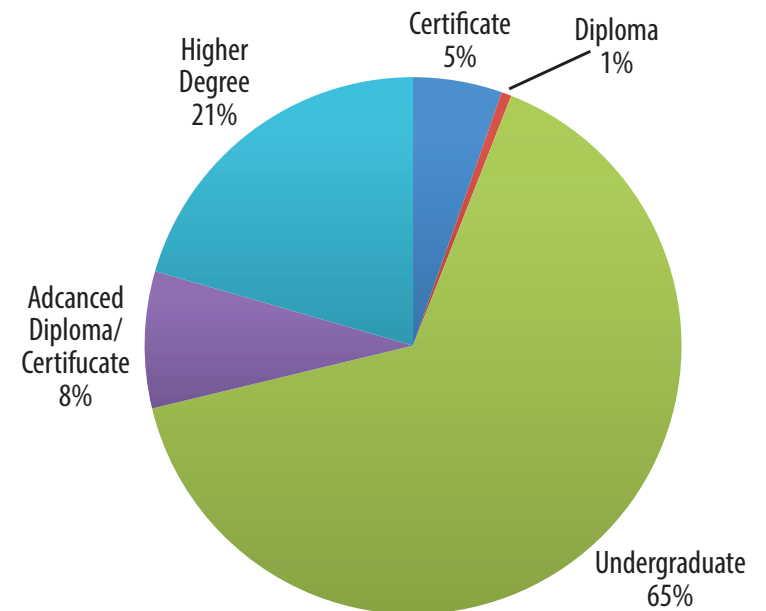
**Comparative
Distribution
of Postgraduate
Enrolment
between Research
Degrees and
Taught Graduate
Programmes
2001/2002**



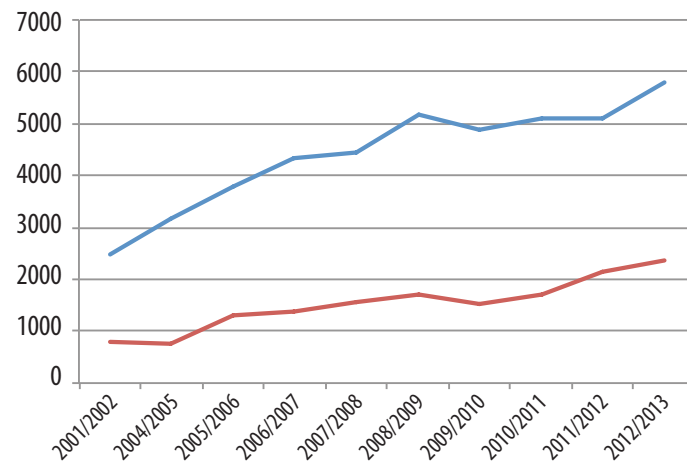
**Comparative
Distribution
of Postgraduate
Enrolment
between Research
Degrees and
Taught Graduate
Programmes
2012/2013**



**Graduates
by Programmes
2012/2013**

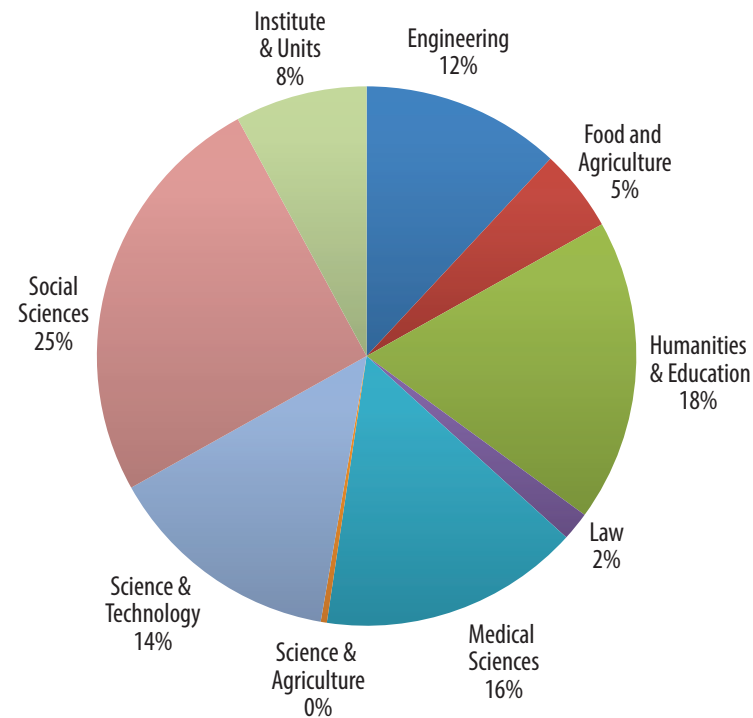


Output of Graduates 2001-2013



— First Degrees, Diplomas and Certificates
— Higher Degrees and Advanced Certificates and Diplomas

Graduates by Faculty 2012/2013



Enrolment and Output Profile 2001 - 2013

On-Campus Enrolment by Programme Level and Delivery Mode

	2001/2002	2007/2008	2012/2013	% Increase in Enrolment 01/02 -12/13
- Full-Time First Degree Enrolment	4647	10279	10557	
- Part-Time First Degree Enrolment	713	1049	1848	
Total On-campus Enrolment in First Degree Programmes	5360	11328	12405	127.63%
On-campus Enrolment in Certificate and Diploma Programmes	430	1096	550	
TOTAL On-campus Undergraduate Enrolment	5790	12424	12955	
Higher Degrees, Advanced Certificates & Diplomas	1851	3351	6062	
Total On-campus Enrolment	7641	15775	19017	138.57%
Ratio of Female : Male Students (On-Campus Enrolment)	3:2	1:2	1:2	
Trinidad & Tobago Students as a % of On-Campus Enrolment	88.20%	91.00%	90.40%	
UWIDEC & Online Programmes**	418	0	0	
Off Campus (Affiliated Institutions & other Tertiary Level Institutions)	127	100	191	
Other Students (Undeclared & Summer)	na	na	386	
Total Enrolment: On-Campus/Distance/Online/Affiliated Institutions	8186	15875	19594	124.80%

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

Distribution of Enrolment by Faculty

Degree Programmes & Advanced Diplomas (On-Campus Only)			
	2001-2002	2007/2008	2012/2013
Engineering	1424	2291	2637
Food & Agriculture		na	1213
Humanities & Education	1409	2615	2967
Law	45	45	271
Medical Sciences	1002	1636	2545
Science & Agriculture	1457	3304	3
Science & Technology		na	2851
Social Sciences	1859	4700	6528
Seismic Research Centre		na	2
Total	7211	14591	19017

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

Output of Graduates

Degree Programmes & Advanced Diplomas Only			
	2001-2002	2007/2008	2012/2013
First Degrees, Certificates and Diplomas	1240	2218	2906
Higher Degrees & Advanced Diplomas	397	775	1183
Total	1637	3074	4089

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

PRINCIPAL OFFICERS

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Sir George Alleyne,**

OCC, MBBS UCWI, MD Lond, FRCP, FACP,
(Hons.) Hon. DSc. UWI

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BS Howard, MPhil Yale, MD U of Penn,
DM UWI

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GCM, BCH, JP, BBA Mia, Hon. Lld UWI –
Cave Hill

Dr Marshall Hall,

CD, BSc Col, PhD Wis – Mona

Sir Dwight Venner,

KBE, CBE, BSc, MSc, LLD, UWI –
Open Campus

Mr Ewart Williams,

BSc, MSc UWI – St. Augustine

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VICE-CHANCELLORS

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BA, PhD Hull, Hon. D.Litt, Hull, Hon. D.Litt Knust
– Cave Hill

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Mc Donald,**

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Stanford – Open Campus

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UNB, FIAGR, CEng, FAPETT – St. Augustine

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Professor Ishenkumba Kahwa,

BSc (Ed) (Hons), MSc Dar es Salaam, PhD LSU –
Mona

Professor Vivienne Roberts

BSc, Dip Ed UWI, MEd Tenn, PhD UWI – Open
Campus

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Mr Richard Saunders

BSc (UWI), MSc (U. Wales), Dip Public
Enterprise Management (IIMA)

CAMPUS BURSAR

Ms Patricia Harrison

BSc, MBA (UWI), FCCA, FCA

CAMPUS LIBRARIAN

Ms Jennifer Joseph

BA, Dip Lib & Info Sci UWI, MSc Columbia, Dip
(HR) UWI

NOTES

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

