

2005

The University of Trinidad and Tobago Annual Report



THE UNIVERSITY OF TRINIDAD AND TOBAGO

Reaching for Excellence

Education is about the future – learning, preparing and positioning oneself for it. To attain that future, one must reach for it, and we envision The University of Trinidad and Tobago (UTT) as the ultimate resource for embarking on that journey.

The tomorrow we want for our graduates is one that defies boundaries. It was the Prime Minister, Dr. Eric Williams, who first said “the future of our nation is in the book bags of our children,” and so we use the image of a hand reaching for the school book as it is symbolic of a progressive society.

We use ascending shots of young people looking upward, because upward is where we feel our students should be focused – on their aspirations, their dreams and on the possibilities that tomorrow may hold.

UTT was not created solely for our attendees, but for our nation. Our intention is to wed the life goals of our young and those continuing their education with the needs of our country. Reaching for excellence applies to Trinidad and Tobago as much as it does to our student body. This is the quest for which we were created.



Vision

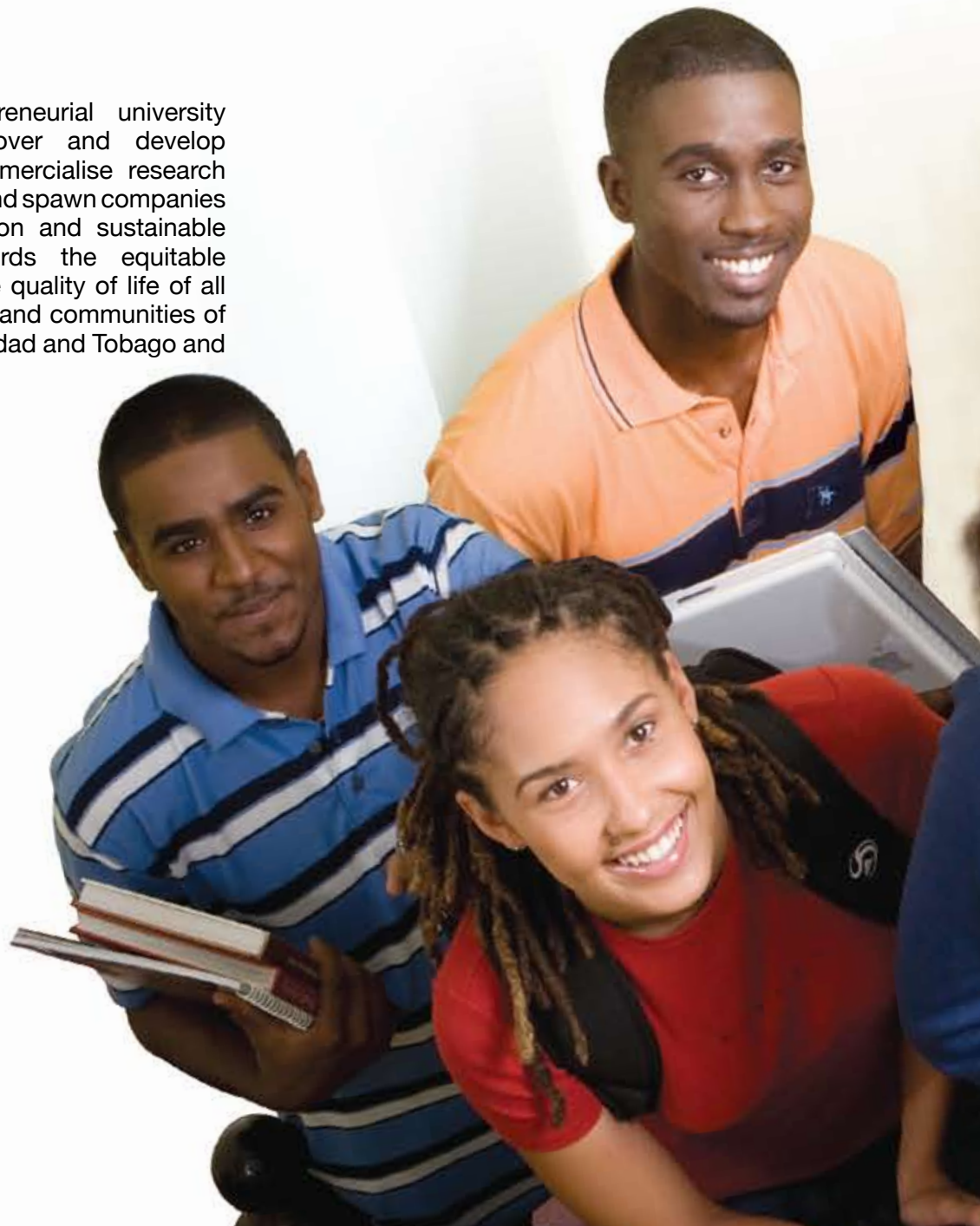
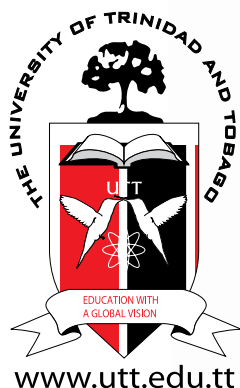
The Vision of UTT is to be the National Institution of higher learning and research for socio-economic and technological development that:

(a) Inculcates in the graduates a set of overarching skills – metaskills – that help them navigate the new and emerging technologies in the national and global contexts, and

(b) Through its R&D activities, brings and keeps Trinidad and Tobago in the vanguard of engineering and technology in niche areas of key importance, such as natural gas is to the nation.

Mission

To be an entrepreneurial university designed to discover and develop entrepreneurs, commercialise research and development, and spawn companies for wealth generation and sustainable job creation towards the equitable enhancement of the quality of life of all individuals, families and communities of the Republic of Trinidad and Tobago and the Caribbean.



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President of the Republic of Trinidad and Tobago,
and Chancellor of The University of Trinidad and Tobago,
His Excellency Professor George Maxwell Richards, T.C., C.M.T., Ph.D.



The Honourable Christine Kangaloo
Minister of Science, Technology and
Tertiary Education

The Honourable Christine Kangaloo, MP is a graduate of the University of the West Indies and the Hugh Wooding Law School and is an Attorney-at-Law with 22 years' experience in the field.

The Honourable Minister first served in the Parliament as an Opposition Senator in 2001. In January 2002 she was appointed Vice President of the Senate. Later that year in October, Minister Kangaloo was appointed a Senator and a Member of the Cabinet of Trinidad and Tobago as Minister in the Office of the Prime Minister with responsibility for Social Services Delivery. In 2005 Minister Kangaloo was appointed Minister of Legal Affairs and held that portfolio until November 2007.

In the 2007 General Elections, the Honourable Christine Kangaloo faced the polls and became the elected Member of Parliament for the constituency of Pointe-à-Pierre. She was reappointed as a member of the Cabinet of Trinidad and Tobago and is currently the Minister of Science, Technology and Tertiary Education.

During her period in office between 2002 and 2007 the Honourable Christine Kangaloo served on the Public Accounts Committee, the Public Accounts Enterprises Committee and the Joint Select Committee of Parliament to enquire into and report on Municipal Corporations and Service Commissions, with the exception of the Judicial and Legal Services Commission and also on other Select Committees of Parliament.

PREVIOUS MINISTERS

Minister Colm Imbert:
September 04, 2004 – May 14, 2005

Minister Mustapha Abdul-Hamid:
May 15, 2005 – November 19, 2007

**NOTICE OF ANNUAL MEETING 2008 OF MEMBERS
OF THE UNIVERSITY OF TRINIDAD AND TOBAGO**

NOTICE is hereby given that the Third Annual Meeting of the Members of The University of Trinidad and Tobago is scheduled to be held on 2008, July 3 at 9.30 a.m. at the Conference Room, First Floor, Corporate Office, TTMA Building, #42, Tenth Avenue, Barataria for the following purposes:

Ordinary Business

1. Confirmation of the Minutes of the Meeting of Members held on 2007, March 29.
2. Audited Financial Statements and the Report of the Auditors for the Period September 14, 2004 to September 30, 2005.
3. The Report of the Chairman of the Board of Governors.
4. Re-appointment of the Auditors.
5. Appointment of the Government's appointees to the Board of Governors.
6. Any other business.

BY ORDER OF THE BOARD OF GOVERNORS



Corporate Secretary
2008, June 27.

NOTES:

1. Other than that entered into with the President of the University with effect from June 2005, there are no service contracts between the University and any of its Directors.
2. A member entitled to attend and vote at the Annual Meeting is entitled to appoint one or more proxies to attend and vote instead of him/her. A proxy need not be a member. Attached is a proxy form for your convenience which must be completed and signed in accordance with the Notes on the Proxy Form and then deposited with the Corporate Secretary at the Registered Office of the company at least 48 hours before the time appointed for the Meeting.
3. A member that is a body corporate may, in lieu of appointing a proxy, authorise an individual by resolution of its Directors or its governing body to represent it at the Annual Meeting.

A close-up photograph of a hand reaching into a row of books on a shelf. The hand is positioned to grasp the spine of a book with a light brown cover. The book's spine features the number '08' in large white font, followed by a horizontal line and the text 'President's Report' in a smaller white font. The surrounding books have various colored spines: dark blue, purple, blue, green, black, red, and yellow. The background is a soft, out-of-focus green wall.

08

President's Report



President's Report

This is the first Annual Report of the University and, given its publication date of July 2008, its coverage necessarily relates to a) the financial stewardship of the University for the period 2004/5 as well as b) the development of the corporate and academic spheres of the University, not only for the period 2004/5 but also for those significant developments impacting on the University for the period up to June 2008.



Kenneth Julien, T.C.
(Professor Emeritus)
President

BIRTH, CONCEPT AND MANDATE

In April 2003, a Steering Committee was appointed by the Cabinet of Trinidad and Tobago to draft a proposal for the development of The University of Trinidad and Tobago (UTT). The Committee's Terms of Reference included the conduct of market surveys to determine demand over a 10 year period for tertiary graduates in various sectors.

In 2004, following the report of the Steering Committee, Cabinet agreed to the establishment of UTT by incorporation under the Companies Act as an interim measure until its incorporation by Act of Parliament.

From the outset, UTT was intended to expand opportunities for the nation's youth for university-level education and learning in applied sciences, engineering and technology. Its strategic role as part of the national development thrust was to:

- Support the needs of the national productive sectors continuously adapting to the dictates of the international environment;
- Provide a source of expertise that informed policy making in furtherance of national development goals; and
- Serve as a benchmark for research, learning and services delivery consistent with international standards and practice.

A central consideration was to be the development and delivery of quality programmes that were responsive to global trends in technology and the knowledge society; and meeting the needs of the institution's stakeholders. As such, UTT has concentrated on providing opportunities for:

- Relevant, technologically-based training

- that moulds qualified graduates who are cognisant of the need for innovation, entrepreneurship and continuous learning;
- Research & Development (R&D) and the promotion of a culture of innovation and invention that can spur manufacturing and industrial expansion;
- Close partnership with industry, which informs policy decisions and facilitates operational aspects such as teaching, research, and industry attachment; and
- The establishment and/or enhancement of partnerships/alliances with world-renowned centres of excellence which allow for knowledge and technology acquisition related to the above.

CORPORATE ADMINISTRATION

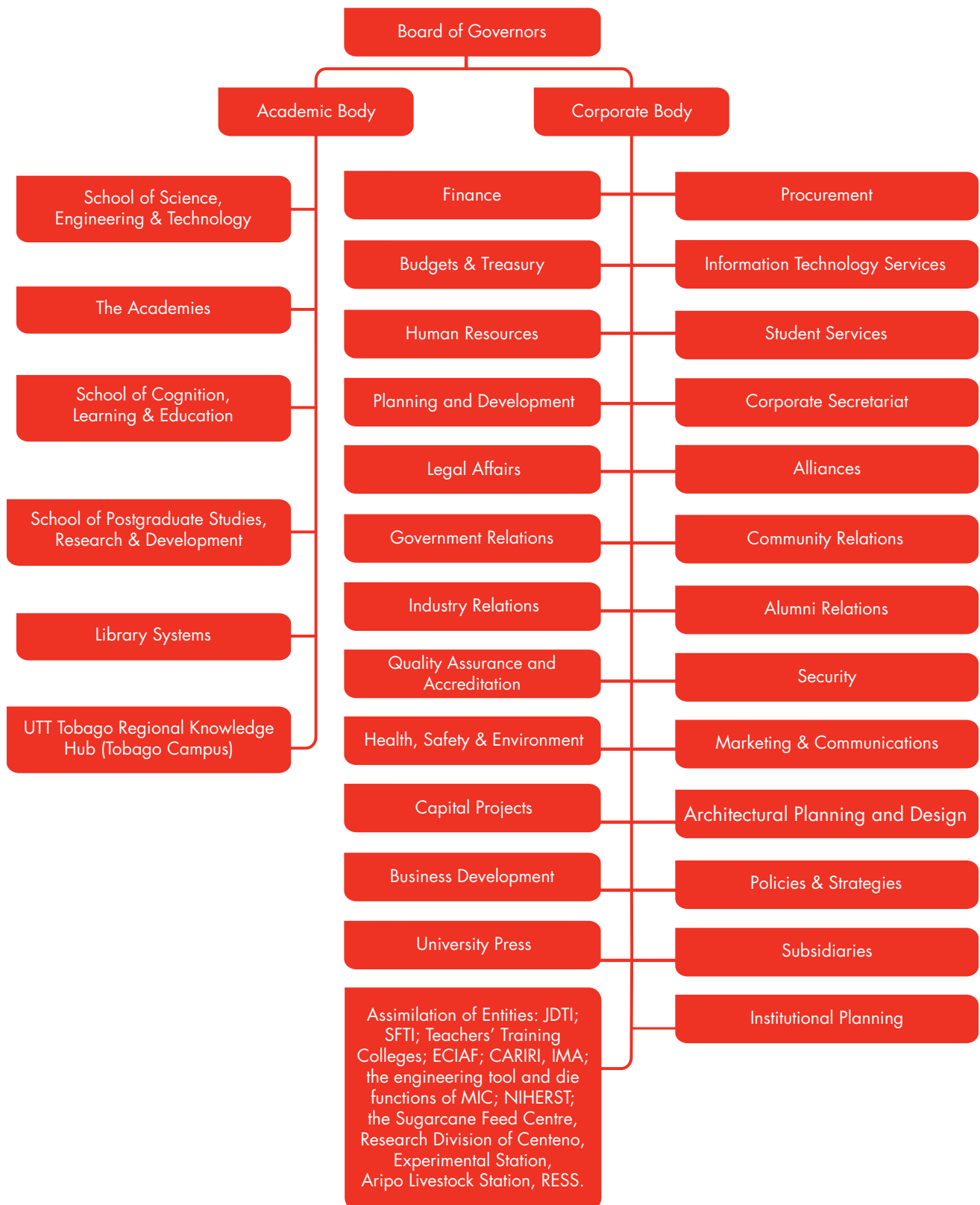
Organisational Structure as at June 2008

The model for UTT departs from the traditional design of tertiary-level institutions in the region. The functional structure is defined by two operational arms – an Academic Body and a Corporate Body.

The Academic Body, under the close oversight of a Provost at its head, incorporates the University functions responsible for all educational affairs and activities, research and development, determination of criteria for appointing academic personnel, academic support functions and student affairs and services.

The Corporate Body supports and complements the work of the academic arm, ensuring that the necessary resources are available to develop and sustain a high quality, recognised scholarly institution. Specific responsibilities include Government and Industry Relationships,

Organisational Structure (Functional)



President's Report continued

Human Resources and Administration, Legal Affairs and Quality Assurance, Internal Audit, Finance and Procurement, Projects and Planning and Commercial (Industry) Services.

Currently, the President and Chief Executive Officer heads both operational arms – Academic and Corporate and reports to the Board of Governors.

INSTITUTIONAL DEVELOPMENT

In keeping with the expressed intention of widening local access to tertiary education and making tertiary education curricula responsive to the interests of the nation, the Government of the Republic of Trinidad and Tobago (GORTT) has identified a strategy of integrating existing institutions and their assets or functions into the operations of UTT. The following are at an advanced stage of incorporation:

i. The John S. Donaldson Technical Institute (JSDTI);

ii. The San Fernando Technical Institute (SFTI);
iii. The Valsayn Teachers' Training College;
iv. The Corinth Teachers' Training College; and
v. The Caroni Research Station (RESS).

The following are at various levels of incorporation:

i. The Institute of Marine Affairs (IMA);
ii. The engineering, tool and die functions of the Metal Industries Company (MIC);
iii. The National Institute of Higher Education, Research, Science and Technology (NIHERST);
iv. The Sugarcane Feed Centre;
v. The Research Division of the Centeno Experimental Station;
vi. The Aripo Livestock Station;
vii. The Eastern Caribbean Institute of Agriculture and Forestry (ECIAF); and
viii. The Caribbean Industrial Research Institute (CARIRI).



Architectural etching of the Main Campus of UTT at the Tamana InTech Park projected to be completed in 2010/2011.

UTT'S LOCATIONS

UTT's success is in part dependent on its ability to establish an infrastructure offering the widest possible access to tertiary education. Based on this tenet, and also given the assets that have been, or are to be integrated into the University by the incorporation of affiliated institutions, the University operates from the following locations, or has close relationships with other institutions at:

Facility	Location
Teaching/Research	
O'Meara Campus	Arima
Point Lisas Campus	Couva
Maritime Campus	Chaguaramas
Pasea Campus	Tunapuna
San Fernando Campus	San Fernando
John S. Donaldson Campus	Port of Spain
Corinth Campus	San Fernando
Valsayn Campus	Valsayn
Eastern Caribbean Institute of Agriculture and Forestry	Centeno
National Institute of Higher Education, Research, Science and Technology	Port of Spain/Maloney
Institute of Marine Affairs	Chaguaramas
Caroni Research Station	Waterloo
Administration	
	Barataria, Tacarigua, Aripo

UTT has also secured arrangements to utilise the Government Vocational Centre at Point Fortin, Trinidad and the Signal Hill Comprehensive School to facilitate delivery of the Pre-University Programme in Tobago. Distance learning opportunities for participants in Tobago, which integrate videoconferencing capabilities, are to be based at the Standard Building in Scarborough.

FACILITIES

As indicated above, the University now has a presence in 15 locations throughout Trinidad and Tobago. Twelve of these provide teaching or research facilities and almost all comprise infrastructure that has been, or will be, integrated into UTT from existing entities. As expected, there is wide disparity in the standard of systems and services at the various locations. The two newest facilities at O'Meara and the Maritime Campus at Chaguaramas were constructed within the last three years to 2007.

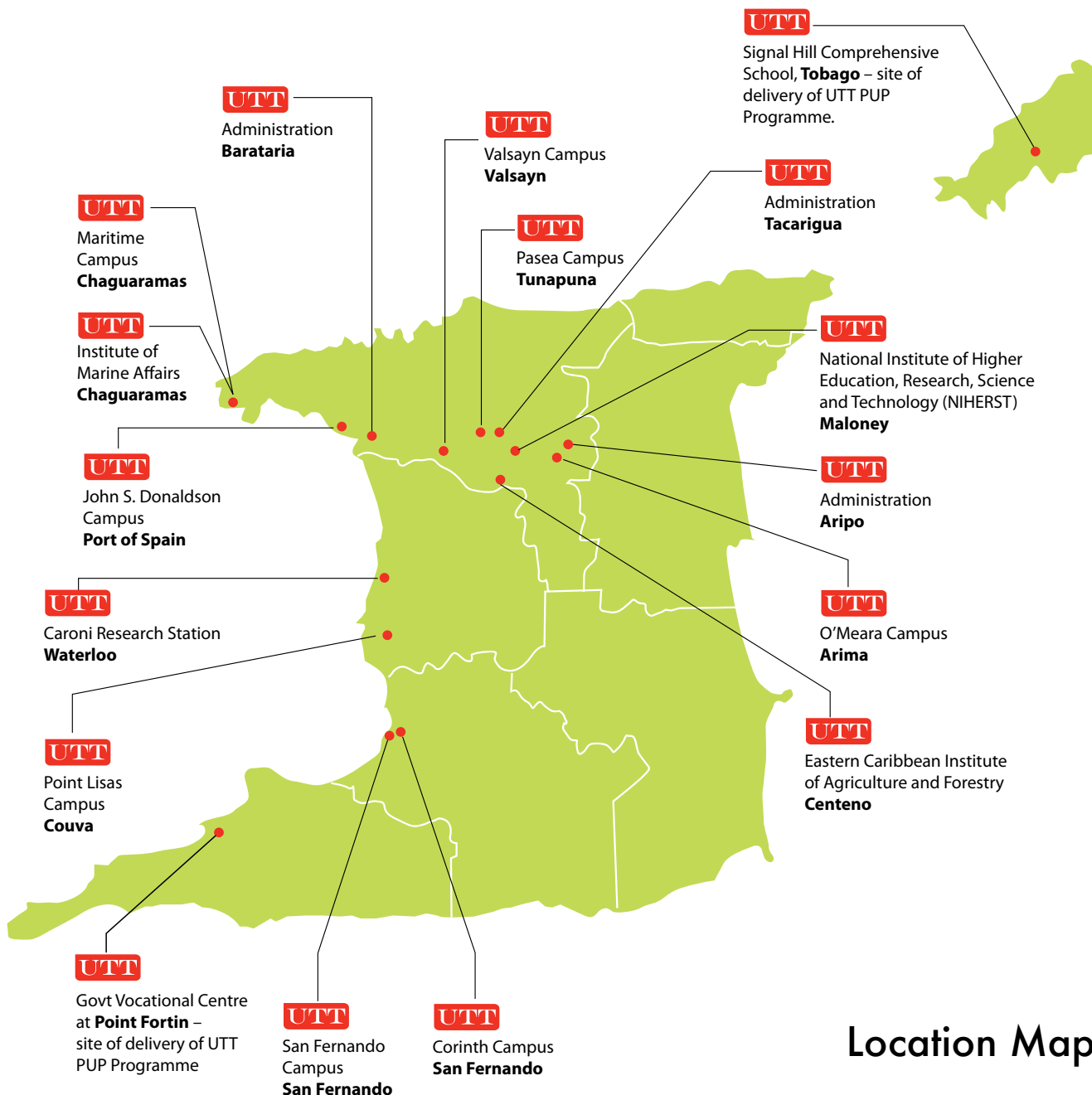
The campus at Point Lisas, although constructed in 2001, requires modification and expansion. Significant upgrades continue to be required at the remaining sites in order that the physical environment can be brought to a state that will support the overall development thrust at the University. This is particularly so at the Corinth and Valsayn Campuses and the San Fernando and John S. Donaldson campuses that have come within the purview of UTT. A long-term construction/maintenance plan has already been developed for similarly infrastructure-challenged institutions scheduled to be integrated into UTT at a later date.

For 2005, to meet the above infrastructural challenges, an amount in excess of \$89 million in infrastructural development was expended (excluding the absorption of the Point Lisas Campus at a value of \$82.4 million), with outstanding capital commitments of \$75 million as at September 2005; cumulatively, in less than three years from this date to June 2008, this infrastructural cost figure (subject to audit) has increased to in excess of \$500 million, with outstanding capital commitments (excluding the proposed Main Campus at the Tamana InTech Park) amounting to \$90 million.

President's Report continued

Given the expected rapid growth in student numbers and the new programmes being introduced, there is an urgent need to have appropriate accommodation for UTT's expansion. The completion of the Main Campus at the Tamana InTech Park in late 2010 will provide some relief in

this respect. The University is also addressing the requirement for the provision of adequate housing accommodation and sporting facilities for both staff and students at several Campus locations, and this is expected to enhance the quality of life and academic performance of the students.



Location Map

STAFFING LEVELS AND QUALITY

Since its establishment in 2004, the University has moved aggressively to recruit personnel with the appropriate qualifications and experience to support its teaching and research, and to meet the requirements of the several areas which have come within the purview of the University. This approach, coupled with the assimilation of several existing institutions into UTT, has resulted in a six-fold increase in staffing levels up to June 2008. At its launch in October 2004, UTT had a staff complement of 184 persons. The current structure comprises 1,095 persons undertaking a range of activities required to develop an internationally recognised centre for scholarship.

Originally, 46 persons were assigned to the core academic functions, including four professors who retained responsibility for the several programmes offered at the time. Currently, the number of academic staff stands at 465. This includes 15 teaching Professors who provide leadership to the teaching and research effort, 15 Associate and 44 Assistant Professors. Close to half of the academic staff holds at least a Master's Degree, and 68 hold Doctoral qualifications. A further 123 hold at least a first degree, and, as a learning institution, UTT actively encourages the ongoing professional development of its employees. Currently 50 individuals are pursuing additional qualifications within the Academic Arm – 19 at the Doctoral level, and 28 at the Master's level. Additional details on the teaching staff of the Academic Body are presented in Table 1 below:

Table 1. Details of UTT Teaching Staff

Academic Level	No. of Persons
Professor	15
Associate Professor	15
Assistant Professor	44
Senior Instructor/Lecturer	91
Instructor II	113
Instructor I	61

Consistent with the need to provide administrative and other technical support to a larger cadre of academicians, the Corporate Body has also expanded significantly since 2004. From an initial establishment of 138 persons, the current staffing stands at 630 with competencies in accounting, procurement, human resources and business development to name a few. Within the corporate structure 124 persons have achieved at least a Bachelor's level qualification, with an additional three Doctoral and 37 Master's recipients.

Overall, it is important to note that the University has been able to attract not only talented nationals and returning nationals who share a common vision for the development of UTT and for Trinidad and Tobago, but also persons from several other countries around the world. This includes some 20 nationalities – including British, American, Canadian, Nigerian, Indian and several Caribbean territories.

ENROLMENT AND GRADUATION

When launched in 2004, UTT had 1,656 students enrolled in its various programmes of which over 1,000 were pursuing Diploma programmes and more than 500 pursuing degree programmes. At that time there was only one post-graduate programme – a M.Sc. in Oil and Gas Exploration and Production with 15 students enrolled. At the end of its first year of operations, 569 students graduated at UTT's inaugural ceremony.

Since that time the programme offerings at the University have increased to include the full spectrum of qualifications – from certificate to doctoral. In line with this expansion, the enrolment for the student body as at April 2008 stood at 5,400 – more than three times that of its enrolment four years ago. Compared with 2004, more than 2,000 students are enrolled in degree programmes, particularly the Bachelor of Education (B.Ed.) and more than 150 are pursuing post-graduate qualifications.

The impact of the new programmes introduced is expected to be seen in the number of students graduating in 2008. Between 2006 and 2007, the University graduated 700 students, mostly at the Diploma level but in

President's Report continued

Table II. List of UTT Ongoing Alliances with International Institutions/Organisations

Collaboration (International Institutions)	Effective Date	Principal Purpose
MOU with The University of Texas at Austin	1-Nov-04	To establish undergraduate and postgraduate degrees in Petroleum Engineering
Agreement with Cambridge, Manufacturing Industry Links Limited, of the Institute of Manufacturing (University of Cambridge – UK)	8-Jul-05	To support the development and implementation of a 1-year post graduate course in Industrial Innovation and Entrepreneurship
Collaboration and Services Agreement with Johns Hopkins Medicine International LLC	28-Feb-06	To develop a national Health Sciences Initiative Programme to improve the health services sector
Principles of Collaboration with The Technical University of Denmark	1-Apr-06	To develop Bachelor's, Master's, and Ph.D. programmes in Chemical Process Technology and Bio Process Technology
MOU with SIRIM Berhad of Malaysia	1-Nov-06	To encourage and promote cooperation in technology-related management and organisational development areas
Technology Alliance Agreement with IBM World Trade Corporation	8-Feb-07	To establish a technology alliance
MOU with Suez LNG (Trinidad and Tobago) Limited and Exmar NV (Belgium)	8-May-07	To cooperate with the objective of implementing a cadet training programme for the Diploma Programme
MOU with Carnegie Mellon University	15-May-07	To collaborate on developing programmes in the field of ICT and Construction
MOU with The School of Sport and Exercise Sciences and Sports Development Centre (Loughborough University – UK)	4-Jun-07	To collaborate in the development of undergraduate and postgraduate programmes
MOU with the University of British Columbia (UBC)	28-Sep-07	To foster academic research and cooperation
MOU with the Institute of Technology Petronas Sdn. Bhd.	Nov-07	To develop beneficial programmes in the areas of science, engineering and technology.

2008, it is expected that some 600 additional students will graduate, better prepared to meet the requirements of an increasingly competitive job market. Approximately 100 are anticipated to graduate with first degrees, and an additional

70 with a Master's qualification. The enrolment of students for the 2008/2009 is expected to achieve another landmark with a planned student threshold of 6,600.

UTT ALLIANCES

Mindful of the mutual benefit to be derived from partnerships with industrial and like-minded academic institutions, UTT has consciously developed collaborations with some of the finest universities and organisations around the world. Such partnerships foster the exchange of ideas

and approaches and accelerate progress on the 'learning curve' to facilitate the achievement of academic excellence and industrial relevance as mandated for the national university (see Tables II on left and III below for a select listing of on-going alliances):

Table III. List of UTT Ongoing Alliances with National Institutions/Organisations

Collaboration (National Institutions)	Effective Date	Principal Purpose
MOU with Evolving TecKnologies and Enterprise Development Company Limited (e Teck)	01-April-04	Execution of Medical Transcription Programme
MOU with Yara Trinidad Ltd	18-July-06	To develop collaborative programmes in research, education and training
MOU with Atlantic LNG of Trinidad and Tobago	16-Oct-07	To promote cooperation and collaboration on the introduction of the Pre-University Programme (PUP)
MOU with the Faculty of Engineering, University of the West Indies	30-Sept-02	For delivery of the Applied Engineering Bachelor's Programme (NESC/TTIT)

FINANCIAL PERFORMANCE FOR 2005

For the year ended September 30, 2005, the Government of Trinidad and Tobago made cash advances for capital purposes to the University amounting to \$206.9 million, of which \$107.9 million was expended, leaving an unexpended capital balance of approximately \$100 million. Capital commitments at year's end amounted to approximately \$75 million.

In addition to the GORTT's cash capital advances, the Point Lisas facilities were absorbed under the control of the University at a value

of \$82.4 million. Donors' cash commitments for identified projects for the period were \$4.5 million.

GORTT also advanced \$70.2 million for the recurrent expenditures of the University which amounted to \$92.5 million. The resulting recurrent 'deficit' of \$22.3 million was covered by GATE and other Tuition Fees (\$18.1 million); other miscellaneous (\$1 million); and net receipts from our 'continuing professional development school', ILPE (more of this under the section 'Selected Corporate Information' below). On a stand alone basis, ILPE generated a surplus of \$3.2 million.

President's Report continued

SIGNIFICANT MILESTONES

Some of the significant milestones achieved by the University since its inception in 2004 are as follows:

1) **UTT receives Helios Award Commendation**

In May 2005, UTT was awarded a Helios Award Commendation – a citation made by British Petroleum (bp) to recognise and celebrate its employees and/or working teams around the world. UTT's Business Development Team partnered with a bpTT Project Team to provide training courses for bpTT's technicians. Approximately 200 technicians were trained under the programme. The 2005 Commemorative Award was in recognition of UTT's commitment to the development of technicians for the oil and gas industry.

2) **UTT Launches the UTT O'Meara Campus in November 2005**



O'Meara Campus launched in 2005.

This campus was constructed in 12 months and provides capacity for 600 students as well as housing the central administration of UTT. It features modern design and will be expanded in 2008/9 to provide high quality sporting facilities.

3) **UTT awards Honorary Degrees to five Nationals at Inaugural Graduation**

In November 2005, UTT hosted its first graduation ceremony. Five hundred



Mungal Patasar is currently a Senior Advisor in the Office of the President.

students received Degrees and Diplomas, wearing specially designed gowns featuring a stylised **Moriche Palm**. To commemorate its inaugural graduation exercise, UTT awarded the following honorary doctorates on:

- i. Geoffrey Holder – Artist
- ii. Noel Norton – Photographer
- iii. Mungal Patasar – Musician
- iv. Robert Yorke – Engineer/
Entrepreneur
- v. Rudranath Capildeo –
Mathematician (posthumously)

4) **UTT launches the Natural Gas Institute of the Americas (NGIA)**

In August 2006, UTT launched the Natural Gas Institute of the Americas, a collaborative research initiative with The University of Texas, supported by the Government of Trinidad and Tobago and several major international industrial partners. The NGIA focuses on research and development along the entire gas value chain. UTT views the NGIA as a critical landmark in the on-going development of the country's natural resources.

5) **UTT launches largest Student Chapter of the Society of Petroleum Engineers (SPE) in the Caribbean and Latin America**

In January 2007, UTT launched its Student Chapter of the Society of Petroleum Engineers (SPE). The Chapter which comprises approximately 100 students currently pursuing the Diploma, Bachelor and Master degrees in the field of Petroleum Engineering, is the largest in the Caribbean

and Latin America. The Student Chapter's objective is to ensure that its members achieve a firm grasp of the technical and non-technical aspects of the industry, gain mastery of professional communication and networking and develop strong teamwork, leadership abilities and a good work ethic.

6) UTT Launches the Academy of Sports and Leisure

In August 2007, UTT launched its Academy of Sports and Leisure (ASL). The vision of ASL is to be the premier provider of opportunities to progress, develop academic and sporting skills and move from recreational to competitive participation. ASL provides scholarships to more than 200 participants from a wide range of sporting disciplines. Scholarships provide, among other things – tuition, accommodation where necessary, and specialised equipment. The Academy offers a full range of professional training courses and programmes.

7) UTT wins Custom Training Project in Africa



UTT welcomes participants from Equatorial Guinea

In August 2007, UTT was awarded a contract to provide a one-year customised programme in Process Operations for employees of the Atlantic Methanol Production Company (AMPCO) of Equatorial Guinea. UTT emerged ahead of several international training institutions based on its ability to provide a high level of customisation and programme adaptation

to match the competency requirements of AMPCO. Eight AMPCO employees spent 12 months at the Point Lisas Campus where studies included bridging courses and specific process operations modules. The students also participated in a comprehensive mentoring programme, which included on-site plant visits and study tours.

8) UTT launches its Centre for Maritime Studies at Chaguaramas



Maritime Campus launched in 2007.

In September 2007, UTT launched its Centre for Maritime Studies at its Chaguaramas Campus. The Centre is fully equipped with modern training facilities that meet international standards, making Trinidad and Tobago the major centre in the Caribbean and Latin America for advanced maritime training.

The Centre is equipped with two state-of-the-art maritime simulator rooms; extensive workshop facilities for training in engineering, welding, refrigeration and electronics, as well as a 250 seat auditorium; 30 en-suite hotel-styled rooms for residential training for seafarers and an olympic-sized swimming pool for underwater training activities.

President's Report continued

9) **UTT launches Health Sciences Initiative with Johns Hopkins Medicine International**

In October 2007, UTT launched the Trinidad and Tobago Health Sciences Initiative, which is aimed at advancing medicine and health sciences, in collaboration with Johns Hopkins Medicine International (JHMI). JHMI will provide administrative and organisational support services, technical assistance, advisory services and clinical and scientific expertise. The health sciences initiative will focus on academic and research programmes, specialty and clinical programmes and infrastructure and management programmes. One of the initial projects to be undertaken is the design of a replacement facility for the Port of Spain General Hospital and the establishment of a new hospital in Central Trinidad. For more than a century, JHMI of the United States has set a standard of excellence in medical education, research and clinical care worldwide.

10) **UTT Hosts International Maritime Conference**



International Maritime Lecturers' Association 15th Conference on Maritime Education & Training.

In November 2007, UTT hosted the 15th Annual Conference of the International Maritime Lecturers Association at its Chaguaramas Campus, weeks after it was officially commissioned. Forty-five delegates from Australia, Japan, Hong Kong, Europe, North America and the Caribbean attended the conference, utilising the

state-of-the-art and extensive conference workshop facilities at the new campus. The hosting of the 2007 conference was a significant achievement for Trinidad and Tobago, as the bidding process is fiercely competitive.

11) **UTT wins prestigious Business Plan Award**



Business Plan winner, Shaad Subhan receives his prize from CLICO's president, Richard Trotman

In March 2008, UTT was awarded the 2008 Investors' Prize at the prestigious Global Social Entrepreneurship Competition, beating out 15 other finalists from Ivy League tertiary institutions such as Cornell University, Harvard University, the University of Georgia, the University of Washington in the United States, the Indian University of Management and the University of Pretoria in South Africa. The judges of the competition identified the UTT presentation as the most immediately fundable project. The winning submission was produced by UTT's M.Sc. student, Shaad Subhan, who in August 2007 also emerged as the winner of the first UTT Business Plan competition.

CONCLUSION

In less than four years of existence, and in accordance with Government's policy as enunciated in its Vision 2020 Development Plan, UTT has already made a significant impact on the educational landscape of the nation. The University's primary goal will continue to be to provide easily accessible, relevant and affordable education programmes through its network of Campuses across Trinidad and Tobago.



WE ARE THE CHAMPIONS:

Coach Francisco 'Panchee' Cruz, and members of his victorious University of T&T (UTT) women's volleyball team show off their awards and medals won after beating IGECON Glamorgan in the US\$4,000 final of the T&T Volleyball Federation International Women's League at the Jean Pierre Complex, Mucurapo in May, 2008.

UTT won 28-26, 25-23, 21-25, 26-24. In photo stooping from left are Courtnee Mae Clifford, Shanna Ferreira, Shari Beharry and captain Carleen Williams. Standing from left are Rheeza Grant, Donile Hamilton, Delana Mitchell, Solangel Aquino, Sofia Mercedes, Krystle Esdelle and Coach Cruz.

A close-up photograph of a hand reaching into a row of books on a shelf. The hand is positioned to touch a purple book. The book's spine features the number '22' and the title 'Report of the Provost'. Other books in various colors (dark blue, red, white, black, red, orange) are visible in the background.

22

Report of the Provost



Report of the Provost

In September 2004, UTT was formally established. At the time of its creation a decision was taken to integrate the operations of the then Trinidad and Tobago Institute of Technology (TTIT) into UTT, making the former TTIT Campus at Point Lisas the first campus of UTT.



Prof. David McGaw

1.0 INTRODUCTION

As the first campus of UTT, the TTIT brought with it a strong background in Applied Engineering Technology Education, particularly at the advanced technician and technologist levels. Established in 2000 through a joint Government/Private Sector initiative, the TTIT developed its strength through partnership arrangements with the Southern Alberta Institute of Technology (SAIT) of Alberta, Canada and the University of Houston, USA, both with considerable experience and international recognition in Applied Engineering Technology Education. A partnership was also established with UWI's Faculty of Engineering for the delivery of the Applied Engineering Bachelor's Programme.

Through these partnership arrangements, the TTIT offered Diplomas in Technology and Bachelor of Applied Engineering degrees in all of the traditional engineering areas (Mechanical, Electrical/Electronics, Chemical, Petroleum) and in Information Technology, using curricula from the host Institution under a licence agreement. The initial focus was to provide trained and certified human resources for the Energy Sector of Trinidad and Tobago.

These curricula (and by extension the Institutions) were selected because of their relevance to the local environment, having been developed for a petroleum and petrochemical-based economy similar to ours. Through the considerable investment in research and continuous development by these Institutions, the curricula were maintained at the cutting edge of technology, providing TTIT and the country with a cadre of graduates ready to fit into the state-of-the-art industrial plants constructed in Trinidad and Tobago.

The partnership arrangements required,

inter alia, that the programmes and courses be delivered to the same standard as those at the partner Institutions in terms of content, evaluations, approach, facilities and faculty. This was achieved through:

- a. On-site supervision by visiting faculty;
- b. Comprehensive and rigorous annual audits of all programmes and courses; and
- c. Training of local faculty in the delivery of the licensed curricula.

Such stringent quality control was responsible for the establishment at TTIT of engineering laboratory facilities in particular, and a Campus in general, which gained the highest respect from the local and international education fraternity, including international accreditation bodies. Association with these experienced partners has also been of great assistance in guiding local faculty and students towards developing a better appreciation for excellence in technology education.

2.0 THE CURRENT UTT PROGRAMMES

2.1 Guiding Principles

The current academic programmes (teaching, research and community outreach) at UTT are designed so that they are closely aligned with the needs and objectives of the National Development Plan – Vision 2020, and focus on the following areas :

- Upstream Technologies;
- Process and Utilities Engineering;
- Construction Studies;
- Maritime Industry;
- Several Engineering Disciplines;
- Information and Computer and Telecommunications Technologies;

- Industrial Innovation, Entrepreneurship and Manufacturing;
- Teacher Education;
- Bio-Sciences, Agriculture and Food Technology;
- Sports and Leisure Studies;
- Industrial Research;
- Arts, Culture and Public Affairs;
- Marine and Environmental Sciences; and
- Health Sciences.

The University is actively developing learning and research opportunities in niche sectors such as fashion and design, arts, culture and sport, which will provide further options for young people to gain skills in fields not considered traditional mainstream professions.

UTT is also committed to offering a seamless full-spectrum programme where individuals may enter the various learning streams at a level commensurate with their qualifications and experience, and advance through the various levels of academia that correspond to their needs and abilities.

2.2 Pre-University Programme

UTT delivers a one-year Pre-University Programme (PUP) that permits full-time students to attain the appropriate entry requirements for any UTT Certificate or Diploma programme. As a part-time programme, the PUP is completed over 20 months which is the equivalent of one year and two semesters, but part-time students with a strong academic background may also graduate in one year.

PUP was introduced in the academic year 2007-2008 and is delivered at the O'Meara, SFTI, JSDTI, Signal Hill and Point Fortin campuses. A total of 585 students are currently registered, 327 attend full-time and 258 part-time.

The PUP succeeds a Pre-Engineering programme which allowed academic upgrading for entry into engineering programmes, which itself had a predecessor Transition Studies programme, which ran from 2004-2006. PUP students have to attain set levels of performance, through examinations, before proceeding to Certificate and Diploma programmes.

2.3 Certificate Programmes

2.3.1 Certificate in Sports Studies

Introduced in the academic year 2007/2008, this 1-year stand-alone programme provides an avenue for a career in the field, and additional prospects for life after sport. It also serves as foundation for the planned introduction of other academic programmes in sport studies.

2.3.2 Certificate in Process Operations

As a 1-year full-time programme, students have two consecutive 15-week semesters at UTT, followed by an 8-week practicum in industry before returning to the University for a 4-week completion period. As a part-time programme, however, the Certificate is completed over 20 months but does not include the industry practicum.

2.4 Diploma Programmes

National Engineering Technicians Diplomas (NETD) are offered within five core disciplines:

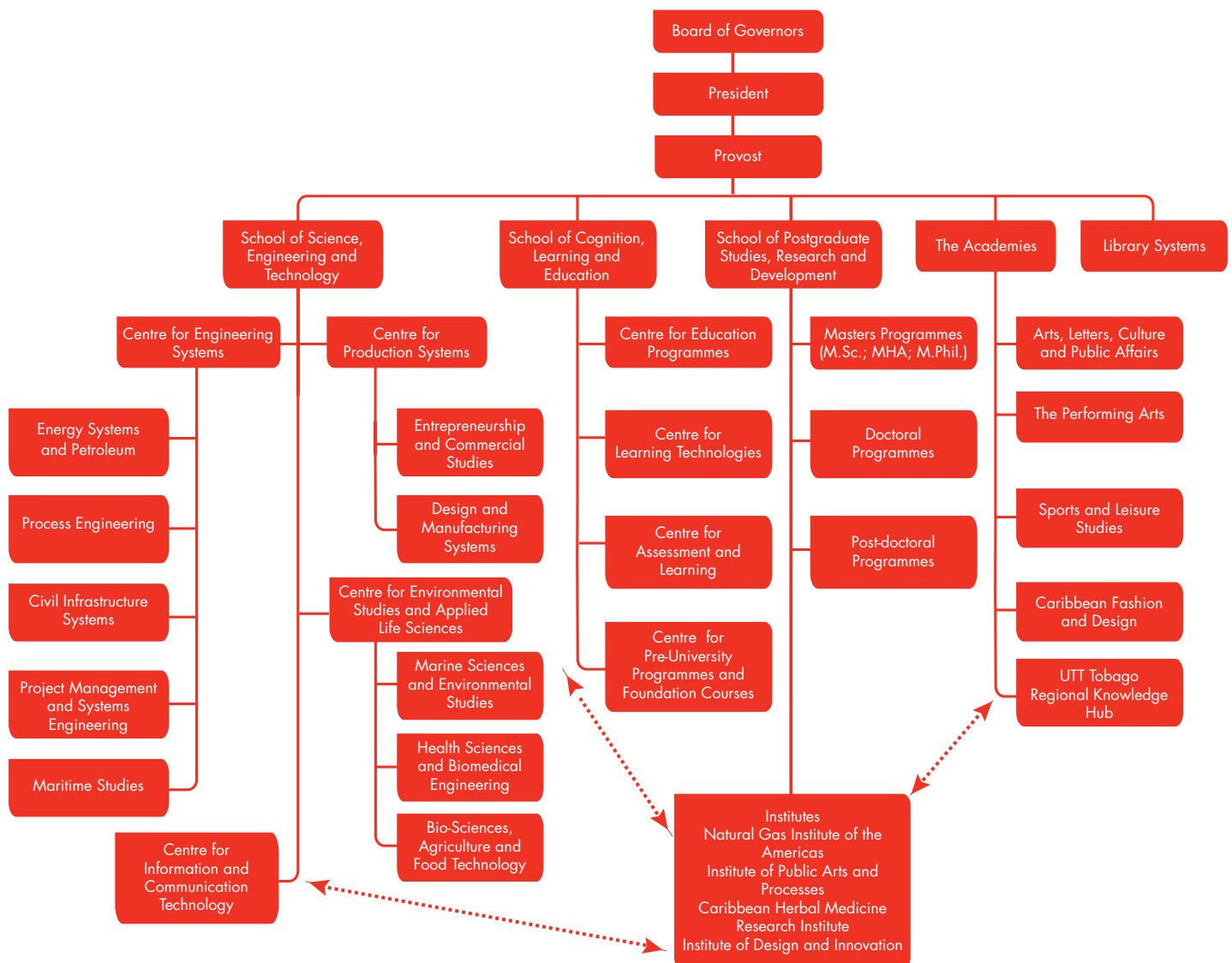
- Mechanical Engineering;
 - Diploma in Mechanical Engineering
 - Diploma in Manufacturing Engineering
 - Diploma in Automotive Engineering
- Electrical/Electronic Engineering;
 - Diploma in Electrical/Electronic Engineering
 - Diploma in Industrial Instrumentation
- Civil Engineering;
 - Diploma in Civil Engineering
- Information Technology;
 - Diploma in Computer Engineering
 - Diploma in Communication Engineering
- Energy;
 - Diploma in Chemical Engineering
 - Diploma in Petroleum Engineering

A Diploma in Maritime Operations is available in two options – Navigation and Engineering – and is offered at the Maritime Campus in Chaguaramas.

Engineering Diploma programmes are of three years' duration – consisting of two years academic

Report of the Provost continued

UTT Academic Organisational Structure



training and one year industrial exposure. Students who wish to matriculate to UTT higher education programmes can do so after completion of the two years of academic training and on condition that all matriculation requirements are met.

2.5 Degree Programmes

2.5.1 Bachelor of Applied Engineering (B.Eng.)

The Bachelor's Degree of Applied Engineering emphasises applied technology and allows graduates to act as exponents of today's technology in mainstream professional engineering practice. The programme is delivered part-time ONLY over ten semesters. Admission requires a GPA of 2.5 or higher at the Diploma level.

The B.Eng. is available with specialisations in:

- i. Applied Petroleum Engineering Technology;
- ii. Applied Process and Utilities Technology – Majors in Chemical or Mechanical or Electrical/Electronics/Instrumentation;
- iii. Applied Information Systems Technology – Options in Network Management and Information Systems Development;
- iv. Applied Manufacturing Technology; and
- v. Applied Technology – Options in Electrical and Mechanical Engineering in collaboration with the UWI St. Augustine ends in 2009.

2.5.2 Bachelor of Science (B.Sc.)

The Bachelor of Science Degree emphasises scientific and analytical methods. It is delivered over a period of 12 semesters – eight semesters are university-based, and four are in industry assignments. The programme includes specialisations in Petroleum Engineering; Process and Utilities Engineering with Chemical, Mechanical or Utilities options; Information and Communications Technology; and Manufacturing. In 2007, the first comprehensive review of the B.Sc. was undertaken since its introduction in 2004. Years I and II of all B.Sc. programmes are now common. Year III focuses on core courses of the specialisation being pursued and the fourth year allows for concentration on individual technical and group research projects with industrial involvement.

Students wishing to transfer from the applied or technology stream into the B.Sc. stream will need to attain a GPA of 3.0 or higher at the Diploma or B.Eng. level. Changes to the structure of this programme for 2008/9 academic year are to be found in 2.9.1 below.

2.5.3 Bachelor of Education (B.Ed.)

In 2006, UTT introduced a four-year Bachelor of Education Degree as foundation for educating teachers responsible for students in early childhood centres, primary and secondary schools. The programme, based at the Corinth and Valsayn Teachers' Colleges, has had resounding success thus far and ultimate enrolment is expected to be approximately 3,200 students.



Point Lisas Campus.



Training of UTT students in the Electrical Laboratory at the Point Lisas Campus.

Report of the Provost continued

2.6 Graduate Programmes

Master of Science programmes are offered in Petroleum Engineering, Petroleum Technology, Process and Utilities Engineering, Information and Communications Technology, Industrial Innovation, Entrepreneurship and Management, Maritime Management and Environmental Science and Management. A Master's programme is also offered in Health Administration.

Students are currently enrolled in Doctoral programmes but none have yet graduated.

The graduate programmes are of particular interest for UTT, since this level not only trains a cadre of personnel to facilitate the academic pursuits of future generations, but also bolsters the research capability of the University. UTT is developing a robust research programme, particularly in

- Natural Gas;
- Energy;
- Information and Communications Technology; and
- Arts and Culture.

2.7 Other Functions of UTT

Beyond the core academic and research programmes outlined above, the University also plays an important national role through:

- i. The Academy at UTT for Arts, Letters, Culture and Public Affairs; and
- ii. The University's role in the Trinidad and Tobago Health Sciences Initiative.

2.7.1 The Academy at UTT for Arts, Letters, Culture and Public Affairs

Since its inception, the Academy has undertaken several projects. The Public Lecture Series, which is intended as an outreach programme, has included presentations on several areas by research fellows and distinguished professors and fellows of institutions external to UTT. Many such lectures have been completed on topics as diverse as 'The Arena Massacre' to 'Cricket, Lovely Cricket' to 'Sugar and Religion: The Presbyndus'.



Dr. Hollis Liverpool (better known as the Mighty Chalkdust), Associate Professor with The Academy at UTT for Arts, Letters, Culture and Public Affairs, at a recent public lecture organised by The Academy.

Further, its Society of Fellows and The Fellows' Gatherings have developed a schedule of activities which allows Fellows the opportunity to meet, exchange ideas and showcase their work to one another in the invited presence of persons with interest and expertise in the field – including members of UTT, associates of UTT, the various advisory councils and guests of the President and Board of Governors. Completed events include – Images of the Steel Band, Ramleelas Worldwide, El Tucuche and The Golconda Writing Project. Other workshops, seminars and training programmes have included:

- The Family Symposium;
- Ramleela Samelan;
- Internal Symposium on Pan Development;
- The Advanced Steel Pan Tuning Programme;

- Seminar and Exhibition by Mr. Ray Funk – celebrating the 50th Anniversary of Errol John’s seminal play, ‘Moon on a Rainbow Shawl’;
- The National Genealogical Database; and
- Association of Trinidad and Tobago Museums (including a Memorandum of Agreement between the UTT and the Indian-Caribbean Museum).

2.7.2 Health Sciences Initiative

UTT has been coordinator of a national health sector programme on behalf of Government referred to as the Trinidad and Tobago Health Sciences Initiative (TTHSI). The initiative focuses on sustainable, long-term improvement in the national health sciences related to education, research and patient care, and is intended to improve capacity and move the country closer to Vision 2020 for health.

This general programme focuses on:

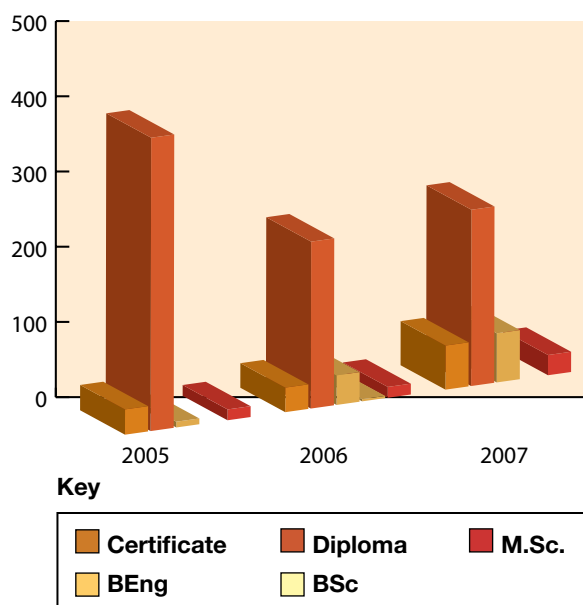
- The establishment of Research Centres;
- The development of physical infrastructure and management systems; and
- Academic and professional development training programmes.

In collaboration with Johns Hopkins Medicine International, UTT has developed proposals for several discrete projects spanning clinical interventions, new hospital facilities and academic programmes. Under UTT, a Master’s in Health Administration has commenced to train sector managers and administrators on health systems, leadership and management, and a Herbal Research Institute has also been established. Several technical short courses have also been delivered for sector personnel.

2.7.3 Professional Development Programmes for Public and Industrial Clients

The Pasea Campus Industry Liaison and Professional Education (ILPE) unit offers short courses to the public and customised programmes to industry in more than 100 areas.

Figure 1. Distribution of UTT Graduates (2005-2007)



Public courses can range from one day to two weeks, but the majority are delivered over one week (40 contact hours). Certificates of Completion are awarded following assessment and grading while Certificates of Participation are presented when courses are not assessed.

A customised two-year Certificate in Petroleum Operations Management to bpTT personnel, and several other certification and re-certification assessments for bpTT are also offered by the ILPE unit.

2.8 Graduate Output 2005 – 2007 and Projections for Enrolment

Between 2005 and 2007, UTT graduated a total of over 1,100 students – most at the Diploma level. This is in keeping with the transitional nature of the institution’s operations over this period (see Figure 1). Over the coming years, there will be an increase, not only in the numbers of students graduating, but in the distribution of qualifications to include larger numbers of Bachelor, Master and Doctoral awards.

As at the commencement of the academic year 2007/2008, the University’s student body totalled approximately 5,400 students, and this

Report of the Provost continued

number is projected to grow over the next three years as follows:

2008/2009	-	6,600
2009/2010	-	7,500
2010/2011	-	8,000

fuelled by the introduction of new programmes in:

- Bio-Sciences, Agriculture and Food Technology;
- Sports and Leisure Studies;
- Performing Arts;
- Fashion and Design;
- Environmental Studies;
- Civil Engineering;
- Biomedical Engineering;
- Health Sciences;
- Commerce Studies; and
- Public and Private Enterprise Studies.

2.9 *Planned Activities for 2008/9*

2.9.1 *Academic Programmes*

Significant expansion of activities is planned for the 2008/9 academic year, as summarised below. The key impetus will be from the development of programmes under the School of Science, Engineering and Technology and The Academies as follows:

Certificate Programmes:

- Certificate in Security Systems

Diploma Programmes:

- Diploma in Fashion Design;
- Diploma in Fashion Management.

Professional Engineering Programmes:

These programmes are being expanded and reformatted into the B.A.Sc. (3-year full-time)/M. Eng. (4-year full-time) mode as operated in the United Kingdom. This format will allow greater flexibility in terms of student choice and capability with the M.Eng. programme also providing for a research component. The expanded slate of programmes will be:

- Biomedical Engineering;
- Computer Engineering;

- Civil Engineering (Structures, Construction Management and Environmental Engineering streams);
- Manufacturing Engineering;
- Petroleum Engineering;
- Process Engineering;
- Utilities Engineering.

The first cohort of students from the original UTT B.Sc. engineering programmes will graduate in May 2009.

Bachelor's Programmes:

New programmes to be introduced in September 2008:

- Bachelor in Sports Studies;
- Bachelor in Fashion and Design.

Curricula for the following programmes, the graduates of which are expected to constitute the backbone of a revitalised agriculture and food industry in the region, are at advanced stages of development:

- B.Sc./B.Tech in Animal Science;
- B.Sc./B.Tech in Plant Science;
- B.Sc./B.Tech in Biotechnology;
- B.Sc./B.Tech in Food Technology.

The B.A. in Theatre Arts is to be introduced, which will provide the academic foundation for the Academy for the Performing Arts (currently under construction) and it is also envisaged that a new programme will be developed in the area of Criminology.

2.10 *Registration and Accreditation Status*

The Accreditation Council of Trinidad and Tobago (ACTT), established in July 2004, requires that all tertiary level or post secondary institutions operating in Trinidad and Tobago be registered under the Act governing the ACTT by July 2008. UTT was formally registered by the ACTT in June 2008.

A programme may qualify for accreditation only after it has graduated its first cohort of students. Given the year of its incorporation (2004),



*Professor KD
Srivastava, the
founding Provost
of UTT: 2004 – 2007.*

only UTT's Diploma and Bachelor of Applied Engineering Programmes have recently produced graduates. It is not necessary to seek accreditation for Diploma programmes since such programmes are considered to be the first two years of the applied Bachelor's programmes.

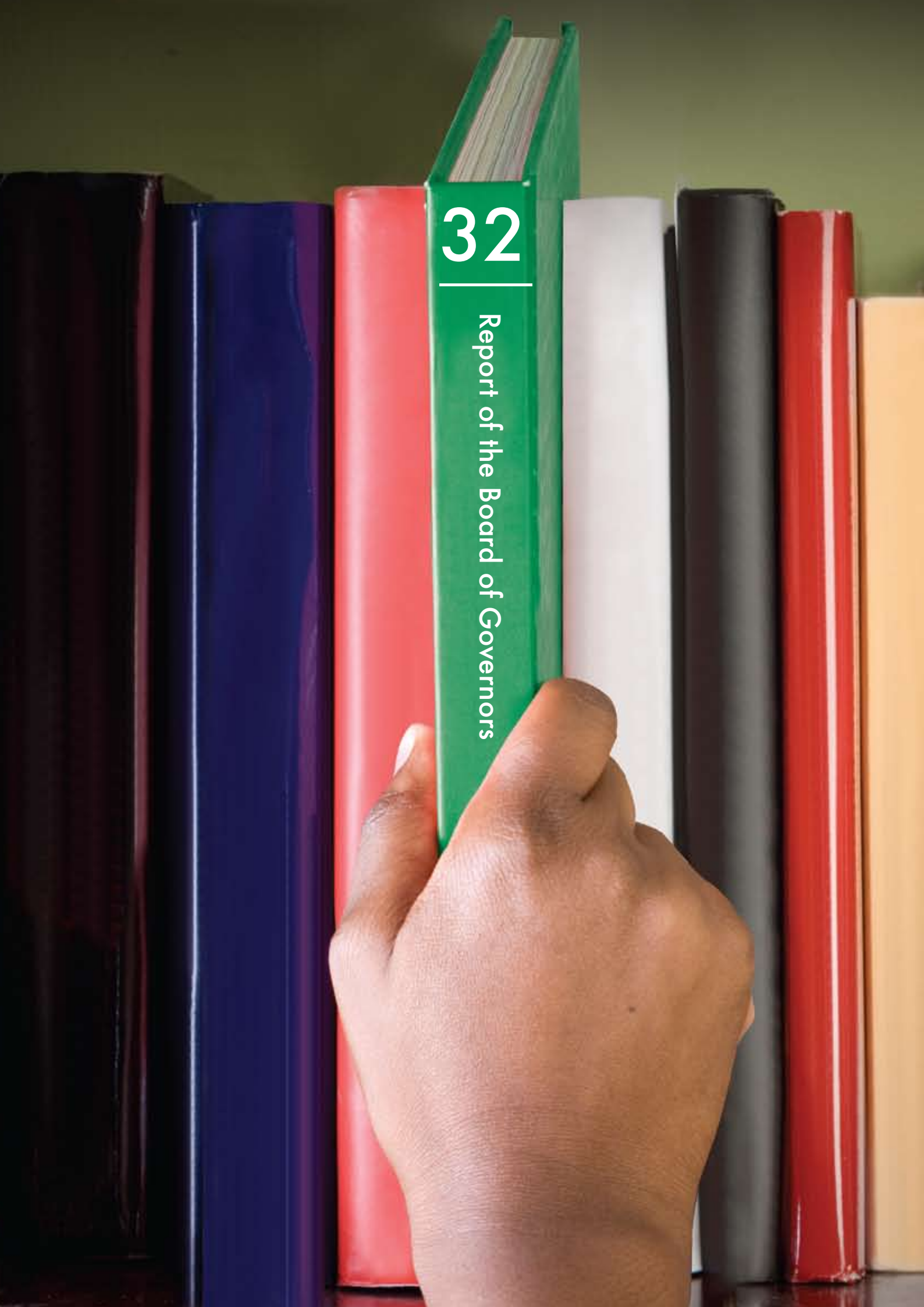
It should be noted that two of the UTT's Bachelor of Applied Engineering programmes

(the Bachelor of Applied Engineering in Electrical Engineering Technology and the Bachelor of Applied Engineering in Mechanical Engineering Technology), which were offered jointly with the Faculty of Engineering at UWI, St. Augustine, have already received accreditation from the Institute of Engineering and Technology (IET).

Over the past few months, UTT has held discussions with international engineering accreditation bodies in the UK (IET and the Institute of Materials, Minerals and Mining), USA (the Accreditation Board of Engineering and Technology), Canada (the Canadian Engineering Accreditation Board), as well as with the German accreditation bodies, to determine the most appropriate fit for accrediting the various programmes of UTT. Wherever applicable, the University will also consider seeking accreditation for its non-engineering programmes.



In September 2008, UTT will commence undergraduate programmes in Fashion and Design through its Caribbean Academy of Fashion and Design.

A close-up photograph of a hand reaching for a green book spine in a row of books. The books have spines of various colors: dark red, blue, red, green, white, black, red, and orange. The green book is the focus, with the number 32 and the title 'Report of the Board of Governors' printed on its spine.

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Report of the Board of Governors



Report of the Board of Governors



Front row (left to right): Mrs. Allyson Ramkerrysingh, Minister Colm Imbert (then Minister of Science, Technology and Tertiary Education), Mrs. Gisele Marfleet, Professor Dyer Narinesingh.

Back row (left to right): Mr. Scott Hilton-Clarke, Mr. Jerome Sooklal (resigned in May 2005), Mr. Ian Welch, Dr. René Monteil, Mr. Ravindra Nath Maharaj, Mr. Errol Pilgrim, Mr. Gervase Warner, Kenneth Julien, T.C. (Professor Emeritus) Chairman. Missing: Mr. Robert Riley, Mr. Frank Look Kin, Mr. Lincoln Warner.

The Board of Governors is pleased to submit its Report for the period ended September 30, 2005:

	<u>\$(000)</u>	<u>\$(000)</u>
Excess of income over expenditure for the period after accounting for		<u>10,673</u>
Directors' fees and expenses	201	
Depreciation	7,444	
Capital grant released to income	<u>(7,444)</u>	

Legal Status

Pursuant to a decision of Cabinet in August 2004, UTT was incorporated as a private non-profit company under the Companies Act, Chapter 81:01 on September 14, 2004. It was felt that incorporation as a non-profit company would, in the interim, allow the institution to be more responsive to the changing requirements of a new university.

As a non-profit company, UTT has no share capital. However, UTT's by-laws provide for four classes of members (equivalent of shareholders) of the university as follows:

- i. The Founder Member being the Corporation Sole on behalf of the Government (GORTT);
- ii. The First Members being the persons first named in the Articles of Incorporation;
- iii. Benefactor Members being persons (corporations or individuals) who make a financial contribution to the University based on a pre-determined level prescribed by the Board of Governors; and
- iv. Honorary Members being corporations and individuals who are invited by the Governors in recognition of their work for the University.

The current Members of the University are the Founder Member and the First Members who are Kenneth Julien, T.C. (Professor Emeritus), Mr. Ian Welch and Mr. Robert Riley.

Governance

Cabinet in August 2004 decided inter alia that the first appointments to the Board of Governors of UTT be made by the Government. It also agreed to the appointment of Kenneth Julien, T.C. (Professor Emeritus) as Chairman and President *ad interim*.

In January 2005, Cabinet agreed to the appointment of a Board of Governors comprising the following 15 members:

- A Chairman
- The President of the University
- A minimum of six and a maximum of 13 other members.

Cabinet at that meeting also approved the appointment of the following persons to the Board of Governors for a two-year period:

1. Mr. Robert Riley
2. Mr. Ian Welch
3. Mr. Frank Look Kin
4. Mr. Jerome Sooklal
5. Mr. Gervase Warner
6. Mr. Ravindra Nath Maharaj
7. Mr. Dyer Narinesingh
8. Mr. Errol Pilgrim
9. Mr. Scott Hilton-Clarke
10. Ms. Allyson Ramkerrysingh
11. Ms. Gisele Marfleet
12. Dr. René Monteil
13. Mr. Lincoln Warner

Messrs. Welch and Riley were appointed with retroactive effect from September 13, 2004. The remaining Governors were issued letters of appointment dated March 11, 2005 by the Minister of Science, Technology and Tertiary Education for two-year periods.

Representation on the Board was carefully considered by Government to include a wide cross-section of the community with expertise in areas of strategic interest – including manufacturing, process industry, natural gas, law, construction, education, business and finance.

The members of the Board of Governors as at September 30, 2005 were as follows:

- Kenneth Julien, T.C. (Professor Emeritus) -Chairman
- Mr. Robert Riley
- Mr. Ian Welch
- Mr. Scott Hilton-Clarke
- Mr. Frank Look Kin
- Mrs. Gisele Marfleet
- Dr. René Monteil
- Professor Dyer Narinesingh
- Mr. Ravindra Nath Maharaj
- Mr. Errol Pilgrim
- Mrs. Allyson Ramkerrysingh
- Mr. Gervase Warner
- Mr. Lincoln Warner

Mr. Jerome Sooklal tendered his resignation from the Board on May 20, 2005.

Formation of Sub-Committees of the Board for fiscal year 2005

The Board of Governors at its inaugural meeting held on March 11, 2005 approved the establishment of the following sub-committees:

1. Executive
2. Budget and Finance
3. Planning and Development
4. Human Resources and Appointments
5. Audit

A) The Executive Committee

The approved membership of the Executive Committee as at April 29, 2005 was as follows:

- Kenneth Julien, T.C. (Professor Emeritus) – Chairman
- Mr. Robert Riley
- Mr. Ian Welch
- Professor Dyer Narinesingh
- Mr. Ravindra Nath Maharaj
- Dr. René Monteil
- Mr. Gervase Warner

Report of the Board of Governors continued

B) **The Board Tenders Committee**

The Executive Committee at its meeting held on July 21, 2005 decided that until UTT's Procurement Policy and Procedures was adopted and ratified by the Board, the Executive Committee would act as the Tenders Committee for UTT.

C) **The Audit Committee**

The following membership of the Audit Committee was approved by the Executive Committee at its meeting held on April 29, 2005:

- Mr. Jerome Sooklal – Chairman
- Mr. Errol Pilgrim
- Ms. Allyson Ramkerrysingh

D) **The Finance and Budget Committee**

The following membership of the Finance and Budget Committee was approved by the Executive Committee at its meeting held on April 29, 2005:

- Mr. Gervase Warner – Chairman
- Mr. Errol Pilgrim
- Mr. Frank Look Kin
- Mr. Jerome Sooklal
- Ms. Allyson Ramkerrysingh
- Mr. Dave Bhajan
(then VP Capital Projects and Planning)
- Mr. Kenneth Fitz-Andrews
(then VP Finance and Administration)

E) **The Planning and Development Committee**

The following membership of the Planning and Development Committee was approved by the Executive Committee at its meeting held on April 29, 2005:

- Kenneth Julien, T.C.
(Professor Emeritus) – Chairman
- Mr. Scott Hilton-Clarke
- Ms. Gisele Marfleet
- Mr. Lincoln Warner

- Dr. René Monteil
- Mr. Ravindra Nath Maharaj
- Mr. Dave Bhajan
(then VP Capital Projects and Planning)
- Dr. Peter Smith
(then VP Alliances)
- Mrs. Jennifer Sampson
(then PS, Ministry of Science, Technology and Tertiary Education)

F) **The Human Resource and Appointments Committee**

The following membership of the Human Resource and Appointments Committee was approved by the Executive Committee at its meeting held on April 29, 2005:

- Mr. Scott Hilton-Clarke – Chairman
- Mr. Ravindra Nath Maharaj
- Ms. Allyson Ramkerrysingh
- Professor Dyer Narinesingh
- Mr. Jerome Sooklal
- Mr. Gervase Warner
- Mrs. Gisele Marfleet
- The Provost¹
- Mr. Kenneth Fitz-Andrews
(then VP Finance and Administration)

Material Interests

At no time during or at the end of the financial year did any Director or Officer have any material interests in any contract or arrangement in relation to the business of the University.

Clause 10 of the University's by-laws requires Directors and Officers to disclose to the Board and the shareholders any material contract entered into with the University.

Service Contracts

Other than that entered into with the President of

1. Professor Srivastava's appointment as Provost and Senior Vice President was approved by the Executive Committee on 2005 April 29.

the University with effect from June 2005, there are no service contracts between the University and any of its Directors.

The services of the Executive Director were donated by bgTT to the University of Trinidad and Tobago during the period under review.

Significant Events subsequent to September 30, 2005

The Board Tenders Committee was re-established at a meeting of the Board of Governors held on February 1, 2007 to comprise the following members:

- Kenneth Julien, T.C.
(Professor Emeritus) – Chairman
- Dr. René Monteil
- Mr. Gervase Warner
- Mr. Scott Hilton-Clarke
- Mr. Lincoln Warner
- Mr. Ravindra Nath Maharaj

Although the Government appointed the first members of the Board of Governors, the re-election of members of the Board was carried out in accordance with UTT's approved by-laws which provide that the Government, through the Corporation Sole (being the Minister of Finance or his proxy), has the power to exclusively appoint one-third of the maximum number of members of the Board of Governors (equivalent to five governors), while the First Members have the power to appoint the remaining 10 Governors.

Mrs. Gisele Marfleet and Ms. Allyson Ramkerrysingh did not seek re-appointment as Members of the Board of Governors at the re-election of Members of the Board at the Annual Meeting of Members held on 29 March, 2007 and they both ceased being Members of the Board of Governors with effect from this date.

At the Annual Meeting of Members held on 29 March, 2007 the following ten (10) members of the Board of Directors were re-appointed to the Board of Governors for a period of two (2) years from the date of this meeting:

- Mr. Robert Riley
- Mr. Ian Welch
- Dr. René Monteil
- Mr. Frank Look Kin
- Professor Dyer Narinesingh
- Mr. Scott Hilton-Clarke
- Mr. Ravindra Nath Maharaj
- Mr. Errol Pilgrim
- Mr. Lincoln Warner
- Mr. Gervase Warner

Mr. Gervase Warner tendered his resignation from the Board of Governors with effect from 31 July, 2007.

Following the resignation of Mr. Gervase Warner from the Board of Governors, the Board ratified the appointment of Mr. Frank Look Kin as pro tem Chairman of the Finance and Budget Sub-Committee and Mr. Errol Pilgrim as pro tem Chairman of the Audit Sub-Committee (both with effect from September 2007).

The current composition of the Board of Governors as at June 30, 2008 is as follows:

- Kenneth Julien, T.C.
(Professor Emeritus) – Chairman and President
- Mr. Robert Riley
- Mr. Ian Welch
- Dr. René Monteil
- Mr. Frank Look Kin
- Professor Dyer Narinesingh
- Mr. Scott Hilton-Clarke
- Mr. Ravindra Nath Maharaj
- Mr. Errol Pilgrim
- Mr. Lincoln Warner

The Corporate Secretary for the period to September 30, 2005 was Mr. Errol Ashby, who was appointed to the position on April 29, 2005. He was succeeded by Ms. Debbie Sirjusingh, who was appointed as the new Corporate Secretary with effect from 2007 May 16.



*Ms. Debbie Sirjusingh,
Corporate Secretary*

Report of the Board of Governors continued

Draft Bill to Incorporate UTT by Statute

On May 28, 2007, UTT submitted to the Ministry of Science, Technology and Tertiary Education (MSTTE) a draft Bill for the incorporation of UTT by an Act of Parliament. Prior to the drafting of the UTT Bill, extensive research was conducted into the various governance models employed by leading universities throughout the world and the draft provisions in the Bill incorporate many international best practices guidelines, particularly from a university governance perspective.

The draft Bill also captures the essence of the University's mission and vision and espouses its values and principles as a teaching, research and examining body with various functions, and outlines the operational framework of the University's two arms – the Academic Body and the Corporate Body. Highlights of the draft Bill include:

- Recommendation that UTT be re-established as a corporate body by Act of Parliament;
- Overview of the structure, mission, powers and functions of the University;
- Overview of the governance structure and management of the University, including recommendations on appointments to the Board of Governors, criteria for determining the Board's composition and its associated powers and functions;
- Recommendation for the creation of the Office of the Chancellor as the titular head of the University and the methodology by which the Chancellor is elected;
- Recommendations on the appointment of the President of UTT, including associated powers, duties and provisions for disqualification and removal;
- Overview of the operational framework for the University, with the President and Chief Executive Officer being the head of both the Academic and Corporate Bodies and being accountable to the Board for the efficient management of the institution; and

- Recommendations on the financial provisions and reporting requirements of the University to GORTT.

Appointment of first Auditors

At a Special Meeting of the Members of the University held on December 18, 2006, on the recommendation of the Board of Governors, the Members resolved that the firm of Ernst and Young Chartered Accountants be appointed as Auditors of The University until the close of the next Annual Meeting of the Members of the University at a remuneration to be fixed by the Board of Governors of the University.

Messrs. Ernst and Young were advised of their appointment as Auditor of the University on December 19, 2006 to conduct the audits for the two financial years 2004/5 and 2005/6. The 2004/5 audit commenced in April 2007.

Resolutions to reappoint Ernst and Young as Auditors until the next succeeding Annual Meeting and to authorise the Board of Governors to determine their remuneration will be proposed at the 2008 (3rd) Annual Meeting of Members of the University.

Indemnities and Insurance

The University maintains liability insurance for its Directors and Officers. Cover is not provided in the event that a Director or Officer is proved to have acted fraudulently or dishonestly.

Annual Meeting of Members

The 2008 (3rd) Annual Meeting of Members of the University is scheduled for July 3, 2008 at 9.30 a.m.



Kenneth Julien, T.C. (Professor Emeritus)
CHAIRMAN OF THE BOARD OF GOVERNORS

June 30, 2008

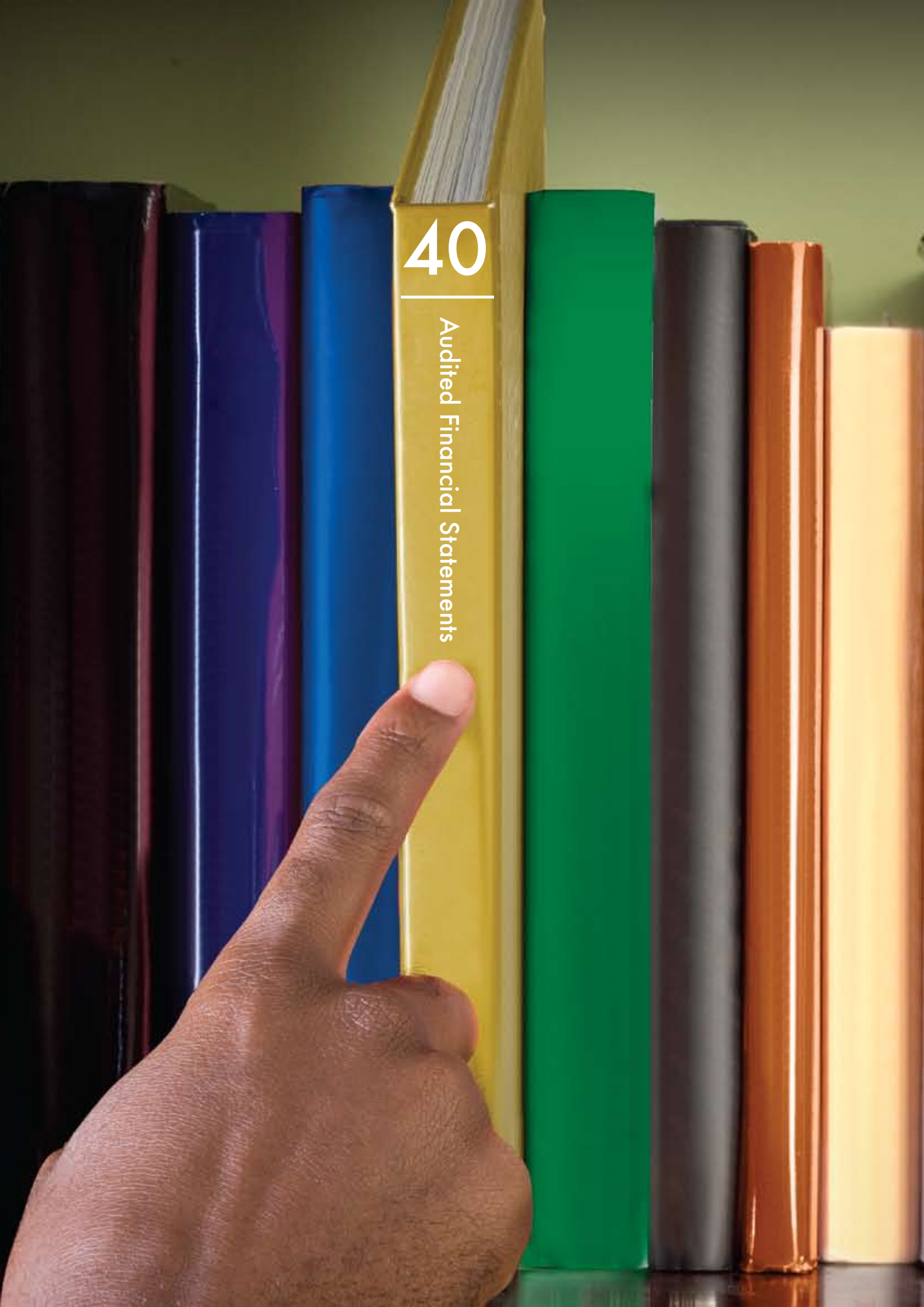


Chief Secretary of the Tobago House of Assembly, Orville London, and other guests listen intently as UTT launches the e-learning initiative to bridge the learning gap between Trinidad and Tobago.

Reaching for Excellence

UTT inculcates in graduates a set of overarching skills – metaskills – that help them navigate the new and emerging technologies in the national and global contexts.



A close-up photograph of a hand with a dark skin tone pointing its index finger at the spine of a yellow book. The book is part of a row of books with various colored spines (dark red, blue, green, black, orange, and light yellow) on a shelf. The background is a soft, out-of-focus green wall.

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Audited Financial Statements



**INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF THE UNIVERSITY OF TRINIDAD AND TOBAGO**

We have audited the accompanying financial statements of The University of Trinidad and Tobago ("the University") which comprise the balance sheet as at September 30, 2005 and the statement of income and expenditure, statement of changes in reserves and statement of cash flows for the period then ended, and a summary of significant accounting policies and other explanatory notes.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate for the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

INDEPENDENT AUDITORS' REPORT**TO THE MEMBERS OF THE UNIVERSITY OF TRINIDAD AND TOBAGO (continued)**

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

As explained in Note 19 to the financial statements, no tax liability has been recorded in the financial statements on the basis that the Cabinet of the Republic of Trinidad and Tobago had agreed that the University be accorded certain exemptions from taxation and as such the University is currently pursuing Charitable Organization Status from the Board of Inland Revenue to be exempt from taxation. As at September 30, 2005 the University has not been granted this status and therefore is subject to taxation. Had this been recorded, the tax charge in the statement of income and expenditure would be \$1,248,708 with a corresponding reduction in the accumulated reserves. There would also be a tax liability and net deferred tax liability in the balance sheet amounting to \$103,633 and \$1,145,075, respectively.

Opinion

In our opinion, except for the matter explained in the preceding paragraph, the financial statements give a true and fair view of the financial position of the University as at September 30, 2005, and of its financial performance and its cash flows for the period then ended in accordance with International Financial Reporting Standards.



Port of Spain
TRINIDAD:
May 29, 2008

BALANCE SHEET AS AT SEPTEMBER 30, 2005

(Expressed in thousands of Trinidad and Tobago dollars)

	Note	2005 \$
CURRENT ASSETS		
Inventory		35
Accounts receivable and prepayments	3	55,654
Cash and cash equivalents	4	<u>100,230</u>
		<u>155,919</u>
CURRENT LIABILITIES		
Accounts payable and accruals	5	49,197
Deferred fees	6	<u>2,536</u>
		<u>51,733</u>
		<u>104,186</u>
NET CURRENT ASSETS		
NON-CURRENT ASSETS		
Property, plant and equipment	7	182,963
Intangible assets	8	2,487
Other assets	9	<u>10,609</u>
		<u>196,059</u>
		<u>300,245</u>
NON-CURRENT LIABILITIES AND RESERVES		
NON-CURRENT LIABILITIES		
Deferred capital grants	10	281,947
Deferred contributions	11	2,450
Managed projects	12	1,575
Amount due to National Energy Skills Centre (NESC)	16	<u>3,600</u>
		<u>289,572</u>
RESERVES		
General		7,482
Industry Liaison and Professional Education Unit (ILPE)		<u>3,191</u>
		<u>10,673</u>
		<u>300,245</u>

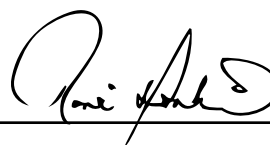
The accompanying notes form an integral part of these financial statements.

On May 29, 2008 these financial statements were approved on the authority of the Board of Governors by the following members:

Governor:



Governor:



STATEMENT OF INCOME AND EXPENDITURE
FOR THE PERIOD SEPTEMBER 14, 2004 TO SEPTEMBER 30, 2005
 (Expressed in thousands of Trinidad and Tobago dollars)

	Note	2005 \$
Income		
Government contributions:		
Recurrent operating grant		70,225
Capital grants released	10	7,444
Tuition and other related fees		18,062
Industry Liaison and Professional Education Unit (ILPE)		13,647
Non-government contributions	11	465
Interest income		187
Other income	13	551
		<u>110,581</u>
Expenses		
Staff costs	14	21,450
General and administrative expenses		25,263
Academic expenses		23,165
Industry Liaison and Professional Education Unit (ILPE)		10,372
Facilities costs		12,214
Depreciation		7,444
		<u>99,908</u>
Excess of income over expenditure for the period	15	<u><u>10,673</u></u>

The accompanying notes form an integral part of these financial statements.

STATEMENT OF CHANGES IN RESERVES
FOR THE PERIOD SEPTEMBER 14, 2004 TO SEPTEMBER 30, 2005
 (Expressed in thousands of Trinidad and Tobago dollars)

	General	Reserves	Total
	\$	ILPE	\$
	\$	\$	\$
Balances as at September 14, 2004	—	—	—
Excess of income over the expenditure for the period	<u>7,482</u>	<u>3,191</u>	<u>10,673</u>
Balances as at September 30, 2005	<u>7,482</u>	<u>3,191</u>	<u>10,673</u>

The accompanying notes form an integral part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE PERIOD SEPTEMBER 14, 2004 TO SEPTEMBER 30, 2005
 (Expressed in thousands of Trinidad and Tobago dollars)

	2005 \$
Cash flows from operating activities	
Excess of income over expenditure for the period	10,673
Adjustments to reconcile excess of income over expenditure to net cash from operating activities:	
Depreciation	7,444
Capital grants released to the statement of income and expenditure	(7,444)
Deferred contribution released to the statement of income and expenditure	(465)
Amortisation of intangibles	540
Impairment of intangibles	731
Amortisation of leasehold premiums	32
Operating profit before working capital changes	11,511
Increase in inventory	(35)
Increase in accounts receivable and prepayments	(55,654)
Increase in accounts payable and accruals, deferred fees and amounts due to NESC	55,333
Increase in other assets	(10,641)
Net cash inflow from operating activities	514
Cash flows from investing activities	
Purchase of property, plant and equipment	(107,976)
Purchase of intangible assets	(3,758)
Net cash outflow from investing activities	(111,734)
Cash flows from financing activities	
Proceeds from capital grants	206,960
Managed projects and deferred contributions	4,490
Net cash inflow from financing activities	211,450
Net increase in cash and cash equivalents	100,230
Cash and cash equivalents at beginning of year	—
Cash and cash equivalents at end of year (note 4)	100,230

The accompanying notes form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD SEPTEMBER 14, 2004 TO SEPTEMBER 30, 2005
 (Expressed in thousands of Trinidad and Tobago dollars)

1. Corporate information

The University of Trinidad and Tobago ("the University") was incorporated on September 14, 2004 as a non-profit company under the Companies Act 1995, Chapter 81:01 of the laws of Republic of Trinidad and Tobago. This was an interim measure pending incorporation under the "UTT Act" to be passed by the Parliament of the Republic of Trinidad and Tobago. A Draft Bill re: the "UTT Act" has been prepared and is being reviewed for submission to Parliament by the relevant Government Ministries.

The Government of the Republic of Trinidad and Tobago ("GORTT") was the driving force for the creation of the University and, through the Corporation Sole, is one of four (4) Founding Members of the University. GORTT now provides both recurrent and capital grant funding to the University.

The management of the University is vested in a Board of Governors, ten (10) of whom can be appointed by three (3) Founding Members of the University (other than the Corporation Sole) and five (5) of whom can be appointed by the Corporation Sole. As at May 29, 2008 the Board of Governors consists of ten (10) Governors (September 30, 2005: 13) and does not include any persons who have been appointed by the Corporation Sole.

On September 9, 2004 the Cabinet of the Republic of Trinidad and Tobago agreed that the financial, accounting, procurement and related services of the University be conducted by the National Energy Skills Center ("NESC") pending the full operationalisation of the University's management system.

At the inaugural meeting of the Board of Governors ("Board") held on March 11, 2005, the Board assumed the responsibility for managing the affairs of the University.

The University is an institution of higher education and research. It provides training and educational services primarily at the undergraduate, graduate and post-doctoral levels and performs research and other services under grants with sponsoring organisations and contracts with various clients.

The University has a "business school" referred to as Industry Liaison & Professional Education ("ILPE") which provides short courses and professional programs mainly to meet the technical training needs of the oil and gas industry. The trainees are from wide sectors of the community – State Agencies and Government Ministries, Corporate Entities and Private Individuals.

The University operates out of multi-campus facilities throughout Trinidad and Tobago. Its registered office is at Orange Grove Road, Tacarigua, Trinidad.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD SEPTEMBER 14, 2004 TO SEPTEMBER 30, 2005
 (Expressed in thousands of Trinidad and Tobago dollars)

2. Significant accounting policies

The principal accounting policies adopted in the preparation of these financial statements are set out below:

a. Basis of preparation

These financial statements cover the period September 14, 2004 (the date of incorporation) to September 30, 2005 and have been prepared on a historical cost basis and in accordance with the International Financial Reporting Standards ("IFRS").

These financial statements are presented in Trinidad and Tobago dollars, which is the University's functional and presentation currency.

b. Significant accounting estimates, assumptions and judgements

The preparation of the financial statements in conformity with IFRS necessitates the use of estimates, assumptions and judgments. These estimates and assumptions affect the reported amounts of assets and liabilities and contingent liabilities at the balance sheet date as well as affecting the reported income and expenses for the year. Although the estimates are based on management's best knowledge and judgment of current facts as at the balance sheet date, the actual outcome may differ from these estimates, possibly significantly.

The key assumptions concerning the future and other key sources of estimation uncertainty at the balance sheet date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

Property, plant and equipment

Management exercises judgment in determining whether costs incurred can accrue significant future economic benefits to the University to enable the value to be treated as capital expenditure. Further judgment is applied in the annual review of the useful lives of all categories of property, plant and equipment and the resulting depreciation determined thereon.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD SEPTEMBER 14, 2004 TO SEPTEMBER 30, 2005
 (Expressed in thousands of Trinidad and Tobago dollars)

2. Significant accounting policies (continued)

c. Impairment of assets

Various assets of the University are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash generating units).

d. Foreign currency translation

Transactions in foreign currencies are initially recorded in the functional currency at the rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Trinidad and Tobago dollars at the rate of exchange ruling at the balance sheet date. Non-monetary assets and liabilities are translated using exchange rates that existed when the values were determined. Exchange differences on foreign currency transactions are recognised in the statement of income and expenditure.

e. Property, plant and equipment

Property, plant and equipment are stated in the balance sheet at cost less accumulated depreciation and accumulated impairment losses.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, only when it is probable that future economic benefits will accrue to the University and the cost can be measured reliably. All other repairs and maintenance are charged to the statement of income and expenditure when incurred. Where the carrying amount of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount.

With the exception of land and capital work in progress, depreciation is charged on all other assets on the straight line basis at rates estimated to write off these assets over their expected useful lives as follows:

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD SEPTEMBER 14, 2004 TO SEPTEMBER 30, 2005
 (Expressed in thousands of Trinidad and Tobago dollars)

2. Significant accounting policies (continued)

e. Property, plant and equipment (continued)

Buildings	-	2.5%
Motor vehicles	-	25%
Reference library materials	-	20%
Machinery and equipment	-	10% - 33.3%
Office equipment, furniture and fixtures	-	10% - 33.3%

The costs of buildings under construction are classified under "capital works in progress". Depreciation is charged when the construction is substantially completed and the assets are ready for use.

Property, plant and equipment donated are capitalized at estimated fair values, with a corresponding credit to the deferred capital grant.

Property, plant and equipment transferred by GORTT to the University are recognised at estimated fair values.

Gains or losses arising from the derecognition of property, plant and equipment are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the statement of income and expenditure when the asset is derecognised.

f. Intangible assets

Intangible assets acquired are measured on initial recognition at cost. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses.

Intangible assets are amortised over their useful economic lives and assessed for impairment whenever there is an indication that the intangible assets may be impaired. The amortisation period and the amortisation method for an intangible asset is reviewed at least annually.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD SEPTEMBER 14, 2004 TO SEPTEMBER 30, 2005
 (Expressed in thousands of Trinidad and Tobago dollars)

2. Significant accounting policies (continued)

f. Intangible assets (continued)

Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset is accounted for by changing the amortisation period, as appropriate, and is treated as changes in accounting estimates. The amortisation expense on intangible assets is recognised in the expense category consistent with the function of intangible assets.

Gains or losses arising from the derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the statement of income and expenditure when the asset is derecognised.

g. Leases

Operating leases

Leases of assets under which all the risks and benefits of ownership are effectively retained by the lessor are classified as operating leases. Payments made under operating leases are charged to the statement of income and expenditure on a straight-line basis over the period of the lease.

When an operating lease is terminated before the lease period has expired, any payment required to be made to the lessor by way of penalty is recognised as an expense in the period in which termination takes place.

Finance leases

Finance leases, which transfer to the University substantially all the risks and benefits incidental to ownership of the leased item, are capitalised at the inception of the lease at the fair value of the leased assets, or, if lower, at present value of the minimum lease payments. Lease payments are apportioned between the finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are charged directly against income.

Capitalised lease assets are depreciated over the shorter of the estimated useful life of the asset or the lease term.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD SEPTEMBER 14, 2004 TO SEPTEMBER 30, 2005
 (Expressed in thousands of Trinidad and Tobago dollars)

2. Significant accounting policies (continued)

h. Inventory

Inventory representing the cost of laptop computers and related software for resale to students, is valued at the lower of cost and net realizable value. Cost is determined using the first in first out (FIFO) method. Net realizable value is the estimated selling price in the ordinary course of business, less estimated costs necessary to make the sale.

i. Accounts receivables

Accounts receivables are recognised and carried at original full amounts less provision for doubtful debts. An estimate for doubtful debts is made when collection of the full amount is no longer probable.

j. Financial instruments

Financial instruments carried in the balance sheet include cash and bank balances, receivables, payables and are stated at cost.

k. Cash and cash equivalents

Cash and cash equivalents include cash at bank and in hand and funds held in money market mutual funds with original maturity of three months or less and they are carried at cost which approximates their fair value.

l. Capital grants and government contributions

Capital grants

Capital grants are received from both GORTT and private sources for the specific purpose of construction and/or purchase of property, plant and equipment. These grants are recognised where there is reasonable assurance that the grant funds will be received and utilised in accordance with all stipulated conditions. An amount equivalent to the depreciation charge on the relevant property, plant and equipment is released to income over the expected useful life of the asset. Non-monetary capital grants are recorded at fair value and are released to income over the expected useful life of the asset.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD SEPTEMBER 14, 2004 TO SEPTEMBER 30, 2005
 (Expressed in thousands of Trinidad and Tobago dollars)

2. Significant accounting policies (continued)

l. Capital grants and government contributions (continued)

Government contributions

Contributions received from GORTT to meet operating deficits are recognized in the respective year to which the Government's annual budget allocation applies.

m. Deferred contributions

The University receives funding from donors for research projects, bursaries, scholarships, capital and other purposes. The University follows the deferral method of accounting for grants and donations, when they are restricted in use by the donor.

Donations that are governed by donor-imposed stipulations, for which stipulations must be complied with to the satisfaction of the donor for the project expenditure to be approved, are generally for projects undertaken by the various departments and are referred to as "Deferred contributions" (note 11). Such donations are accounted for as follows:

i. Donations received in advance of expenditure:

Donations received in advance of expenditure are deferred and shown in the balance sheet as "Deferred contributions". When funds are disbursed, the amount is charged as an expense in the statement of income or expenditure or, if applicable, included on the balance sheet as property, plant and equipment or intangible assets. An equivalent amount is then released as income from "Deferred contributions" to the statement of income and expenditure.

ii. Expenditure in advance of receipt of donations pledged:

Expenditures, made in accordance with donor's stipulations in advance of receipt of donations pledged, are included in the balance sheet as "Accounts Receivables". The amount is also reflected in the statement of income and expenditure as relevant expenses or if applicable, in the balance sheet as property, plant and equipment with an equivalent amount reflected as "Non-Government Contributions" in the statement of income and expenditure or if applicable, "Deferred capital grants".

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD SEPTEMBER 14, 2004 TO SEPTEMBER 30, 2005
 (Expressed in thousands of Trinidad and Tobago dollars)

2. Significant accounting policies (continued)

n. Accounts payable

Accounts payable are carried at cost, which is the fair value of the consideration to be paid in the future for goods and services received, whether or not invoiced to the University.

o. Provisions

Provisions are recognised when the University has a present obligation (legal or constructive) as a result of a past event where it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

p. Revenue recognition

Revenue is recognised to the extent that it is probable that economic benefits will flow to the University and the revenue can be reliably measured. Revenue is measured at the fair value of the consideration received, excluding discounts and rebates. The following specific recognition criteria apply to the relevant category of revenue:

Grants relating to operating activities

Grants relating to operating activities are recognised as income on a systematic and rational basis over the periods in which the related expenses are incurred.

Tuition and other related fees

Tuition fees are recognised on the accrual basis over the period of instruction.

Interest income

Interest income on investments is accounted for on the accrual basis.

Other income

Income is received from a range of activities including catering, room hire, rental and other services rendered. Income is recognised on the accruals basis commensurate with the exchange of relevant services.

Industry Liaison and Professional Education Unit (ILPE)

Income is recognised on the accruals basis commensurate with the exchange of relevant services and is reported separately to segregate its revenue and expenses for future activities relating to this Unit.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD SEPTEMBER 14, 2004 TO SEPTEMBER 30, 2005
 (Expressed in thousands of Trinidad and Tobago dollars)

3. Accounts receivable and prepayments	2005 \$
Amounts due from GORTT (see below)	52,966
Corporate receivables	2,513
Prepayments	1,647
Other receivables	296
	57,422
Less: provision for doubtful debts	(1,768)
	55,654
Amounts due from GORTT comprise:	
Capital contribution (cash in transit)	43,778
Government Assistance for Tuition Expenses (GATE)	9,188
	52,966
Included in the provision for doubtful debts is an amount of \$1.4 million relating to GATE receivable due from the Ministry of Science, Technology and Tertiary Education.	
4. Cash and cash equivalents	2005 \$
Cash at bank and in hand	74,849
Money market mutual fund	25,381
Cash and cash equivalents as per statement of cash flow	100,230
The applicable interest rate at the balance sheet date on the money market mutual fund (TT\$) is 5.35% per annum.	
5. Accounts payable and accruals	2005 \$
Other payables and accruals	39,902
Amount due to National Energy Skills Center (NESC)	2,021
Retentions payable	5,431
Trade creditors	1,843
	49,197

NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD SEPTEMBER 14, 2004 TO SEPTEMBER 30, 2005

(Expressed in thousands of Trinidad and Tobago dollars)

6. Deferred fees

This represents the portion of tuition fees received in advance that is deferred as the services will be provided in the subsequent period. When the services are performed, the amount is released to the statement of income and expenditure and included within tuition and other related fees income.

7. Property, plant and equipment

	Building	Machinery & equipment	Motor vehicles	Office equipment & fixtures	Capital work in progress	Total
	\$	\$	\$	\$	\$	\$
As at September 30, 2005						
Cost	57,055	27,941	3,911	12,418	89,082	190,407
Accumulated depreciation	(1,638)	(3,595)	(585)	(1,626)	–	(7,444)
Net book amount	<u>55,417</u>	<u>24,346</u>	<u>3,326</u>	<u>10,792</u>	<u>89,082</u>	<u>182,963</u>
Opening net book amount	–	–	–	–	–	–
Additions	57,055	27,941	3,911	12,418	89,082	190,407
Depreciation charge	(1,638)	(3,595)	(585)	(1,626)	–	(7,444)
Closing net book amount	<u>55,417</u>	<u>24,346</u>	<u>3,326</u>	<u>10,792</u>	<u>89,082</u>	<u>182,963</u>

In May 2004, GORTT approved the establishment of The University of Trinidad and Tobago and decided that the Trinidad and Tobago Institute of Technology (TTIT), a division of the National Energy Skills Centre (NESC), would be integrated with the University. The University has recorded the building and equipment of TTIT (the Point Lisas Campus) at fair values of \$56.0 million and \$26.4 million respectively and with corresponding credits to "Deferred capital grants" (note 10). These assets have been recognised in the balance sheet on the basis that it is probable that future economic benefits will flow to the University and the assets have a cost or value that can be measured reliably.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD SEPTEMBER 14, 2004 TO SEPTEMBER 30, 2005
 (Expressed in thousands of Trinidad and Tobago dollars)

7. Property, plant and equipment (continued)

In July 2005, GORTT approved the transfer of the land on which the building at the Point Lisas Campus is situated. The transfer is being effected via a state grant and is subject to the provisions of the Real Property Ordinance which requires the submission of approved survey plans by the University. The University has not secured legal title to the land at the balance sheet date and accordingly, has not recognised the land on its balance sheet.

Capital Work in Progress at year-end, includes design and construction costs of the O'Meara Campus in Arima, the Maritime Campus in Chaguaramas and the Main Campus at Tamana InTech Park, Wallerfield in the amount of \$61.5 million, \$8.4 million and \$13.1 million respectively.

8. Intangible assets

	Computer Software \$	Licences \$	Total \$
Cost	2,459	1,299	3,758
Amortisation during the period	(101)	(439)	(540)
Impairment	–	(731)	(731)
Balance as at September 30, 2005	<u>2,358</u>	<u>129</u>	<u>2,487</u>

Computer software

This includes the costs of acquired computer software and is being amortized over a finite period of three (3) years.

Licences

This represents the costs incurred by the University to acquire the licences granted by foreign universities in respect of the delivery of the University's educational program. Management has determined that one of the licences acquired from a foreign university is deemed impaired at the balance sheet date, as the carrying cost cannot be recovered in the subsequent period through its use.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD SEPTEMBER 14, 2004 TO SEPTEMBER 30, 2005
 (Expressed in thousands of Trinidad and Tobago dollars)

9. Other assets	2005
	\$
Prepaid lease premiums (see below)	10,446
Rental deposits	163
	<u>10,609</u>
Prepaid lease premiums:	
Additions	10,599
Amortisation during the period	(32)
	<u>10,567</u>
Current portion included in other receivables	(121)
	<u>10,446</u>

Prepaid lease premiums comprise amounts paid to acquire the leases of parcels of lands on which the O'Meara Campus, Arima and the Maritime Campus, Chaguaramas are situated. Lease premiums are amortised over the periods of the respective leases which are ninety-nine (99) years for O'Meara and thirty (30) years for Chaguaramas.

10. Deferred capital grants	2005
	\$
Monetary grants	204,749
Non-monetary grants	77,198
	<u>281,947</u>
Balance as at September 14, 2004	—
Received during the period	289,391
Released to the statement of income and expenditure	(7,444)
Balance as at September 30, 2005	<u>281,947</u>

For each reporting period, the University transfers to income an amount equivalent to the depreciation charge of related property, plant and equipment.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD SEPTEMBER 14, 2004 TO SEPTEMBER 30, 2005
 (Expressed in thousands of Trinidad and Tobago dollars)

10. Deferred capital grants (continued)

The gross amounts of grants received during the year comprise:	2005
	\$
Monetary grants	206,960
Non-monetary grants	
- Building	56,000
- Equipment	<u>26,431</u>
	<u>289,391</u>

11. Deferred contributions

Balance as at September 14, 2004	–
Received during the year	2,915
Released to the statement of income and expenditure	<u>(465)</u>
Balance as at September 30, 2005	<u>2,450</u>

These funds represent receipts from donors with specified conditions and restrictions relating to its use. When these funds are spent in accordance with the donor's stipulation, the amount is released to the statement of income and expenditure.

12. Managed projects

Managed projects are projects undertaken by the University in accordance with specific guidelines and financial support. The managed project shown in the financial statements relates to funding received from the Ministry of Energy and Energy Industries for the procurement of services for the Centre for Energy Enterprise Development (CEED).

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD SEPTEMBER 14, 2004 TO SEPTEMBER 30, 2005
 (Expressed in thousands of Trinidad and Tobago dollars)

13. Other income

	2005
	\$
Investment income	381
Foreign exchange gain	55
Sale of laptops (net)	30
Sundry income	85
	551

14. Staff costs

Compensation of key management personnel	1,140
Other staff costs	20,310
	21,450

15. Excess of income over expenditure for the period

Excess of income over expenditure for the period is derived after deducting/(including) the following:

	2005
	\$
Depreciation expense	7,444
Capital contributions released to statement of income and expenditure	(7,444)
Impairment of intangibles	731
Amortisation of intangibles	540
Amortisation of prepayment	32

16. Related party disclosures

During the period, the University had the following transactions with related parties as follows:

	2005
	\$
Pre-incorporation costs incurred by the University and paid by National Energy Skills Centre (NESC) on its behalf	958
Salaries and other operating expenditures incurred by the University and paid by National Energy Skills Center (NESC) on its behalf	9,362

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD SEPTEMBER 14, 2004 TO SEPTEMBER 30, 2005**

(Expressed in thousands of Trinidad and Tobago dollars)

16. Related party disclosures (continued)

During the period, the University had the following transactions with related parties as follows: (continued)

	2005 \$
Medical transcription training costs incurred by Evolving Technologies and Enterprise Development Company Limited (e-Teck) and invoiced to the University	12,589
Lease premium paid to Evolving Technologies and Enterprise Development Company Limited (e-Teck) for the land at the O'Meara Campus	599
Rent paid to Evolving Technologies and Enterprise Development Company Limited (e-Teck) for the land at the O'Meara Campus	414

Management is of the view that these transactions were entered into on terms no less favourable than those that could have been obtained from other parties providing these services.

Related party balances at year-end include:	2005 \$
Amounts due to NESC (current)	2,021
Amounts due to NESC (non-current)	3,600

The non-current portion of the liability due to NESC amounting to \$3.6 million is subject to an agreement dated May 29, 2008. This balance is repayable in equal monthly installments of three hundred thousand dollars (\$300,000), the first such installment is due on June 2, 2008 and subsequent installments due monthly thereafter, with the last such installment due in May, 2009.

	2005 \$
Amount due to e-Teck re: Medical transcription training costs	7,460
Amount due to e-Teck re: Lease premiums relating to the O'Meara Campus	1,013

17. Contributed services

During the period, certain industry partners seconded professional staff to assist the University in the start-up of its operations at no cost to the University. The value of these services is therefore not included in these financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD SEPTEMBER 14, 2004 TO SEPTEMBER 30, 2005
 (Expressed in thousands of Trinidad and Tobago dollars)

18. Commitments

Future minimum rentals payable under non-cancellable operating leases entered with various companies as at September 30, 2005 are as follows:

	2005 \$
Due within one year	2,034
Due after one year but not more than five years	4,096
Due after five years	14,404
	20,534

The University has approved capital commitments amounting to \$74.9 million mainly relating to obligations in connection with the construction of the O'Meara Campus and Maritime Campus. This capital expenditure committed at September 30, 2005 would be fully funded by government grants.

The University entered into various agreements with foreign universities for delivery of its educational program. As at September 30, 2005, the contractual commitments with these foreign universities amounted to \$35.4 million.

19. Taxation

No tax liability has been recorded in the financial statements on the basis that the Cabinet of GORTT had agreed that the University be accorded certain exemptions from taxation and the University had submitted an application to the Board of Inland Revenue ("BIR") for the University to be granted Interim Charitable Organisation Status under the Corporation Tax Act, which will exempt the University from taxation with retroactive effect from September 14, 2004. As at September 30, 2005, the University has not been granted the Charitable Organisation Status and therefore is subject to taxation. Had this been recorded, the tax charge in the statement of income and expenditure would be \$1.2 million with a corresponding reduction in the accumulated reserves. There would also be a tax liability and net deferred tax liability in the balance sheet amounting to \$0.1 million and \$1.1 million, respectively.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD SEPTEMBER 14, 2004 TO SEPTEMBER 30, 2005
 (Expressed in thousands of Trinidad and Tobago dollars)

20. Financial instruments and risk management practices

Fair values

The methods and assumption used to estimate the fair value of each class of financial instruments for which it is practical to estimate a value are as follows:

Short-term financial assets and liabilities

The carrying value of these assets and liabilities is a reasonable estimate of their fair value because of the short maturity of these instruments. Short-term financial assets comprise cash and accounts receivable. Short-term financial liabilities comprise accounts payable and accruals.

Foreign currency risk

The University incurs foreign currency exposure on transactions that are denominated in a currency other than the Trinidad and Tobago dollar. The University ensures that the net exposure is kept within reasonable limits by monitoring and, where necessary, adjusting its exposure.

Liquidity risk

Liquidity risk, also referred to as funding risk, is the risk that the University will encounter difficulty in raising funds to meet commitments. Liquidity risk may result from an inability to sell a financial asset quickly or at close to its fair value. Prudent liquidity risk management implies maintaining sufficient cash and ensuring the availability of funding through an adequate amount of committed facilities. The management of the University manages this risk by keeping a substantial portion of its financial assets in liquid form.

21. Subsequent events

In addition to the Point Lisas Campus, the first location during the start-up period, the University has since completed construction of buildings at O'Meara, Arima and at Chaguaramas. This resulted in the commencement of operations (teaching activities and office administration) at the O'Meara Campus in the middle of 2006 and the Maritime Campus in the middle of 2007.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD SEPTEMBER 14, 2004 TO SEPTEMBER 30, 2005
 (Expressed in thousands of Trinidad and Tobago dollars)

21. Subsequent events (continued)

GORTT decided that, in addition to Trinidad and Tobago Institute of Technology (TTIT) – a division of the National Energy Skills Centre (NESC), the following institutions would be integrated with the University:

- John S. Donaldson Technical Institute (JSDTI)
- San Fernando Technical Institute (SFTI)
- Valsayn Teachers Training College
- Corinth Teachers Training College
- Tool and Die functions of Metal Industries Company Limited (MIC)
- Caribbean Industrial Research Institute (CARIRI)
- Institute of Marine Affairs (IMA)
- Eastern Caribbean Institute of Agriculture & Forestry (ECIAF)
- Research and Support Services Centre at Waterloo
- National Institute of Higher Education Research, Science and Technology (NIHERST)
- Sugar Cane Feed Centre at Longdenville
- Centeno Experimental Station.

This process is ongoing with respect to some of the functions of the above institutions.

In February 2006, the University entered into a collaboration and service agreement with Johns Hopkins Medicine International (JHMI). In this agreement, JHMI has agreed to participate on an advisory council, in conjunction with the University, regarding the development of Health Science and Medical Education.

In March 2007, the Board of Governors approved the award of contract amounting to \$1.12 billion (Vat inclusive) for the University's signature complex located at Tamana InTech Park, Wallerfield.

In March 2007, URECO Limited, a fully owned subsidiary of the University, was incorporated to manage the University's estate portfolio.

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Selected Corporate Information





Selected Corporate Information

TRINIDAD AND TOBAGO HEALTH SCIENCES INITIATIVE

Trinidad and Tobago is at a crossroads of development, and UTT's role as a facilitator in this process has been reflected in several activities which have come within the ambit of the University since its establishment. Indeed, significant resources are being invested in strategic areas with the expressed intent of transitioning the country to 'developed status'. While this entails interventions at various levels, an underlying requirement is to ensure a healthy population and the availability of quality, people-centred health services that are positioned not only to effectively treat with diseases, but to prevent illness and promote healthy lifestyles.

Descriptors such as responsive, accessible, affordable, caring, proactive, knowledge-driven and technologically advanced are not often associated with Trinidad and Tobago's health services. To address this challenge and augment the Ministry of Health's programmes supporting longer, healthier and more productive lives of citizens, the UTT commenced a partnership with Johns Hopkins Medicine in 2005. This collaboration, called the Trinidad and Tobago Health Sciences Initiative, or TTHSI, is being implemented by the University on behalf of the Government, and brings the expertise of one of the most renowned teaching, research and patient care institutions in the world to bear on catalysing the change process in the local health sector.

Apart from UTT and Johns Hopkins, several other public and private sector entities form part of this intervention. These include the Ministry of Health and the Regional Health Authorities, the Ministry of Science, Technology and Tertiary Education, the University of the West Indies, the Pan American Health Organisation, local non-governmental organisations, interest groups and several individual specialty medical professionals. The framework being pursued is one whereby



*Cedric Connor
Senior Manager
Office of the President*

Johns Hopkins' experience in medicine, public health, health policy and health systems management is being leveraged to advise, train and manage the range of activities under the three-pronged approach around which the TTHSI is designed.

TTHSI projects are being developed in three categories – Academic and Research Programmes; Specialty and Clinical Programmes; and Infrastructure and Management Programmes, with the core considerations being:

- Sustainable, long-term improvement of the health sciences in Trinidad and Tobago, related to research, education and patient care;
- Development of specialty and subspecialty clinical programmes for providing quality care to citizens;
- Development of infrastructure, systems and training that will allow the promotion of bio-medical and pharmaceutical research to be conducted in Trinidad and Tobago;
- Development of training and education programmes for physicians, clinical professionals, health administrators and support staff; and
- Creation of an environment that will attract and keep top medical personnel from around the world.

Under the Academic and Research Programmes, a significant level of focus is on developing the human resources in the sector, and providing capacity to manage and deliver health services. The intent is to expand the availability of training locally in disciplines spanning the full range of positions required to sustain a modern health sector. UTT has introduced in 2007 a Master's in Health Administration targeting middle- and

senior-level managers, and has coordinated several technical and leadership short courses for personnel. A Biomedical Engineering programme is also under development. In addition, the University has established an Herbal Research Institute in 2007 with advisory and support services being provided by Johns Hopkins, to undertake rigorous scientific research into indigenous remedies, including the conduct of clinical research. Discussions are also being facilitated with the University of the West Indies regarding the enhancement of opportunities for medical education through the collaboration with Johns Hopkins, and requirements for additional training opportunities for allied health disciplines and nursing are also being determined.

The specialty and clinical programmes are being developed as centres of excellence which, with the assistance of Johns Hopkins, will be managed in accordance with policies and best practice experiences in developed countries. These centres are intended as models for delivering advanced clinical services and conducting research into areas that affect a significant proportion of our population, or have a potential for Trinidad and Tobago to develop as a regional centre for services. Two initiatives in cardiovascular services and diabetes services have been approved for implementation, and both projects are to commence shortly. The Cardiovascular Services Centre of Excellence will be based at the Eric Williams Medical Sciences Complex, while a diabetes initiative will be piloted in the Eastern and South-West Regional Health Authorities. Additional proposals for the establishment of a Comprehensive Pediatric Hearing and Speech Rehabilitation Programme and a Digestive Diseases Centre are also under consideration.

The final component – infrastructure and management programmes focuses on the coordination of activities leading towards (i) the construction of a replacement facility for the Port of Spain General Hospital, and (ii) the establishment of a new facility to serve the expanding residential, commercial and industrial needs of central Trinidad. Additionally, the conduct of a management systems review at the San Fernando General Hospital is to be

conducted, with implementation support being obtained from Johns Hopkins. It is anticipated that these systems will roll-out to other public hospitals at Sangre Grande, Mt. Hope, Port of Spain, Point Fortin and Scarborough.

In supporting these activities, the University has established a Health Sciences Secretariat to coordinate the activities of the TTHSI. Apart from this project unit, a Centre for Health Sciences and Biomedical Engineering is being established within the academic structure of the institution, to build a local capability in teaching and research in these increasingly important areas.



*Jennifer Sampson
(Former Permanent
Secretary, GORTT)
Senior Advisor
Office of the President*

THE PRE-UNIVERSITY PROGRAMME (formerly the Transition Studies Programme)

A core feature of the national educational environment, as attested to by surveys and reports, has been a limited supply of secondary school graduates possessing the required entry level qualifications and skills for progression into tertiary education. Concomitantly there are severe shortages of engineering technicians and technologists. In response to this national dilemma, in 2004 with Cabinet approval, the UTT introduced a Transition Studies Programme (TSP). The TSP was seen as means of simultaneously providing students with an immediate opportunity to upgrade their academic standing to entry level qualifications for UTT Technology Diploma programmes and increasing general access to tertiary education.

Selected Corporate Information continued

The Pre-University Programme (PUP) as a successor to the TSP is intended to strengthen the academic foundation of not only C.X.C. graduates but also craft/ pre-technician graduates and mature candidates wishing to re-enter the education system at tertiary level. It is offered on both a full-time and part-time basis at five centres in Trinidad and Tobago covering the major geographic regions. Significant numbers of students have enrolled in the programme, particularly at the Port of Spain and San Fernando centres.

UTT's research has indicated that there are similar programmes currently delivered in universities worldwide such as the Academic Bridging Courses (ABC's) offered through the School of Continuing Education at Ryerson University in Toronto, the Pre- University Programme of Brescia University College at the University of Western Ontario and the International Foundation Programme at Azad University in Oxford. Each programme is deliberately structured to ensure that students develop a strong academic foundation and on the successful completion advance to the next level of tertiary education.

The PUP's focus is on consolidating and enhancing each student's competence in the compulsory areas of English Language, Mathematics, Computer Literacy, Conversational Spanish and Life Skills. The optional areas of Chemistry, Physics and Technical Drawing are selected based on the desired career path/ university Diploma programme to be pursued. In addition, the programme also ensures that successful graduates will have developed the analytical, personal and self management skills necessary for the continuation of their academic development.

On the successful completion of the programme, which is benchmarked to the existing secondary school matriculation examination Caribbean Secondary Examination Certificate (CSEC), graduates will be eligible for entry into not only UTT's National Engineering Technician Diploma (NETD) Programme but also all UTT Diploma programmes in areas such as Visual Communication Design, Fashion Design, Fashion Management and Agriculture.

The PUP can be characterised as an alternative education programme which promotes increased accessibility to tertiary education and, through its implementation and structural design, also ensures the academic progression from secondary to tertiary education within a university environment, thereby promoting the concept of continuous/lifelong learning. Students currently enrolled in the programme have welcomed the provision of an additional opportunity to gain the requisite academic foundation to obtain the professional career of their choice and by extension improve their standard of living and that of their community.

It is noteworthy that in Point Fortin, programme delivery is based on a partnership between The University of Trinidad and Tobago



Getenergy Award 2008

presented at the 2008 Energy Conference in London. This award recognises new partnerships between energy companies and universities investing to build capacity and the potential of communities

and Atlantic LNG, with the latter body providing financial support as a contribution to building capacity and developing the potential of the community in which it is based. Details of this partnership were recently submitted as an entry in a worldwide competition and in March 2008 the partnership received the top award – the Getenergy Award, which celebrates excellence in global education and training through new partnerships between energy companies and universities.

UTT is committed to strengthening and expanding the PUP in order to support the Government of Trinidad and Tobago's thrust to expand tertiary education and achieve developed nation status by 2020.



Ms. Jennifer Sampson, UTT, with other representatives of UTT and Atlantic LNG at the Getenergy Awards presentation in London, 2008.



Students of UTT's PUP programme at Point Fortin.



*Zameer Mohammed
Senior Manager
Business Development*

The Industry Liaison and Professional Education Unit (ILPE)

Background:

The Industry Liaison and Professional Education (ILPE) Unit of The University of Trinidad and Tobago was established in November 2004 to provide opportunities for continuing professional development to nationals, both in a private capacity as well as through business organisations.

ILPE supports the view that continuing professional development and life-long learning are vital to both individual and organisational success. As a result, ILPE promotes the need for specialised training at every level of industrial endeavour—training which is focused, all encompassing, logically flexible and short in duration, without compromise to quality and curriculum content.

In pursuit of these goals, the following major training series were set up:

- The Global Development Series (GDS)
- The Professional Development Series (PDS)
- The Safety Development Series (SDS)
- The Customised Development Series (CDS).

Courses:

The GDS is specifically targeted to graduate participants seeking to upgrade their knowledge and skills in current and emerging technologies. Courses cover almost every aspect of the oil and gas industry.

- Petrophysics
- Well Construction
- Reservoir Engineering
- Production Operations

Selected Corporate Information continued

– Process Engineering

UTT, through ILPE, has also partnered with bpTT to establish a Well Control and Testing School accredited by the International Association of Drilling Contractors (IADC). Five programmes, each of 40 hours duration, are held annually. Certificates are awarded upon successful completion of the training and assessment. This certificate is a requirement for all practicing drillers.

The PDS is designed with a suite of standardised courses in several areas ranging from technical to supervisory training. Some of these include:

- Gas Turbine Technology
- Programmable Logic Control
- Fundamentals of Electricity and Electrical Principles
- Vibration Analysis
- Customer Relationship Management
- Supervisory Management

The SDS, which was introduced in late 2004, has made significant strides following the development of an alliance between the UTT and Methanex Trinidad Limited. ILPE embarked on this series having recognised the need for greater safety awareness on the job. ILPE also facilitated safety training for bpTT and related contractors through the conduct of 'Control of Works' (CoW) training. Certification for CoW is valid for three years.

ILPE has worked with industry clients to meet the needs of organisations which require specifically tailored courses. In February 2004, the SAIT (Southern Alberta Institute of Technology) Open Learning Instructional System (SOLIS) commenced. SOLIS is a distance learning programme specifically designed for the operators of bpTT and provides for up to 200 operators at any one time, to enroll in the programme. Since that time, ILPE has utilised the modules of the SOLIS programme to conduct teaching (in classroom training) programmes for new operators of bpTT and Atlantic LNG, as well as employees of Petrotrin.

Starting February 2005, ILPE introduced the Knowledge Series, facilitated by internationally renowned visiting professors. The following

seminars were held:

- Gas to Products – Research to Reality
- Well Productivity in Gas Condensate Reservoir
- Setting the Research Agenda – Chemical and Petroleum

International Delegates:

In 2005, international delegates from countries as close as Venezuela to as far as Austria attended ILPE short courses. Discussions are being held with other international companies, such as Staatsolie Oil Company of Suriname, regarding their participation in future ILPE courses.

Alliances:

ILPE has forged alliances with a number of internationally recognised institutions, for the facilitation of its short courses. These include Petroskills/OGCI, University of Texas – Extension School (PETEX), Savant Measurement Systems, International Law Institute and Landmark Graphics Limited.

The Way Forward:

ILPE will continue to work with industry clients to expand its existing portfolio of courses as UTT moves toward enhancing skills and facilitating overall career developments compatible with industry standards.

Profiles of Senior Staff 2007/2008

Academic Profiles



Professor David McGaw: Provost

With 48 years' experience, 40 of which have been spent in academia, Professor McGaw has a significant track record in chemical engineering. A graduate of University of Wales (Swansea) and UWI with a M.Sc. and Ph.D. in Chemical Engineering, he has previously held several senior appointments at UWI – including Head, Department of Chemical Engineering; Assistant Dean, Faculty of Engineering (Research and Post Graduate Affairs); and Dean, Faculty of Engineering. Professor McGaw's research interests include Chemical Engineering Education, Organisation of Research, Separation Processes and Particle Technology, and he has published several articles on Gas/Particle Heat Transfer, Particulate Drying and Extraction Systems, Energy and Environmental Engineering, Industrial Development for the Caribbean and The Role of University in Engineering Education and Industrial Development. He also has several invited presentations to his credit, and has been a subject expert for technical teams for the United Nations Development Programme, the United Nations Environment Programme, the Organisation of American States, the Caribbean Development Bank, the Canadian International Development Agency and the International Advisory Panel of the Organisation for Scientific and Industrial Research at the Norwegian University of Science and Technology. Professor McGaw has also held several directorships at the Engineering Institute for the Caribbean, Institute of Business, Carib Glassworks Limited, and ABEL/Bestcrete, including being Chairman of the Caribbean Industrial Research Institute and ANSA McAL Chemicals Limited.

He is a Fellow of the Institution of Chemical Engineers (UK) and a Member of the Association of Professional Engineers, Member of the American Institute of Chemical Engineers.



Professor Adel Sharaf: Vice Provost

Professor Sharaf has 25 years' experience in energy systems, and has extensive industrial and consulting experience with Electric Utilities in Canada and internationally. A Senior Member of the Institute of Electrical and Electronics Engineers and graduate of the University of Manitoba, he holds a Ph.D. in Electrical Engineering. Professor Sharaf was previously a Professor at the University of New Brunswick and has a prolific publications record, having authored and co-authored over 500 scholarly technical journals, referred conference papers and engineering reports. Professor Sharaf also holds a number of US and international patents (Pending) in electric energy and environmental devices. His research interests span Power Systems and Electrochnology, Electrical Apparatus and Systems and Energy Delivery, HVDC Transmission, Renewable/Alternate Energy Systems, Harmonics and Power Quality, Industrial Electronics, A.I. (fuzzy logic, neural networks, genetic algorithms applications in electrical systems), Pollution Abatement Devices and Systems and Learning Approaches.

Profiles of Senior Staff 2007/2008 continued

Academic Profiles



Professor Prakash Persad: Associate Provost

Professor Persad's experience in teaching and research spans some 28 years. During this time he has been an Industrial Engineering Programme Coordinator and Head of the Department of Mechanical Engineering at UWI St. Augustine. The holder of a Ph.D. in Mechanical Engineering from UWI, Professor Persad is well published, having authored or coauthored more than 70 articles, papers and proceedings. He has also supervised numerous projects in academia and in industry, and his applications for two robotic patents are currently under consideration. Professor Persad is a member of the Caribbean Academy of Sciences, the Association of Professional Engineers of Trinidad and Tobago, the Institute of Electrical and Electronic Engineers and Director of the International Society for Productivity Enhancement. Professor Persad's public service include being Senate Minority Leader in the Parliament of the Republic of Trinidad and Tobago and membership on several Government and Cabinet-Appointed Committees.



Professor Krishna Athre

Professor Athre's 35 years of academic experience has primarily been in the mechanical engineering field. He was previously a Professor at the Indian Institute of Technology and holds a Ph.D. in Lubrication and Bearing Dynamics, having graduated from the University of Baroda and the Indian Institute of Technology (Delhi). Professor Athre has several sponsored research and consultancy assignments to his credit and has written extensively, with over 80 peer-reviewed journal articles and conference proceedings. His research interests include Industrial Tribology, Mechanism of Lubrication and Lubricants and Optimal Design of Mechanical Engineering Systems.



Professor Pat Bishop, T.C.

Professor Bishop has a 35 year track record in Caribbean History and the Arts. A graduate of King's College – University of Durham and the University of the West Indies, she holds a M.A. in West Indian History and an Honorary Doctorate from the University of the West Indies. Professor Bishop has been a Lecturer at UWI and is Director of the Carnival Institute of Trinidad and Tobago. She has served on several Boards and Committees, including the Task Force for the establishment of a National School of Music, the Carnival Development Committee, and the Boards of the National Museum and Art Gallery, the National Library and Information Systems, and Carifesta. Her works of art have been the subject of several exhibitions, and she has worked extensively with the Southernaires Choir and Lydian Singers, as well as Skiffle Bunch, WITCO Desperadoes and several other steel band orchestras. She has been awarded both the Humming Bird Medal (Gold) and the Trinity Cross in recognition of her national service.

Profiles of Senior Staff 2007/2008

Academic Profiles



Professor Ramesh Deosaran

Professor Deosaran is well known for his extensive experience in academia, particularly in Criminology and related issues. A graduate of the University of Toronto with a doctoral qualification, he was previously Director – Centre for Criminology and Criminal Justice, Deputy Dean (Graduate Studies and Research) – Faculty of Social Sciences, Head – Department of Behavioural Sciences and Director of the Ansa McAl Psychological Research Centre at UWI. Professor Deosaran is a recipient of a Senior Fulbright Award and has been Visiting Professor at several institutions – including Stanford University, Oxford Centre for Socio-Legal Studies, University of Calcutta, University of Bombay and John Jay College of Criminal Justice at City University of New York. He is also a Fellow of the Society for the Psychological Study of Social Issues and serves in an editorial capacity for three international journals. Professor Deosaran is widely published, with over 400 scholarly papers and journal articles and has authored/edited 14 books and research monographs. He is consultant to several international organisations – including the IADB, The World Bank, several United Nations agencies, the Ford Foundation and Canadian International Development Agency. Professor Deosaran is an advisor to several regional governments and CARICOM, and serves on numerous Cabinet-Appointed Committees in Trinidad and Tobago, being an Independent Senator in four Parliaments. He is an active member of 14 international professional organisations.



Professor Anthony Joseph

Professor Joseph has 30 years' varied experience in academics and consulting with his areas of expertise spanning occupational safety, health and environmental compliance, manufacturing processes and resource management. A graduate of UWI as well as the Indiana University of Pennsylvania and the University of Leeds, Professor Joseph holds Master of Science degrees in Safety Sciences as well as Environmental Pollution and Control, and a doctoral qualification in Civil Engineering. Professor Joseph was previously a Professor at the University of Connecticut and the Indiana University of Pennsylvania and is a member of the American Society of Safety Engineers and the American Public Health Association. He has authored several articles, conference proceedings and technical reports on the environment, occupational safety and engineering systems.

Profiles of Senior Staff 2007/2008 continued

Academic Profiles



Professor Jeanette Morris

Professor Morris has 45 years experience as a teacher and teacher educator. A former lecturer at the University of the West Indies, she also served as coordinator for the M.Ed. programme and Head of the School of Education. A graduate of the University of Edinburgh, Georgetown University and UWI, Professor Morris holds several qualifications, including a Diploma in Education, a M.A. (Honours) Spanish with French, a M.Sc. (Portuguese with Linguistics), and a M.A. and Ph.D. in Education. Professor Morris has authored several articles, book chapters and other scholarly publications, as well as commissioned reports. She is a member of the American Council on the Teaching of Foreign Languages, the American Educational Research Association, Women and Development Studies Group, and the Caribbean Studies Association; and has served on numerous Committees including the National Advisory Committee on Education, the Teaching Service Commission, the Cabinet-Appointed Concordat Review Committee, the National Curriculum Committee and Subject Panel for the development of the Caribbean Advanced Proficiency Examination Modern Languages syllabi.



Professor Emeka Nwabueze

Professor Nwabueze has over 30 years' experience in the Arts, having lectured in several programmes in Africa and North America. He was previously Professor of Theatre Arts – University of Nigeria, William F. Quillian Visiting International Professor – Randolph-Macon Woman's College and Visiting Scholar/Director of Theatre – University of Swaziland, and Chairman, Division of Humanities and Fine Arts – Edward Waters College. A graduate of Eastern Michigan University and then Bowling Green State University with a doctorate in Theatre Studies, Professor Nwabueze also has extensive consulting experience and has published over 50 books/creative works, book chapters, journal articles, reviews and technical reports. He has presented over 30 papers, directed several professional plays and is the recipient of numerous awards for his community and professional activities.

Profiles of Senior Staff 2007/2008

Academic Profiles



Professor Kenneth Ramchand

With 40 years' academic experience, Professor Ramchand is well known for his expertise in West Indian Literature. A graduate of Edinburgh University, he became the University of the West Indies' first Professor of West Indian Literature, and was Head of the Department of Liberal Arts at St. Augustine for several years. Professor Ramchand holds a doctoral qualification in Literature, and is well published in North America, the UK and the Caribbean. He has also been a Senior Fulbright Scholar affiliated to Yale University and the University of Tulsa at Oklahoma, a Visiting Professor at Indiana University and Colgate University, as well as a Fellow of the John Simon Guggenheim Foundation. Professor Ramchand's research interests are in Caribbean literatures and cultural and artistic impressions, and he has been awarded the Chaconia Medal (Gold) of the Republic of Trinidad and Tobago in recognition of his contributions to the field. He has also served as an independent member of the Senate of Trinidad and Tobago for several years.



Professor Compton Seaforth

Professor Seaforth has over 45 years' experience as a scientist whose major interests lie in botanical chemistry – mainly in the bio-active constituents of medicinal plants. He is a graduate of the University (College) of the West Indies (UCWI), and holds a Ph.D. from the University of Wales. Professor Seaforth's career included some three decades at the UWI St. Augustine campus teaching and conducting research in organic chemistry (in the Faculty of Natural Sciences), and in pharmacognosy and medicinal chemistry at the School of Continuing Studies and Faculty of Medical Sciences. He also served as Dean of the Faculty of Natural Sciences, and has been actively involved with technical consultancies and conferences and projects associated with poisonous and medicinal plants and with the conservation of biological diversity in the Caribbean region. Professor Seaforth has published numerous research articles, and has received several awards for his work.



Professor Michael Smith

Professor Smith is a noted researcher in video content analysis with 20 years' experience. He was formerly the Director of Research at France Telecom R&D San Francisco, and Director of the digital media partnership with the University of California – Berkeley. He holds a Ph.D. in Electrical and Computer Engineering and is a graduate of Carnegie Mellon University and Stanford University. Professor Smith is also the founder of AVA Media Systems and has worked as a Visiting Professor at the University of Texas – Austin, Morehouse College and University of Campinas in Brazil. Professor Smith has conducted research at AT&T Bell Laboratories, Duke University Engineering Research Centre and Stanford Linear Accelerator Center. He is the author of numerous papers and a book on video content analysis, and as an innovator, Professor Smith holds two patents, and presently has two additional applications pending.

Profiles of Senior Staff 2007/2008

continued

Academic Profiles



Professor Colin Stevenson

Professor Stevenson has over 50 years' experience in the maritime industry as a Master Mariner, consultant and academic. His areas of expertise include Seafarer Employment Patterns, Maritime Business and Law, International Convention on Standards of Training, Certification and Watchkeeping for Seafarers, Greek and Philippine maritime education and international legislative compliance. He holds a doctoral qualification in the field, and has lectured at the University of Plymouth and the Warsash Maritime Centre at Southampton Solent University. He has also been the Dean of the Athens Campus of the Southampton Institute. Professor Stephenson was part of the team retained by the International Maritime Organisation to revise the IMO Model Course in line with STCW '95, and was also on the International Maritime Organisation's list of experts.



Professor Manindra Thakur

Professor Thakur has over 40 years' experience in engineering, spanning both operational leadership and academics. He held several senior positions within the research and product development divisions at the Steel Authority of India Limited over a 25 year period, and has consulted on energy, environment and cost control for several organisations in the commodities sector. A graduate of the Indian Institute of Technology (Bombay) and Banaras Hindu University (Varanasi), Professor Thakur holds a Ph.D. in Metallurgical Engineering, and is a Fellow of the Indian Institute of Metals and the Institution of Engineers (India).



Professor Denise Thompson

Professor Thompson's 25 years of experience spans consulting, teaching and research, and she previously served as an Associate Professor of Entrepreneurial Studies at Norfolk State University, VA and Associate Director of its Entrepreneurship Centre. Professor Thompson is a graduate of Stanford University and the University of South Florida, and holds a Ph.D. in Industrial and Management Systems Engineering. She was Marketing Editor for NSU's Journal of Developmental Entrepreneurship, a Founding Member of the Virginia Consortium for International Development, and served on the Board of Directors for the Hampton Roads Technology Incubator and the Virginia Business Incubation Association. Her research interests are in technology entrepreneurship in underserved communities, creativity and innovation management, and engineering education and entrepreneurial self-efficacy. Professor Thompson has written several book chapters and papers on entrepreneurship and innovation, and has presented at seminars and conferences primarily in North America.

Profiles of Senior Staff 2007/2008

Corporate Profiles



Professor Kenneth S. Julien, T.C.: Chairman and President

Professor Julien has more than 40 years' academic and industry experience, and is well regarded as a leader in engineering, energy and education. A graduate of the University of Nottingham and the University of British Columbia in Vancouver where he was awarded his doctoral qualification in Electrical Energy Systems, Professor Julien has a track record as a pioneer. He became the first local engineering lecturer with a Ph.D. at the newly established Faculty of Engineering, UWI St. Augustine, was subsequently one of the youngest Deans in the Commonwealth, and the first West Indian Dean of the Faculty of Engineering. He was also the first Caribbean national to attain the rank of Fellow of the Institute of Electrical and Electronics Engineers, USA, and was appointed Professor and Head of the Department of Electrical Engineering in 1970, posts he held until retirement in 1996. Professor Julien holds patents for electrical systems and has published extensively in his field. His leadership in industrial development and the expansion of the national energy sector is also well known. He was chairman of the Energy Coordination Task Force which examined the potential use of natural gas in 1974, and this team subsequently managed the country's thrust into the global gas market and downstream industries in methanol, ammonia and power generation. Professor Julien has held several directorships, including the National Energy Corporation, the Industrial Development Corporation of Trinidad and Tobago, and Trinidad and Tobago Electricity Commission, among other state companies. He is currently chairman of Evolving Technologies and Enterprise Development Limited. For his outstanding service to Trinidad and Tobago, Professor Julien was awarded the Trinity Cross in 2003.



Dr. René Monteil: Executive Director

Dr. Monteil has significant experience in academia and in industry, spanning a career of more than 30 years. He holds a Ph.D. from the University of London and a M.A. in Law from the City University, London. Professionally, he was elected a Fellow of the Royal Society of Chemists in 1981. Dr. Monteil was called to the Bar at Middle Temple, London in 1987 and to the Bar in Trinidad and Tobago in 2001. His university career began as a Research Fellow with Nobel Laureate, Professor Sir D. H. R. Barton at Imperial College London and later, in London, as a Researcher with the Imperial Cancer Research Fund. He has also held faculty positions at both the Mona and St Augustine campuses of UWI. In law, he specialised in intellectual property at the English Bar before practicing as an advisory lawyer in UK Energy and Policy at the then Department of Energy. Before his legal career, he pioneered studies at the National Energy Corporation in Trinidad on the removal of natural gas liquids from indigenous gas streams. His work was instrumental in the formation of Phoenix Park Gas Processors Limited. He has also held senior positions in both upstream and downstream areas of the oil and gas industry and has been intimately involved in commercial negotiations for many natural gas-based projects in Trinidad and Tobago, including project coordination of Atlantic LNG Train 1 as Vice President at NGC and Train 4 for BG Trinidad and Tobago. Dr. Monteil holds several directorships, including at UTT and e Teck, and has also served as Chairman of various Cabinet-Appointed Committees.

Profiles of Senior Staff 2007/2008

Corporate Profiles



Oliver Flax

Senior Vice President – Student Affairs and Human Services

Mr. Flax has spent his working life contributing to the people operations of local and regional oil industries, the telecommunications industry and in training, with leadership positions in Human Resource Management, Industrial Relations, Corporate Communications and Corporate Management, and Organisation Development and Transformation. His work experience spans Petrotrin, and TSTT where he held the position of Executive Vice President, Organisation Effectiveness. Mr. Flax has a post-graduate Diploma with distinction in HR Management from the London-based Institute of Personnel Management and an Executive Master's in Business Administration, also with distinction, from UWI-IOB (now Arthur Lok Jack Graduate School of Business). He has provided consultancy services for various companies and has served on a number of Boards, including the National Training Agency, of which he was the first Chairman, a position he held for six years from the inception of the company. He is a Member of the Teaching Service Commission and a former President of the South Trinidad Chamber of Industry and Commerce.



Dave Bhajan

Vice President – Capital Projects and Institutional Planning

Mr. Bhajan has over 25 years' experience in engineering disciplines. Over this time, he has had increasingly integrated responsibility in management, engineering, manufacturing, skills training and consulting. This culminated in leadership positions at the Metal Industries Company Limited, the National Energy Skills Centre and the Trinidad and Tobago Institute of Technology. Mr. Bhajan holds an M.Sc. in Production Engineering and Management and has held several directorships at public and private sector entities. He has several years of project planning and development experience in African, Caribbean and Pacific countries having worked at the EC/ACP Centre for Industrial Development in Brussels, Belgium.



Darren Brathwaite

Vice President – Architectural Planning and Design

Mr. Brathwaite's career spans a decade in project management from the US to Asia, including award-winning buildings in Times Square New York, and master-planning exercises in North America and the Middle-East. He holds a Master's degree in Architecture and Urban Design and is a graduate of Cornell University and the Massachusetts Institute of Technology. Mr. Brathwaite has received several awards and has published a number of articles on urban design and issues affecting cities. He was also adjunct faculty at Cornell, MIT and the Boston Architectural Center, and is an invited critic at Harvard University and The Rhode Island School for Design.

Profiles of Senior Staff 2007/2008

Corporate Profiles



Judy Lake

Vice President – Information Technology Services

Ms. Lake has a wide range of expertise in several areas of IT management, including audit, governance and technology application. She has over three decades' experience in the IT environment gained locally and in North America, and is the holder of degrees in Economics and French as well as Accounting. Ms. Lake is a Certified Information Systems Auditor, and a member of the Technology Curriculum Development Advisory Committee to the Government of Trinidad and Tobago.



Lennard Prescod

Vice President – Finance and Procurement

Mr. Prescod has three decades of leadership in the financial and energy sectors, and has been a Director of several notable public and private sector institutions, including T&TEC and Trintoc. He holds an M.Sc. in Accounting and Finance (University of London) and an MBA in Financial Services (University of Wales), and is a Fellow, *inter alia*, of the Chartered Association of Certified Accountants (UK), the Chartered Institute of Bankers (UK) and the Chartered Management Institute (UK). Mr. Prescod has also authored several articles on finance and accounting, and has pioneered the adoption of several financial mechanisms in the local financial sector. His academic experience includes holding faculty positions as both examiner and lecturer in the Master's Programmes at UWI.

Forthcoming Professorial Appointments 2008/2009



Professor Moustafa Mohammed Eissa

Professor Eissa has 20 years' experience in Europe, the Middle East and Egypt. The holder of a M.Sc. and Ph. D. in Electrical Engineering (Digital Protection), he has held research and teaching appointments at the Research Institute for Measuring and Computing Technicians (Hungary), Duisburg University (Germany), Calgary University (Canada) and Helwan University (Egypt). He is a senior member of the Institute of Electrical and Electronics Engineers Power and Energy Society, member of the IEEE's Computer Society and the Electromagnetic Transients Programme. He serves as an international reviewer for many journals of the IEEE and the Institution of Electrical Engineers, and has several publications and technical reports to his credit. His research interests include Internet applications of power system protection and control, high impedance fault detection, wavelet applications, phase portrait based techniques, EMTP/ATP simulation, wide area protection and automated substation and control technology.



Professor Mohamed El-Sayed

Professor El-Sayed has 40 years' academic experience. The holder of a Master of Science in Electrical Engineering from Cairo University and a doctoral qualification from RWTH Aachen in the same discipline, he has held positions at Cairo University, RWTH Aachen, Qatar University and Kuwait University in the areas of power system analysis, power system reliability, power system protection, renewable energy and application of artificial intelligence in power systems. The recipient of several research scholarships, Professor El-Sayed is a member of the IEEE, the Energy Research Society (Germany) and the Egyptian Society of Engineers. He is a reviewer for several university and international journals, and is well published himself, having authored or co-authored more than 100 scholarly articles.



Professor Michael Gray

Professor Gray has over 30 years' experience in physical education in the United States and Germany, with expertise in the Physiology of Exercise, Youth Sports, Youth Fitness, Athletic Coaching, Adult Fitness, Biomechanics/Kinesiology and Athletic Conditioning. He is the holder of a M.S. and Ed.D. from the University of Southern Mississippi, and is also credentialed with a teaching certificate: K-12 Health/Physical Education and as an Exercise Test Technologist by the American College of Sports Medicine. Professor Gray was previously a member of the Graduate Faculty at Northern Kentucky University, and also served as a physical education teacher and coach. He holds membership in several professional societies – including the International Alliance for Youth Sports, the National Society of Youth Sports Administrators and the American College of Sports Medicine. Professor Gray has written extensively in his field, including three books and numerous articles, and has presented at several professional conferences and seminars. He has conducted consultancies around the world, including in India, China and Mexico, and is the recipient of several awards including a "National Award for Outstanding Service" from the National Youth Sports Coaches Association.

Forthcoming Professorial Appointments 2008/2009



Professor Theodore Lewis

Professor Lewis has over 30 years in academia. A graduate of the University at Wisconsin-Stout and the Ohio State University, where he attained a Master's degree in Industrial Education and a Ph.D. in Education respectively, Professor Lewis has worked as a secondary school technology education teacher, a vocational education supervisor, an industrial trainer and university lecturer. He has been a visiting professor at the University of British Columbia, and Programme Officer at the National Science Foundation. Professor Lewis has also served on several Committees, including the ERIC clearinghouse on Adult, Career, and Vocational Education, the National Association of Industrial and Technical Teacher Education and the Association of Career and Technical Education Research. He is also past editor of the Journal of Vocational Education Research, and has been on the editorial board of the Journal of Industrial Teacher Education. Professor Lewis has research and teaching interests in Technology Education, Vocational Education and Training, Evolution of Technology Education as a School Subject and Transformation of Vocational Education towards Liberal Purposes. He continues to publish in these areas, and has several manuscript awards to his credit.



Professor Peter Seivewright

Professor Seivewright has more than 25 years' performing and academic experience. He is a graduate of Oxford University with a M.A. in Music, and completed post graduate studies at the Royal Northern College of Music, Manchester. He also holds a Diploma from and is a Fellow of the Royal College of Organists. His performing career as classical concert pianist includes recital and concerto performances around the world in countries such as Great Britain, Ireland, Norway, Germany, Belgium, Denmark, Russia, Latvia, Estonia, Vietnam, Kazakhstan, Australia, India, China, Kuwait, and the United States, with performances with leading Professional Orchestras. Professor Seivewright also has several classical recordings covering works by Bach, Glass and Bendix and in the jazz genre, was also Leader of the Peter Seivewright Trio who were in residence at BBC Radio Manchester from 1979 to 1984. He performed with the American jazz guitarist Jeff Ladenheim. As an academician, he was formerly Lecturer in Music at the Royal Scottish Academy of Music and Drama and Instructor in Music at the University of Leicester. He has also held appointments at the University of Huddersfield, the University of Keele and the Central Conservatory of Music (Beijing), and has been Artist-in-Residence, giving Concerts and Masterclasses, at all the major schools of music in Australia, and in Latvia, Vietnam, and Kazakhstan.