

ANNUAL REPORT

2013 | 2014



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Chairman's REVIEW



Ewart Williams
Chairman, Campus Council

Over the past five years the dramatic growth of our student population has inevitably created pressures on the human and physical resources. This situation has been further exacerbated by the increasing financial constraints being faced by our host, as well as by other regional governments. Notwithstanding these challenges, during the year under review, the St. Augustine Campus has continued to make steady strides towards The University's vision of being "a globally recognised, regionally-centered, innovative and internationally competitive university".

Our Campus' impressive progress has been grounded in our commitment to serve our national and regional communities, our unrelenting pursuit of excellence in teaching and learning and our dedication to meeting the needs of our students.

During the past year, the St. Augustine Campus has continued to expand its programme offerings to address the needs of its regional stakeholders. Among the notable additions are the Masters' degree in Renewable Energy Technology, and the launch of the Diplomatic Academy, a joint initiative between our Institute of International Affairs and the Trinidad and Tobago's Ministry of Foreign Affairs which serves a critical function as it providing training in 21st century diplomacy to countries in the region.

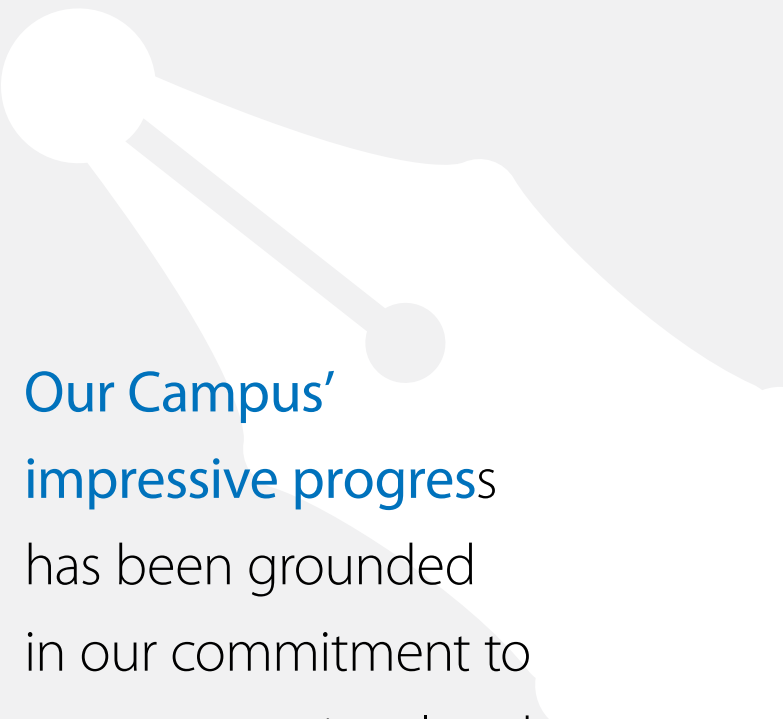
In a further demonstration of its commitment to its stakeholders, the Campus has expanded its student-based community service initiatives and has also continued to encourage and promote targeted research dedicated to addressing some of the urgent problems facing Trinidad and Tobago and the Caribbean.

I note with satisfaction our Campus' determined quest for academic excellence. This is evident in the several programmes focused on improving the quality of teaching, the priority accorded to research and research-led teaching and the variety of learning modes that have been adopted.

The drive to extend this pursuit of quality beyond academics and into service delivery is a welcomed development. The new initiative seeks to strengthen and reposition the efficient delivery of student services as central to the total university experience. This new approach is complemented by a range of new student-centered programmes, which should also contribute to student success.

For all the progress noted, the St. Augustine Campus still faces a number of challenges. To achieve world-class status we need to continue to attract high calibre teaching and research staff in the face of tightening financial constraints. This underscores the need for intensified efforts to increase self-financing and to enhance the efficiency of our operations.

The management and staff of the St Augustine Campus have demonstrated the ability to rise to a challenge whenever called upon. I am confident that they would continue to do so.



Our Campus' impressive progress

has been grounded in our commitment to serve our national and regional communities, our unrelenting pursuit of excellence in teaching and learning and our dedication to meeting the needs of our students.

Principal's REVIEW



Professor Clement K. Sankat

Pro Vice Chancellor and Campus Principal
The University of the West Indies,
St. Augustine Campus

Staying the Course!

“Men make history and not the other way around. In periods where there is no leadership, society stands still.

Progress occurs when courageous skillful leaders seize the opportunity to change things for the better”

These words, which were spoken by Harry S. Truman, the 33rd President of the United States, have been an inspiration and counsel to me since I assumed office as Pro Vice Chancellor and Principal of the St. Augustine Campus of The University of the West Indies. Today, they continue to resonate with me, as I remain committed to taking our Campus and by extension our University forward, with the support of my colleagues and our dedicated stakeholders. It is in this context that I am truly pleased to share some of the significant strides made by our Campus in the 2013/14 academic year for the benefit of our students, staff, public and private sector stakeholders and the wider Caribbean region.

This 'Principal's Review' is just a snapshot of the many and diverse achievements of our Campus. More information on these and other initiatives can be found throughout the various sections of this Annual Report and in the Reports from our Faculties.

Largest Graduation Class Yet Again!

I am truly proud to report that for the second consecutive year we had the largest graduation class ever in the history of The UWI St. Augustine Campus. We awarded degrees to a total of 4,232 graduates of whom 3,008 received first degrees and 1,224 received higher degrees, including 37 MPhils, 21 PhDs and 20 MDs. Over the last seven years, The UWI St. Augustine Campus, has produced more than 25,000 graduates, and we are confident that they will continue to follow in the footsteps of the many who have gone before them and assume their place in society, nationally, regionally and internationally as exemplary and responsible global citizens who are able to make a meaningful contribution to society.

At our graduation ceremonies, we were also privileged to welcome seven distinguished honorary graduands to our community of scholars including the President of the Republic of Trinidad and Tobago, His Excellency



2014 Honorary Graduands of The UWI St. Augustine. From l-r: Sir Ronald Sanders, Mrs. McCartha Linda Sandy-Lewis, Vice Chancellor E. Nigel Harris, His Excellency Anthony Thomas Aquinas Carmona, Chancellor Sir George Alleyne, Ms. Catherine Kumar, Mr. Adrian Camps-Campins, Ms. Rhonda Maingot, Mr. Subesh Ramjattan and Principal Clement Sankat.

Anthony Thomas Aquinas Carmona O.R.T.T., S.C. – Honourary Doctor of Law (LLD); along with Mr. Adrian Camps-Campins – Honourary Doctor of Letters (DLITT); Ms. Catherine Rukmini Kumar – Honourary Doctor of Law (LLD); Ms. Rhonda Mary Maingot – Honourary Doctor of Law (LLD); Mr. Subesh Ramjattan – Honourary Doctor of Letters (DLITT); Sir Ronald Sanders – Honourary Doctor of Letters (DLITT); and Mrs. McCartha Linda Sandy-Lewis (otherwise known as “Calypso Rose”) – Honourary Doctor of Letters (DLITT).

Sustainable Student Enrollment!

In 2013/14, total student enrollment for The UWI St. Augustine Campus stood at just above 19,700. The St. Augustine Campus therefore remains the largest campus of the regional University of the West Indies in terms of student population. At the undergraduate level, we had nearly 13,000 students, and at the postgraduate level we had just over 6,100. Not only am I pleased that our undergraduate student numbers continue to remain stable (between 12,000 and 13,000 annually), but I am also pleased that our postgraduate enrolment continues to grow steadily. Since I assumed the Office of Principal, postgraduate enrollment at The UWI St. Augustine has almost doubled, moving from approximately 3,000 in 2008/2009 to over 6,000 in 2013/2014. This is an extraordinary achievement and one that was a deliberate and strategic target. Postgraduate education and research programmes can have a profound impact on society. It is at this level that knowledge is nurtured, interrogated, manipulated, reformulated and applied to create new knowledge and provide solutions to critical issues in society. Postgraduate education creates a cadre of high-level leaders for our society. It is also considered the bedrock of innovation, creativity, entrepreneurship and research that is likely to drive a nation forward. In this context, our postgraduate students are at the very core of development. Their success is our success and that of our communities, nation and region!

Our Programmes / Training Academies / Faculties – Relevant and Responsive

The UWI St. Augustine Campus continued to demonstrate its responsiveness and relevance to its various stakeholders through the introduction of many new academic programmes. Among the undergraduate programmes which were approved in 2013/2014 were the BSc in Criminology and Criminal Justice in the Faculty of Social Sciences; The UWI School of Nursing BSc in Nursing (Pre-registration) in the Faculty of Medical Sciences; a Major in Entrepreneurship in the Faculty of Food and Agriculture; and the BSc in Mathematics and Major in Electronics in the Faculty of Science and Technology. At the postgraduate level we introduced a Master of Educational Leadership; an MSc in Computer Science and Technology where students may specialise in Cloud Technologies or Mobile Computing; a Postgraduate Diploma in Biotechnology; an MSc in Biotechnology; and the Postgraduate Diploma, Master, MPhil and PhD in Law. These new programmes all reflect our University's commitment to producing graduates with the requisite expertise and skills to build our public as well as private sectors.

I am also truly delighted to report that on May 6th, 2014, The UWI St. Augustine Campus launched The Diplomatic Academy of the Caribbean, an initiative which has long been in the making and one that has the fervent support of the Government of Trinidad and Tobago and the Minister of Foreign Affairs, the Honourable Winston Dookeran. As Campus Principal, I am particularly pleased that our Campus through our Institute of International Relations is once again engaged in diplomatic training. Since its establishment in May 2014, our Diplomatic Academy of the Caribbean has successfully trained over 200 participants in programmes conducted by 12 internationally recognised experts from within the region and overseas. Modules include topics such as Contemporary Diplomacy: Issues and Processes; Protocol and Diplomatic Law: Rules and Procedure; Climate Change Diplomacy: the SIDS scenario; Understanding the United Nations; and Intelligence, Statecraft and Multi-dimensional Security in the Caribbean just to name a few. In today's rapidly changing, competitive, globalized world, it is imperative that we continuously strengthen



Launch of the Diplomatic Academy of the Caribbean. From l – r: Minister of Foreign Affairs, the Honourable Winston Dookeran, Minister of Tertiary Education & Skills Training, Senator the Honourable Fazal Karim, Vice Chancellor, UWI, Prof. E. Nigel Harris, IIR Director, Prof. Andy Knight and Principal Sankat

the diplomatic capacity of our region. Ensuring that our current and future diplomats are well trained will allow us as a country and as a region to have greater leverage and influence in global affairs, which is critical to our advancement as a people.

In addition, on April 15th, 2014 we officially launched the Faculty of Law to commemorate its establishment on August 1st 2012 in the presence of Prime Minister of the Republic of Trinidad and Tobago, the Honourable Kamla Persad-Bissessar, and the President of the Caribbean Court of Justice (CCJ), the Right Honourable Sir Charles Michael Dennis Byron. It is my hope that the Faculty of Law would become a beacon of light for our society, and that it would contribute to nation-building at the highest level. Last October, The UWI St. Augustine Campus celebrated its second graduating class from our new Faculty of Law – 86 LLB graduates! In the coming years, I am certain that we will be able to say that our Faculty of Law has not only produced excellent attorneys, but men and women who would have gone on to serve their countries and the region well; men and women of honour and high moral values who understand the importance of character, integrity and virtue.

On May 12th, 2014, the Campus hosted a double launch for the Faculties of Food and Agriculture and Science and Technology and we were privileged to be joined by the Former President of Guyana, His Excellency Bharrat Jagdeo, in addition to the Minister of Tertiary Education and Skills Training, Senator the Honourable Fazal Karim, and the Minister of Food Production, Senator the Honourable Devant Maharaj. Through our new Faculty of Food and Agriculture, we intend to have a clear focus on matters pertaining to food production, food security and nutrition and natural resource management; and through our new Faculty of Science and Technology we intend to bring a greater awareness and importance to areas of technology such as, Environmental Technology, Information Technology, Alternative Energy Technology, Biotechnology, Electronics and Computer Technology.



Prime Minister of Trinidad & Tobago the Honourable Mrs Kamla Persad-Bissessar unveils the commemorative plaque at the official launch of the Faculty of Law. Looking on are (l-r) President of the CCJ, the Right Honourable Sir Charles Michael Dennis Byron, the Honourable Chief Justice of Trinidad & Tobago, Mr Ivor Archie, and Principal Sankat.

Last reporting period, you would also recall that The UWI St. Augustine Campus signed a MOU (on June 1st, 2013) with Madam Xu Lin, the Director General of the Office of Chinese Language Council International (Hanban) for the establishment of the **Confucius Institute** at The UWI St. Augustine Campus in the presence of the President of the People's Republic of China, His Excellency Xi Jinping and Prime Minister of the Republic of Trinidad and Tobago, the Honourable Kamla Persad-Bissessar.

This year, I am pleased to report, that just a couple months after, in keeping with our MOU, (on October 23rd, 2013) we had the official launch of the Confucius Institute at The UWI St. Augustine Campus in the presence of our Chancellor, Sir George Alleyne, our Vice Chancellor, Professor E. Nigel Harris, the Minister of Foreign Affairs, the Honourable Winston Dookeran, and the President of China Agricultural University (CAU), Professor KE Bingsheng. This was another grand and momentous occasion!



Former President of Guyana, H.E. Bharrat Jagdeo delivers feature address at the Double Launch of the Faculties of Food & Agriculture & Science & Technology



From left: Food & Agriculture Dean Isaac Bekele, Minister of Food Production Senator the Honourable Devant Maharaj, Principal Sankat, Minister of Tertiary Education & Skills Training, Senator The Honourable Fazal Karim, former President of Guyana, His Excellency Dr. Bharrat Jagdeo, and Science & Technology Dean Indar Ramnarine at the double launch of the Faculties of Food and Agriculture and Science and Technology



From left: President of CAU, Professor KE Bingsheng, Ambassador of the People's Republic of China to T&T, His Excellency Huang Xingyuan, the Honourable Minister of Foreign Affairs, Mr. Winston Dookeran, Chancellor of The UWI, Sir George Alleyne and Principal Sankat at the launch of the Confucius Institute

We at The UWI St. Augustine Campus are confident that our agreement with Hanban has set the stage for a deepening of the bilateral relationship between Trinidad and Tobago and China in areas such as trade and investment, food and agriculture, energy, infrastructural development, technical cooperation, cultural engagement and educational exchanges. We see the Confucius Institute at The UWI St. Augustine Campus as a bridge that will increase mutual understanding between the people of Trinidad and Tobago and China, and hope that this Institute will serve as a symbol of the values upheld by Confucius, the great Chinese philosopher including – cooperation and solidarity; honesty and integrity; equality and justice; hard work, dedication and commitment!

'Futurizing' our Teaching through Blended Learning

The Centre for Excellence in Teaching and Learning (CeTL) continued to make significant progress with the Campus' Blended Learning programme. The Blended Learning team conducted 26 workshops - a 40% increase over the previous reporting year, and 21 blended learning clinics which represents an exponential increase from 5 clinics in the previous year. Two pilot programmes were introduced, namely, the Postgraduate Diploma in Sports Management and the Diploma in Management of HIV Infection. Meanwhile, teaching staff of the Department of Food Production have been training for the delivery of the blended Diploma and MSc programmes in Agri-Food Safety and Quality Assurance. In order for The UWI St. Augustine Campus to remain relevant, responsive and attractive, we continue to update our teaching pedagogies and the ways in which we engage our students in this age of technology. This initiative to combine face-to-face and online learning strategies and technologies to advance student-centered learning is the future of higher education and The UWI must be engaged and at the fore of that movement.

Delivering on our Promise of Total Quality (Academic & Service)

The Quality Assurance Unit (QAU) of the Regional Head Quarters of The UWI located at the St. Augustine Campus continued to ensure that our academic programmes not only meet high quality standards, but surpass them. Over the reporting period, the QAU conducted ten Quality Evaluations, and five Quality Assurance Reviews in Departments such as Government, Management Studies, Mechanical Engineering, Clinical Surgical Sciences, Life Sciences, Physics, Computing & Information Technology and Creative and Festival Arts among others.

Our Centre for Excellence in Teaching and Learning (CeTL) continued to enhance and support the teaching and learning function of our Campus and by extension our University. Over the last year, 23 members of teaching staff successfully completed The UWI Postgraduate Certificate in Teaching and Learning (CUTL); 2350 courses were evaluated via the Student Evaluation of Courses and Lecturers (SECL); and 31 programmes and 607 courses were reviewed as part of our continuing process to ensure quality academic standards.

Institutional Effectiveness

The UWI St. Augustine Campus has also steadily strengthened its efforts towards capacity building for operational excellence and quality management in the service areas. The Institutional Effectiveness Unit (IEU) was created to (i) develop service charters and assess compliance with service excellence standards; (ii) coordinate the mapping, improvement and automation of operational processes for non-academic units; (iii) examine international standards and university trends and comparing the Campus' quality with global benchmarks; and (iv) facilitate national and international accreditations. To this end, the IEU within the Office of the Campus Principal has increased its staff complement to four: two technical officers who focus on operational process improvement; one on service excellence assessment; and the Programme Manager who continues to oversee the Unit's operations, coordinate national and international accreditation planning, monitoring and enhancement and global standards benchmarking.



Principal Sankat meets with the IEC Committee. Looking on is Programme Manager – Institutional Effectiveness, Dr. Eduardo Ali (R) and Project Coordinator – Process Improvement Team, Mr. Kristen Cockburn (L)

Service Excellence Awards

It is with great pride that I mention, that in keeping with our Campus' drive to improve and encourage service excellence throughout our various offices, departments and units, the Programme Manager of the Institutional Effectiveness Unit (IEU), Office of the Campus Principal, Dr. Eduardo Ali, together with our Human Resource (HR) Office, developed a Service Excellence Awards System. The IEU team mapped and developed the processes, criteria, rubrics, forms, website and related materials for review by a Steering Committee on the Employee and Service Excellence Awards headed by the HR Director. The culmination of the process came in December 2014 when the Campus presented its first ever Employee and Service Excellence Awards.

This was an extraordinary occasion for our Campus as previously, there were no consistent award ceremonies dedicated to non-academic staff who exemplify excellence in service. This award ceremony is part of a broad series of initiatives aimed at strengthening the service excellence culture of The UWI St. Augustine Campus. The awardees at this inaugural ceremony were as follows:

- The Principal's Award for Administrative Leadership Excellence went to Dr. Sandra Gift (other finalists included Ms. Jennifer Joseph and Mr. Sharan Singh)
- Ms. Allyson Logie-Eustace was presented with the Overall Employee Excellence Award for 2014
- Mr. Noel Burnett (1st Place - Service Excellence – Administrative, Technical and Service Staff)
- Mrs. Stacy Richards-Kennedy (1st Place – Employee Excellence – Senior Administrative/ Professional Staff)
- Ms. Jacqueline Huggins (1st Place – Service Excellence - Senior Administrative/Professional Staff).



Employee and Service Excellence Awardees – December 2014

I presented one Special Award to a unique group of people in a unit who, for the past 2 years of the Strategic Plan, have consistently gone beyond the call of duty, providing sterling service to the Campus and its stakeholders. It was my pleasure to call upon the Campus Events Team, led by Mrs. Shelley-Ann Patrick-Harper and ably assisted by Ms. Tessa Horne, Mr. Vinod David Narine and Ms. Sharon Armour to receive this Special Award for Outstanding Service to the Campus communities.

I once again offer my personal congratulations to all of our employees who received awards, and extend special thanks to all those who nominated their colleagues and made our inaugural awards ceremony a success.

Service Excellence Leadership

I am also pleased to note, that as of February 2014, 127 senior administrative, professional and administrative staff were trained in service excellence leadership. Staff came from 34 non-academic units (administrative, revenue-generating, Faculty and student support offices) which amounted to 92% of all such units. Of these, 46% had already developed their service charters and are now in the post-production stage where they are preparing to mount them online and/or produce

for wide-scale customer access. Two of these units have gone further to use IMPAQTS (Improvement, Measurement of Performance, Accreditation and Quality Tracking System), the web-based quality and performance monitoring system, to report their self-assessment and compliance with the Campus' service excellence standards. I should also note that the Campus has secured Teleios Quikworx as a process mapping automation technology. Presently 5 non-academic units are engaged in a pilot project to map and automate their operational processes. They are mapping from strategic (value chain) to tactical levels (workflows/tasks). This is expected to increase their operational efficiency by as much as 30-40%.

Institutional Accreditation

In April 2014, two external evaluators of the Accreditation Council of Trinidad and Tobago conducted a Focused Site Visit on our Campus. The evaluators examined the progress made by the Campus since the first accreditation visit in 2011, especially looking at five areas: staff and space shortfalls; inter-disciplinary and trans-disciplinary teaching and research; the tensions between teaching and research; student learning, assessment and evaluation; continuum of learning modes (blended learning); and non-academic operational quality. More than 100 staff and students



Institutional Accreditation Mid-Term Review – Focused Site Visit of ACTT – April 2014
From L to R - Principal Sankat, Vernon Andrew - former USC President; Professor John Randall – Evaluation Team Leader and former Chair of QAAHE, UK, & Mr. Curtis Floyd, Director of Accreditation and Quality Enhancement, ACTT

were interviewed to ascertain their satisfaction of the quality of the Campus.

I am truly pleased to report that upon completion of their visit, the evaluators pronounced that the St Augustine Campus is a 'high quality institution' which has secured significant capital investment to treat with physical infrastructure; has a high caliber of teaching and research staff; and has maintained a high level of confidence for quality assurance in academic and non-academic operations. This sets the stage for our first reaccreditation visit in 2017.



Principal Sankat receives the report of the mid-term review from ACTT Executive Director, Michael Bradshaw – July 2014

Bolstering our Research Agenda in Service of Development

Our effort to bolster what I like to call the "Research Agenda" of The UWI St. Augustine Campus has been an ongoing process. This is a mandate to which I have committed myself since my appointment as Campus Principal and I have, therefore, been actively engaged in trying to build a robust "research ecosystem". Jamil Salmi, an international expert in higher education, formerly associated with the World Bank, describes this as constructing an *"interconnected, enabling environment that allows all types of research to thrive, both within the university and at the macro level with support from the public and private sectors"*. In this context, one of the main initiatives to advance the research agenda of The UWI St. Augustine Campus is The UWI-Trinidad and Tobago Research and Development Impact Fund (RDI Fund), which was established in 2012. Since its inception, the RDI Fund has issued 2 Calls for Proposals, for which 22 projects have been approved with a total grant funding of TT\$14,343,228.

While the projects are all at varying stages of implementation, the projects supported by the RDI Fund are already starting to achieve real development impact. For instance in the area of **stakeholder engagement**: TT\$27 million in counterpart funding



Dean of the Faculty of Food and Agriculture (L), Dr. Isaac Bekele and Dr. Govind Seepersad (R) observe plants at the Citrus Orchard – UWI St. Augustine South Campus – Penal/Debe

and TT\$3.3 million in in-kind contributions have been attracted. In the area of **knowledge mobilization**: 191 at-risk youth received 10 weeks of music therapy interventions, 98 prison inmates received psychiatric screening and 1 demonstration citrus orchard has been established.

In the area of **knowledge dissemination**: 19 conference presentations have been delivered locally, regionally and internationally, 30 Trinidad and Tobago Sign Language classes have been conducted and 7 project websites have been developed with worldwide visitor traffic. In the area of **capacity building** - 66 graduate



Prof. Carlisle Pemberton makes contribution at an AgriNeTT Forum, a project supported by the UWI-TT RDI Fund

students benefited from training and research experience, 50 community based researchers have been trained in census methods, and 60 persons have been trained in chocolate making.

To this end, although the RDI Fund can be considered as a very young multi-million dollar Research and Development Impact Fund, it is already being cited as an emergent Best Practice model for research funding in the region. I would therefore like to commend my colleagues Mrs. Stacy Richards-Kennedy and Ms. Lois St. Brice in the Office of the Campus Principal, who have been managing this fund with great competence, professionalism and enthusiasm.

Research Awards 2014

The UWI St. Augustine Campus also successfully held its second Research Awards Ceremony with the strong support of the National Gas Company (NGC) of Trinidad and Tobago in October 2014. This ceremony affords us the opportunity as a Campus to celebrate and pay tribute to our outstanding researchers (both faculty and students), many of whom have worked quietly but steadfastly behind the scenes. It is because of their dedication and commitment that our Campus and regional University are able to fulfill our mission, propelling the holistic development of Trinidad and Tobago and the Caribbean. I once again commend them all for their sterling contributions.

Research Awards Recipients 2014

CAMPUS AWARDS

MOST IMPACTING RESEARCH PROJECT

Prof. Rhoda Reddock and Dr. Sandra Reid –
"Breaking the Silence: A Multisectoral Approach to Preventing and Responding to Child Sexual Abuse and Incest in T&T"

MOST OUTSTANDING REGIONAL RESEARCH PROJECT

Prof. Surujpal Teelucksingh -
"The Caribbean Regional Non-Communicable Diseases Surveillance System Project"

MOST OUTSTANDING INTERNATIONAL RESEARCH PROJECT

Prof. Carlisle Pemberton –
"Strengthening the Caribbean Scientific Community in Natural Resources Management and Developing Integrated Watershed Management Plans"

PRINCIPAL'S SPECIAL AWARD

Dr. Rahul Naidu -
"The oral health of preschool children in Trinidad"

FACULTY AWARDS

Most Outstanding Researcher

- Faculty of Engineering - Dr. Michelle Mycoo
- Faculty of Humanities and Education - Dr. Jerome De Lisle
- Faculty of Medical Sciences - Prof. Shivananda Nayak
- Faculty of Science and Technology - Professor Dave Chadee
- Faculty of Social Sciences - Prof. Patricia Mohammed

Most Productive Research Department

- Faculty of Engineering - Department of Mechanical and Manufacturing Engineering,
- Faculty of Science and Technology - Department of Life Sciences
- Faculty of Social Sciences - Department of Economics

GRADUATE STUDENT & MENTORSHIP AWARDS

Most Outstanding Graduate Researcher (Arts/Humanities/Social Sciences)

- Dr. Meena Rambocas (2011/2012)
- Dr. Henry Hugh Bailey (2012/2013)

Most Outstanding Graduate Researcher (Sciences)

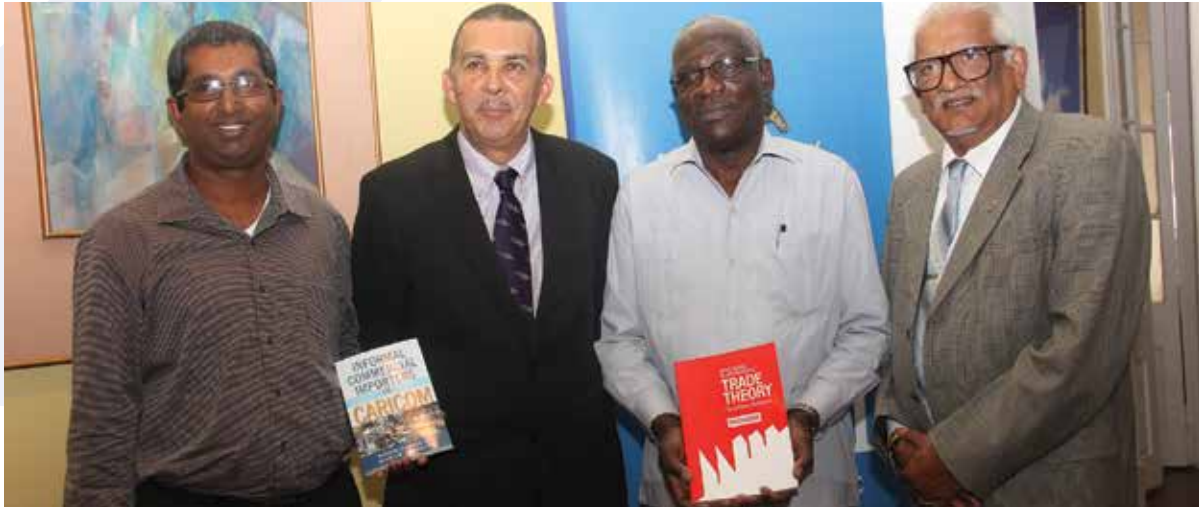
- Dr. Anthony Ademola Adeyanju (2011/2012)
- Dr. Richard Bachoo (2012/2013)

Outstanding Research Mentorship Awards (Arts/Humanities/Social Sciences)

- Dr. Errol Simms (2011/2012)
- Dr. Althea La Foucade (2012/2013)

Outstanding Research Mentorship Awards (Sciences)

- Dr. Krishpersad Manohar (2011/2012)
- Dr. Jacqueline Bridge (2012/2013)



Dr. Roger Hosein (L) and Mr. Martin Franklin (second from right) display their new books, with the President of the Republic of Trinidad and Tobago, His Excellency Anthony Carmona and Campus Principal, Professor Clement Sankat

Knowledge Mobilisation and Outreach

The knowledge created on the Campus is often best shared through publications. This year our researchers made insightful and important contributions to the canon of knowledge on and from the Caribbean. *"Trinidad and Tobago and Guyana: Race and Politics in Two Plural Societies"* by **Professor Ann Marie Bissessar** and **Professor John Gaffar La Guerre**; *"Issues and Perspectives in Early Childhood Development and Education in Caribbean Countries"* by **Dr. Carol Logie** and Professor Jaipaul Roopnarine; *"Applications of International Trade Theory: The Caribbean Perspective"* by **Dr. Roger Hosein**; and *"Informal Commercial Importers in CARICOM"* by Dr. Roger Hosein and **Mr. Martin Franklin**.

In addition, our Campus was also privileged to host the Book Launches of His Excellency Gauri Shankar Gupta - High Commissioner of India to Trinidad & Tobago entitled, *"Unravelling Mysteries of Life: Modern Science and Ancient Wisdom"*, and the Minister of Food Production, Senator the Honourable Devant Maharaj's entitled, *"The Line of My People"*.

A Special Edition of the Journal of Issues in Education: Volume 1, in tribute to the **late Professor Emeritus John Arnott Spence** was also launched by the Education Discussion Group (EDG). The launch of these books have brought tremendous knowledge, information and thoughtfulness to our Campus, University, country and region.



His Excellency Gauri Shankar Gupta - High Commissioner of India to Trinidad & Tobago

As Campus Principal, I continue to emphasise that The UWI is the leading tertiary education institution in the region, and therefore, we have a responsibility to provide a platform for the promotion of new knowledge and information that can enlighten our societies. I commend my colleagues on their excellent scholarly output.

Conferences

Each year the Campus hosts several conferences, seminars and distinguished lectures to engage our diverse slate of stakeholders on issues of national and regional importance. This year, these included annual “must attend” events such as the 15th Annual Conference of SALISES which asked the question, “Caribbean Development: Standing Still or Standing Tall?”; and new, innovative forums such as the “Science, Technology, Engineering and Mathematics (STEM) Children’s Conference” hosted by the School of Education and our corporate partners, British Gas Trinidad and Tobago (BGT&T).

I was also delighted with the workshop entitled, “Tertiary Education in Agriculture: Building Human Resource Capacities in the Caribbean” conceptualised, organised and executed by our Faculty of Food and Agriculture. This workshop demonstrated our leadership in the area of food and agriculture, as our it brought together all tertiary level institutions that offer programmes in agriculture across the Caribbean

to build our collective capacity. We welcomed experts and policy makers from more than 14 Caribbean countries including Barbados, the Bahamas, Belize, Dominica, Grenada, Guyana, Jamaica, St. Lucia, St. Vincent and the Grenadines, Suriname, the US Virgin Islands, Antigua, Cayman Islands and St. Kitts and Nevis. This workshop is further evidence of the commitment of our re-established Faculty of Food and Agriculture to support the development of the region’s human resource capacity in the agri-food sector.

Over the reporting period we also hosted a series of Distinguished Lectures which focused on CARICOM. The first lecture we organised featured the **Secretary-General of CARICOM, Ambassador Irwin LaRocque** who shared some of his thoughts on “*The Status of the Regional Integration Process and his Vision for the Future of CARICOM*”. The second lecture featured the **Prime Minister of the Commonwealth of the Bahamas, The Rt. Honourable Perry Gladstone Christie** who spoke eloquently on “*The Role of the Bahamas in CARICOM: and His Perspectives on where we are going*”. The third lecture was delivered by the **Prime Minister of St. Vincent and the Grenadines, Dr. The Honourable Ralph E. Gonsalves**, who I am also very proud to say is a former UWI faculty member, as well as a distinguished UWI alumnus! Prime Minister Gonsalves addressed the issues of “*Free Movement of People, Shanique Myrie and Our Caribbean Civilization*”.



Participants of the Workshop on Tertiary Level Education in Agriculture: Building Human Resource Capacities in the Caribbean held on 29 – 30 July 2014

We at The UWI continue to see the process of Caribbean Integration as extremely important to the people of our region. Indeed, it was the first Principal of The UWI St. Augustine Campus, Sir Phillip Sherlock, a scholar, visionary and Caribbean statesman, who once noted,

"The University represents a special kind of partnership between many people. It represents a West Indies effort at collaboration that is in direct opposition to the fragmentation and divisions imposed on the region by the imperial rivalries of distant powers".

We therefore firmly believe that working together is critical to our prosperity and competitiveness as a region, and that the decisions we make today can and will determine our future identity. Our institution continues, therefore, to produce scholars who would position us in the global arena and fortify our prospects for sustainable development. It is within this context that we at The UWI St. Augustine Campus continue to encourage and facilitate discussion, debate and discourse on Caribbean integration, its relevance to the region and its future.

Other important Distinguished Lectures organized during 2013/2014 include the:

Distinguished Lecture by Professor Calestus Juma, Professor of Practice of International Development at Harvard University entitled, "Higher Education, Research and Technological Leapfrogging in Emerging Economies" (November, 2013)

Distinguished Lecture by Professor Milla Riggio, James J. Goodwin Professor of English, Trinity College entitled, "Carnival Crossings: From There to Here – Arkansas to Harvard to Trinidad" (February, 2014)

Distinguished Lecture by Professor Asha Kanwar, CEO of Commonwealth of Learning entitled, "Old Wine in New Bottles: Exploring Massive Open Online Courses" (March, 2014)



Prime Minister of St. Vincent and the Grenadines, Dr. The Honourable Ralph E. Gonsalves, delivers 3rd CARICOM Lecture at UWI STA



Professor Calestus Juma



Professor Asha Kanwar



Professor Milla Riggio

Staff Engagement and Development

The 2013 **Long Service Awards Ceremony** were held in November of that year and celebrated the dedicated employees of our Campus, who have given over 25 and in some cases, even **more than 40 years of service**.



Mr. Mangroo "Bal" Sookraj – 45 years of service
UWI Long Service Awards 2013

But longevity is not an indicator of engagement and at The UWI St. Augustine Campus we accelerated our efforts to connect with staff and to provide opportunities for development. This is one of the six core strategic perspectives of The UWI Strategic Plan 2012 – 2017. I am particularly pleased that in May 2014, we hosted **The UWI Career Transitioning and Succession Planning - Open Day**. This is a creative initiative led by the Human Resources Division that gives staff an opportunity to prepare themselves for possible progression to higher positions within the university. The annual **Campus Management Retreat** in May 2014 focused on building financial sustainability in our operations, managing our talent at all levels and enhancing the efficiency and effectiveness across the organisation, among other things.

I should also add, that June 2014 was filled with staff engagement activity! Staff filled the auditorium at the Learning Resource Centre (LRC) as they accepted the annual invitation to share their views on the direction of the Campus and to share a cup of **Coffee with the Principal**.

This was followed by the St. Augustine Campus **Family Day**. Built around the theme "Ole Time Days," staff



Principal Sankat addresses a wide cross section of UWI STA Staff at the annual Coffee with the Principal



UWI STA Team at UWI SPEC after the Opening Ceremony of the UWI Staff Inter-Campus Games

gathered together to pay homage to our more than 50 years of history as a UWI Campus and the wonderful memories we created along the way. Our Family Day was indeed a fun-filled occasion that was made possible thanks to the hard work and steadfast dedication of those involved in the planning and execution. I would therefore like to express my deepest gratitude to the Family Day Planning Committee, the HR Division, the Marketing and Communications Office, the staff in the Office of the Campus Principal, and our very energetic Team Leaders who helped to ensure that our Family Day was a success!

The UWI St. Augustine Campus was also privileged to host the **14th Biennial UWI Staff Inter-Campus Games**, a much anticipated feature event on the regional UWI calendar! The UWI Staff Games brings together academic as well as administrative colleagues from across our territories and builds teamwork, friendships and partnerships across Faculties and Departments. Not only did our Campus successfully host these games, but we also brought home five out of eight titles! I extend once again hearty congratulations to all UWI staff members who participated, and proudly represented The UWI St. Augustine Campus.



Cross Section of UWI STA Staff Members enjoy the UWI St. Augustine Family Day "Ole Time Days"

Building Global Partnerships for Success & Advancement

I have steadily emphasised that in today's world, no institution or individual can succeed alone. Partnerships are essential for capacity building, execution and success. This is why one of my major priorities since becoming Campus Principal, has been to forge global partnerships with international organisations and institutions to support the mission of our university. Throughout the reporting period 2013/2014 we continued therefore to strengthen already established links as well as to build new relationships with various institutions in countries such as China, Panama, Brazil and the United States.

China – An Alliance with an Emphasis on Agriculture

Last year, I reported on my visit to China in June 2013 where I met with the leaders of **the China Agricultural University (CAU)**, including its President, Professor KE Bingsheng. This is China's leading agricultural university, and I indicated our enthusiasm to partner with their institution in the area of agriculture. This year, I am pleased to announce that we had the opportunity to reciprocate the hospitality extended to us there as we welcomed a technical team from CAU in September 2013. Representatives of The UWI and the CAU signed an implementation agreement to develop the **Agriculture Innovation Park (AIP) at Orange Grove (our new 200 acre farm)** which we are confident, will re-engineer the way our country and region grows and produces food. We intend to demonstrate through our partnership how we can maximise the use of technology, to dramatically improve and increase productivity and efficiency. This is a major investment in the future and we do look forward to the significant benefits it will bring to the people of our country and region.

I returned to China in December 2013, having been invited to speak at the 8th Global Confucius Institute Conference, in Beijing. In my presentation entitled, "Confucius Institute Planning and University Development – Serve the Colleges" I emphasised the important role that the Confucius Institute at The UWI St. Augustine - the largest higher education institution in Trinidad & Tobago - will play in promoting

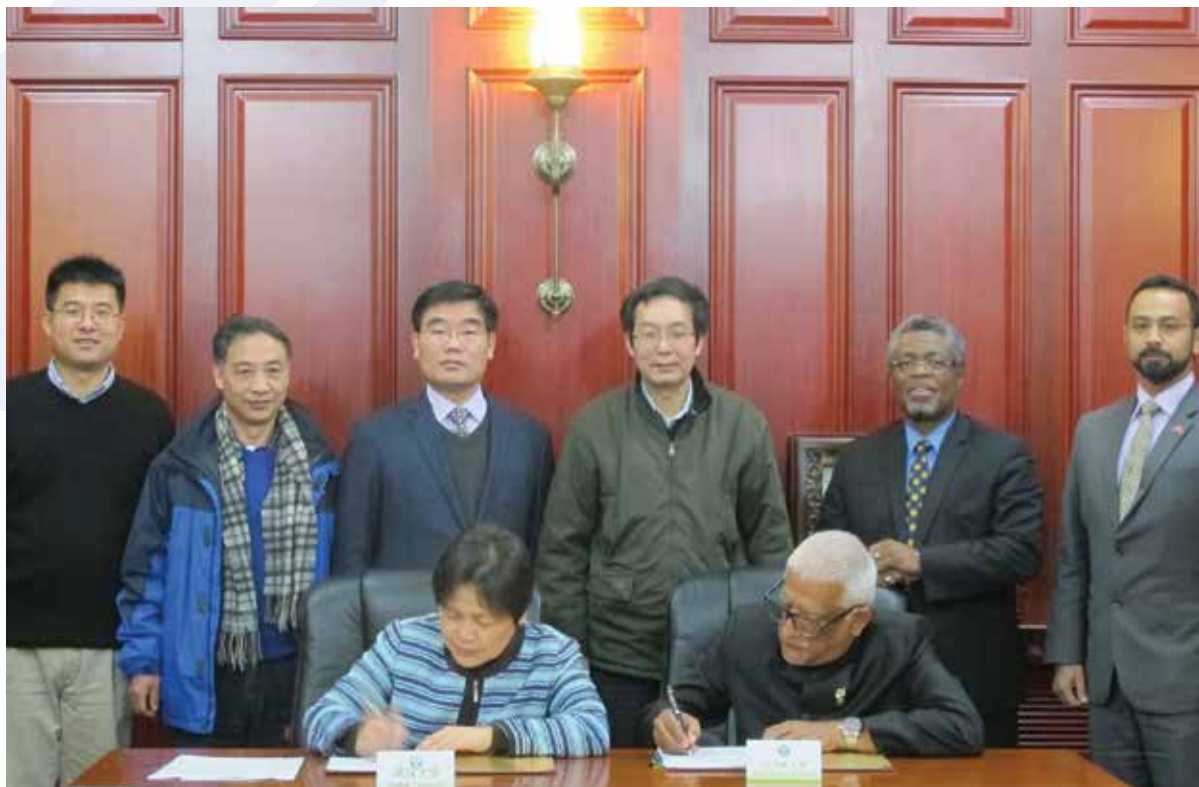


Prime Minister of T&T, Kamla Persad Bissessar receives Honorary Professorship from the President of CAU, Professor KE Bingsheng

development through strengthened cooperation, collaboration and friendship with China in teaching and learning, outreach, cultural and socio-economic ties.

In February 2014, I was also privileged to visit China once again; this time, as part of the Prime Minister's official delegation from Trinidad and Tobago, the highlight of which was the opening of the first Embassy of the Republic of Trinidad and Tobago in the People's Republic of China. I am also truly pleased to report that on this visit, the Prime Minister of Trinidad and Tobago, the Honourable Kamla Persad-Bissessar was conferred with an Honorary Professorship by the China Agricultural University (CAU), a proud moment for our country and our University.

On this occasion, on behalf of The UWI St. Augustine Campus, I signed two agreements on behalf of the Campus. This first was an Exchange Agreement with the **Wuhan University**, to establish a **joint Wuhan-IIR Centre for Caribbean Studies**. We are confident that our students and staff will benefit from exchanges and joint research collaboration, with respect to understanding the relationship between the wider Caribbean and China.



Principal Sankat and The Vice President of Wuhan University, Mme. Feng Youmei sign an MOU



Principal Sankat and President of CAU, Prof. KE Bingsheng sign an MOU

The second was an agreement with the CAU to further our collaboration to develop the Agriculture Innovation Park at Orange Grove. At this signing ceremony, we were privileged to be joined by several high level government officials from both the Republic of Trinidad and Tobago and the People's Republic of China, including the Prime Minister of Trinidad and Tobago, the Honourable Kamla Persad Bissessar.

Programmes Born of Partnerships

The Campus has on several occasions come together with public and private sector partners to devise academic programmes that meet the needs of those in their industry. In the recent past the Campus has partnered with the local insurance industry to devise a BSc programme that met the needs of this market. In August 2013, our Campus was also grateful to receive a cheque from the Trinidad and Tobago Insurance Institute (TTII) for the sum of TT\$250,000 in support of our BSc in Insurance and Risk Management programme.

A similar partnership came into being in October 2013 when The UWI and the Arthur Lok Jack Graduate School of Business signed an agreement with the Caribbean Shipping Association (CSA) for the delivery of an online Master of Port and Maritime Management Programme. The signing took place in October 2013 during the Caribbean Shipping Association's 43rd Annual General Meeting (AGM), Conference and Exhibition in Panama. Mrs. Nirmala Maharaj, the Director of Internationalisation and Institutional Relations at The UWI Arthur Lok Jack Graduate School of Business (UWI-ALJGSB) signed on behalf of the GSB.

The CSA is recognised as the "voice of the Caribbean shipping industry" and represents its membership across Latin American and Caribbean territories in all four languages (English, Spanish, French and Dutch). Its mission is to improve efficiency, production and output in the maritime industry. In my presentation the conference entitled, "UWI-ALJGSB-CSA: Cooperation for the Development of the Port and Maritime Industry of



MOU signing: President of the Caribbean Shipping Association, Mr. Grantley Stephenson, Principal Sankat and Mrs. Nirmala Maharaj, ALJGSB - Director of Internationalisation & Institutional Relations.



Principal Sankat presents tokens of appreciation to representatives of the COIMBRA Group of Brazilian Universities during their visit to The UWI STA Campus

Latin America and the Caribbean," I noted that this MOU shows The UWI St. Augustine Campus' commitment to respond to the training and development needs of the wider Caribbean region to build human resource capacity, to ensure the competitiveness of our ports and other institutions which are vital to national and regional development.

Brazil – Building Better Relations

Having laid a solid foundation by attending and presenting at the Coimbra Group of Brazilian Universities' 4th International Seminar and 5th General Assembly in Paraná, Brazil in November 2012, as a follow-up, our Campus was pleased to welcome a delegation from the Coimbra Group of Brazilian Universities in May, 2014. This visit was part of an

initiative of the Coimbra Group of Brazilian Universities to visit all three Campuses of the regional University of the West Indies in preparation for deeper partnership and collaboration. Their delegation included Professor Maria Lucia Cavalli Neder, President of the Coimbra Group of Brazilian Universities & President of the Federal University of Mato Grosso, Professor Rossana V. de Souza e Silva, Executive Director of the Coimbra Group of Brazilian Universities, and Professor Paulo Teixeira de Sousa Jr., Head, International Relations Office, Federal University of Mato Grosso.

Trinity College – Carnival Crossings

In December 2013, I also had the distinct pleasure of leading a UWI St. Augustine delegation to Trinity College, Connecticut. This visit culminated with the signing of



Principal Sankat and President of Trinity College, Professor James F. Jones at Trinity College, Hartford, Connecticut

an MOU that cemented years of informal collaboration between our Campus and the College. Through this MOU, the St. Augustine Campus will facilitate the presence of Trinity College on Campus through the construction of **"Trinity House"** – a first in international collaboration. The St. Augustine delegation included the Dean of the Faculty of Engineering, Professor Brian Copeland, the then Deputy Dean of the Faculty of Humanities and Education, Dr. Heather Cateau (she has since been appointed Dean), and the Director of the Office of Institutional Advancement and Internationalisation (OIAI), Mr. Sharan Singh.

A few months later in February 2014, we were privileged to receive a visit by a Trinity College delegation led by its President, Professor James F. Jones. On this visit, Professor Milla Riggio, Professor of English at Trinity College delivered a lecture entitled, *"Carnival Crossings: From There to Here – Arkansas to Harvard to Trinidad"*.

Endowment Fund

Professor Riggio's presentation was quite timely, coming just one day after our 2014 UWI Carnival Fete, the annual flagship event of The UWI Development and Endowment Fund. For 2013/14, this fund awarded 200 bursaries to well-deserving students at a value of TT\$1 million dollars.

Courtesy Calls

Several courtesy visits were also paid by Ambassadors accredited to Trinidad and Tobago as well as representatives of international organizations and other institutions, including, the Ambassador of Japan, His Excellency Yoshimasa Tezuka; the new Ambassador of Chile, His Excellency Fernando Schmidt; the Ambassador of Israel, His Excellency Amiram Magid; the Director General of FAO, Dr. Jose Graziano da Silva, and the President of the University of Chile, Professor Victor Pérez Vera among others.

Strengthening Private Sector Relations and Commercialization

ROYTEC

The UWI St. Augustine Campus continued to strengthen its relations with the private sector for the benefit of our students, staff and the wider Campus community. This year, I am truly pleased to report that the well-known educational brand in Trinidad and Tobago, ROYTEC has been given to The UWI St. Augustine Campus by RBC Financial (Caribbean) Limited. With this trademark assignment in hand, we at The UWI St. Augustine Campus are ready to chart a new direction for the School. Our aim is to make it even more relevant and responsive, with new programmes catering especially to the needs of young adults in the inner cities of Port-of-Spain and San Fernando.



Principal Sankat receives ROYTEC Trade Name from Mr. Suresh Sookoo, CEO, Caribbean Banking, RBC



Members of the ROYTEC Board meet with representatives of the International American University (IAU)

For instance, in July 2014, as the Chairman of the Board of Directors of UWI ROYTEC, I signed an MOU with the International American University (IAU) for collaboration across a range of projects and programmes such as the Pharmacy Technician Certificate, the Emergency Medical Technician Diploma, and the Bachelor's Degree in Nursing.

Cold Stone

In January, 2014, we **welcomed Cold Stone Creamery to The UWI St. Augustine Campus**. The opening of this outlet demonstrates our drive to encourage commercial entities to partner with The UWI St. Augustine Campus to support our students and the development of our Campus and University. Our Commercialisation team in the Office of Institutional Advancement and Internationalisation has been making significant strides to energise the commercial environment on our Campus by engaging exciting vendors such as Cold Stone so that all of our students, staff and even visitors will have a unique and exciting UWI experience.

Guardian Life

We also continued to strengthen our partnership with Guardian Life of the Caribbean with our joint Premium Open Lecture. The theme for this lecture was entitled, "Teaching: Joys and Challenges of the Great Profession" which was delivered by Dr. Todd Zakrajsek from the Department of Family Medicine, University of North Carolina. At the national and regional level, we at The UWI St. Augustine Campus are also in the process of building strong partnerships with other institutions such as ANSA McAL, Bmobile, Republic Bank, Digicel, Caribbean Airlines, American Airlines and Guardian Media just to name a few.



Construction at the new South Campus at Penal/Debe.



Construction at the new South Campus at Penal/Debe



Minister of Tertiary Education and Skills Training, Senator the Honourable Fazal Karim (R) shake hands with the Dean of the Faculty of Medical Sciences, Prof. Samuel Ramsewak at the Formal Opening of the Student Study/Recreational Centre – Mt. Hope

UWI St. Augustine South Campus Penal/Debe – A World Class Campus in the Making

The UWI St. Augustine South Campus Penal/Debe will be one of the greatest expansions not only in the 54 year history of the St. Augustine Campus, but also the largest physical development the regional University of the West Indies has seen since its inception in 1948. This is a journey we have embarked upon for nearly 3 years with the signing of a contract to build the South Campus in August 2012. We have since made steady progress and I am confident that the facilities we are building will be on par with those of leading universities across the world equipped for the conduct of teaching, research and service, particularly to the underserved communities of Southern Trinidad. We expect this facility to be ready in academic year 2015/2016.

Other Capital Projects – All Completed!

Work continued apace to cater to the needs of our growing student and staff population. In this context, I am truly pleased to note that several of our capital projects are now completed which is bringing tremendous relief to our growing population. Projects that have all been completed include:

- UWI Family Development Centre
- Canada Hall's Refurbished South Block
- Student Facility – San Fernando
- Teaching and Learning Complex
- Film Building
- Student Study/Recreational Centre – Mt. Hope
- Seismic Research Centre (SRC)
- University Inn and Conference Centre

Students and Staff – Inspirational Achievements!

Students and staff of The UWI St. Augustine Campus continue to make us very proud through their inspiring accomplishments. I wish to congratulate **Mr. Jehue Gordon** for his sterling track performances – Gold Medalist in the Men's 400 Meter Hurdles at the 2013 World Championships and Silver Medalist in the Men's 400 Meter Hurdles at the 2014 Glasgow Commonwealth Games.

I also wish to commend **Ms. Cherrelle Dacon** who won the Commonwealth Caribbean Rhodes Scholarship in December 2014. This scholarship is considered to be the most prestigious postgraduate scholarship in the world!

In addition, I am pleased to applaud **Dr. Richard Robertson**, Director of UWI's Seismic Research Centre who was honoured by the 2014 Anthony N. Sabga Caribbean Award for Excellence in the category of Science and Technology, and our **Department of Life Sciences** in the Faculty of Science and Technology which received the first ever Vice Chancellor's Departmental Award for Excellence, together with **Professor Jonas Addae** from the Department of Preclinical Sciences who was recognised for his accomplishments in teaching. We continue to be proud and encouraged by their hard work, determination and excellence!

Paying Tribute – Professor Emeritus Norman Girvan & Professor Emeritus John Spence

Let me also take this opportunity to recognize the contributions of Professor Emeritus Norman Girvan and Professor Emeritus John Spence, both of whom have given yeoman to The UWI St. Augustine Campus and the regional University of the West Indies. Our Campus was extremely privileged to honour the late Professor Norman Girvan through a special celebratory ceremony in May 2014, and the late Professor John Spence, through the launch of a special edition of the Journal of Issues in Education by the Education Discussion Group (EDG) in June 2014. We at The

University of the West Indies were fortunate to have Professors Girvan and Spence as part of our university community, men of considerable thought and vision! Their legacies of exceptional scholarship and advocacy have, and will continue to impact the lives of the people in our region and beyond.



Ms. Cherrelle Dacon (centre) flanked by Deputy Principal, Professor Rhoda Reddock and Principal Sankat.



Principal Sankat presents Mr. Jehue Gordon with a congratulatory gift.



Recipients of the Campus Research Awards

Conclusion

As I close, I submit that the academic year 2013/2014 was truly a remarkable year for the St. Augustine Campus of The University of the West Indies. As the largest and premier higher education institution in Trinidad and Tobago we have made significant strides in our core areas of function including, teaching and learning, research and innovation and service to our diverse stakeholders across Trinidad and Tobago, the wider Caribbean region, the world over. As the St. Augustine Campus has done for the last 55 years, and the regional University of the West Indies has done for over 6 decades, we move forward with renewed commitment to continue serving our stakeholders with excellence and distinction!

I also take this opportunity to thank all of our students, staff, alumni and stakeholders for supporting The UWI St. Augustine Campus. As we continue to work together to build the human resources and leadership required to take us forward in an ever increasing changing world, ours will be a collective success; it will be the tangible

manifestation of the power of cooperation to build a better Trinidad and Tobago and by extension a great Caribbean region! Let us stay committed to building an even stronger UWI, one with national and regional impact and global reach.

Professor Clement K. Sankat

Pro Vice Chancellor and Campus Principal
The University of the West Indies,
St. Augustine Campus

Management TEAM



Professor Clement K. Sankat
PRO VICE CHANCELLOR AND CAMPUS PRINCIPAL



Professor Rhoda Reddock
DEPUTY CAMPUS PRINCIPAL



Ms. Patricia Harrison
CAMPUS BURSAR



Mr. Richard Saunders
CAMPUS REGISTRAR



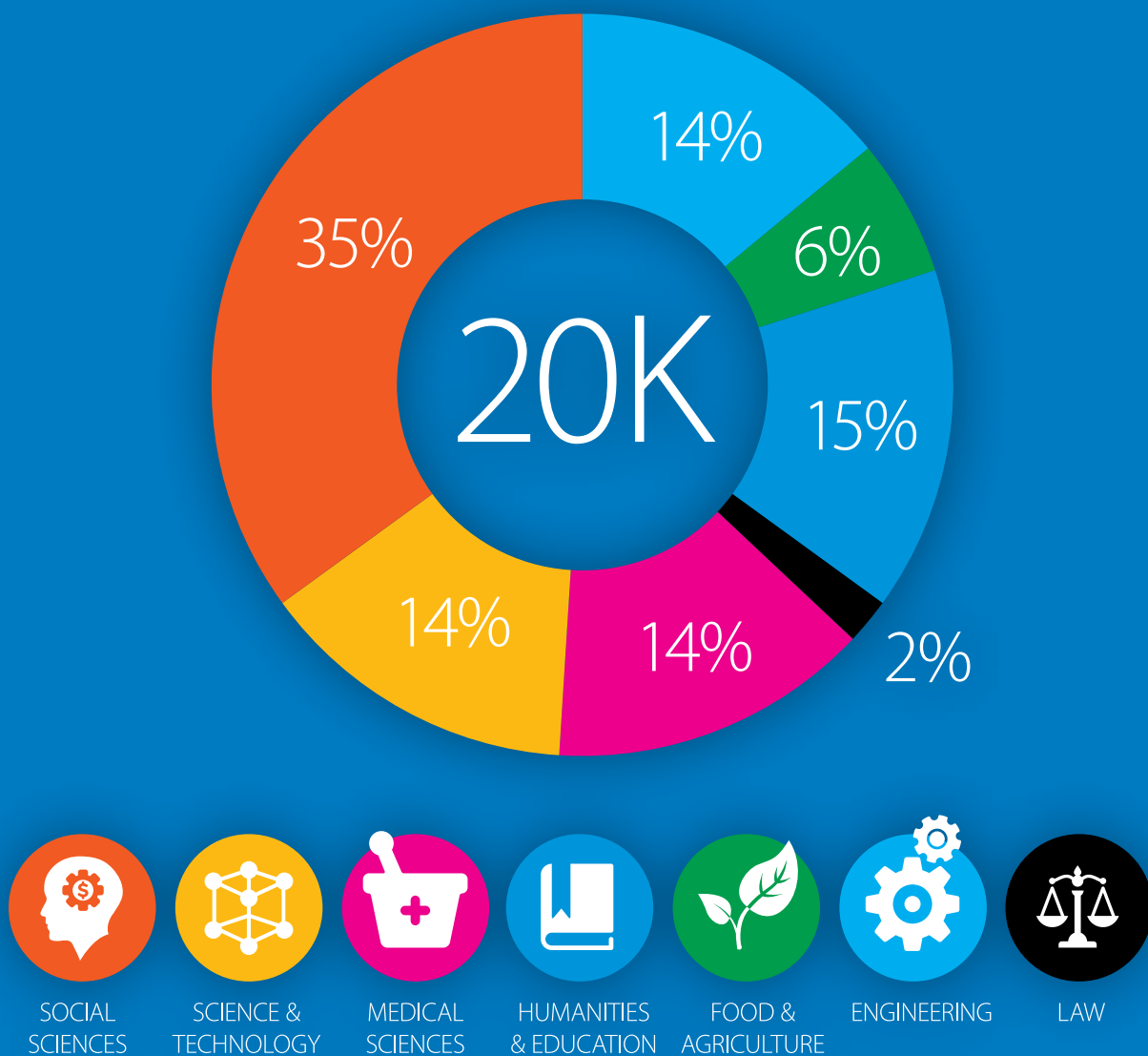
Mr. Stephen Sheppard
DIRECTOR OF HUMAN RESOURCES



Ms. Jennifer Joseph
UNIVERSITY & CAMPUS LIBRARIAN

Highlights

TOTAL ENROLMENT 2013/2014



Enrolment

Statistics compiled by the Campus Office of Institutional Research (COPIR) show a marginal increase in enrolment over the previous year and totaled 19,734 students. Undergraduate enrolment held steady at just over 12,900 and postgraduate enrolment grew by 1% to 6,121. As a result, the ratio of undergraduate to postgraduate students remained the same. The ratio of male to female students (1:1.78) also remained relatively unchanged.

Graduation

A record number of persons – 4232 - were eligible to participate in the graduation ceremonies held in October 2014. Postgraduate students made up roughly 30% of graduates and included 37 MPhils, 20 PhDs and 21 Doctors of Medicine.

The Valedictorians for the class of 2014 were



Ms. Nickysha Jogee – BEd Primary (General)
– First Class Honours – Faculty of Humanities
and Education



Mr. David Edmund – Bachelor of Laws
– First Class Honours – Faculty of Law



Dr. Lennon Johnson – Bachelor of
Medicine, Bachelor of Surgery (MBBS) –
Faculty of Medical Sciences



Mr. Ethan Wyke – BSc Major in Biology
and Physics – First Class Honours – Faculty
of Science and Technology



Ms. Kamaira Gopaul – BSc Social Work
(Special); Minor in Social Policy – First Class
Honours – Faculty of Social Sciences



Ms. Seema Ramsarran – BSc Major in
Sociology; Minor in Psychology, Minor
in International Relations – First Class
Honours – Faculty of Social Sciences

HIGHLIGHTS

The ceremonies were also notable in that a president and a queen were among the seven distinguished persons who received honorary degrees at the 2014 ceremonies. President of the Republic of Trinidad and Tobago, His Excellency, Anthony Thomas Aquinas Carmona, O.R.T.T., S.C., was honoured for

his contributions to international jurisprudence. Meanwhile, the internationally acclaimed Queen of Calypso, McCartha Sandy-Lewis (Calypso Rose) was recognised for her contribution to the art form. The full list of honorary graduates is as follows:



H.E. Anthony Thomas Aquinas Carmona
5th President of the Republic of Trinidad and Tobago,
Trinidad and Tobago - LLD



Mr. Adrian Camps-Campins
Historian/Artist, Trinidad and
Tobago - DLitt



Mr. Subesh Ramjattan
Entrepreneur/Philanthropist/
Author, Trinidad and Tobago
- DLitt



Ms. Catherine Kumar
Business Executive, Trinidad and
Tobago - LLD



Sir Ronald Sanders
International Consultant/Writer/
Former Diplomat, Guyana -
DLitt



Ms. Rhonda Maingot
Philanthropist, Trinidad and
Tobago - LLD



Mrs. McCartha Sandy-Lewis
("Calypso Rose") –
Calypsonian/Cultural
Ambassador, Trinidad and
Tobago - DLitt



Applications

The Office for Graduate Studies and Research launched a pilot project to test a system of rolling applications for graduate research degrees. This means that there is no application deadline for applications to MPhil and PhD programmes and prospects can apply at any time in the year. A full assessment is to be undertaken.

Student Recruitment

The Campus continued to attract a significant number of local applicants and while it maintains a presence at regional college fairs and school visits, these were further rationalised this year as part of the overall effort to reduce expenses.

This year the Campus instituted special rates for students from the wider Caribbean, including Guyana, Suriname and Curaçao. Dubbed the ACS Initiative, it targets students from member countries of the Association of Caribbean States (ACS), which are not also UWI Contributing Countries. The initiative was undertaken to widen the reach of the Campus.

New Dean

Dr Heather Cateau was appointed Dean of the Faculty of Humanities & Education, replacing Professor Funso Aiyejina.

New Faculties Officially Launched

The Faculties of Law, Food & Agriculture and Science & Technology were officially launched during this review period and the communicated their vision and accomplishments of their respective faculties.

Law – a Regional Force

The new Dean at the Faculty of Law, Professor Rose-Marie Belle Antoine sees her faculty becoming a major player in advancing regional development, given its location in Trinidad and Tobago, “the natural ‘hub’ of the region. The Faculty offers the full slate of courses traditionally offered in the LLB programme at Cave Hill, and has also introduced into the LLB syllabus, a number of indigenous, innovative and relevant courses into the LLB syllabus, which are being offered for the first time across the three campuses: Oil & Gas Law; Banking Law; and Competition Law. The Faculty approved the taught Master’s programme, the UWI LLM, in August 2014. This is a regional LLM to be offered by all three campuses with the possibility of registered students taking a course on any campus, via a combination of videoconferencing and face-to-face lectures.



The symbolic signing of the Matriculation Register at the 2014 ceremony

Growing Agriculture

Although in operation since 2012, the official launch was an opportunity for the Dean of the Faculty of Food & Agriculture, Dr. Isaac Bekele to explain the work being done to get the public excited about agriculture and to attract more tertiary level students to the field. In addition to re-structured programmes, the faculty is developing a new 200-acre Agricultural Innovation Park at our East Campus, Orange Grove to showcase the latest in agriculture technology.

Sustainable Science

From the Faculty of Science & Technology (FST), Professor Indar Ramnarine used the launch to highlight the work done to overhaul many of the faculty's graduate and undergraduate programmes, and to devise new ones in areas such as biomedical technology, environmental sustainability and renewable energy. These were to be offered in 2013/2014 and beyond. The goal is to make the FST a "first choice" faculty.

New Political Science Department for Social Sciences

In the 2013/2014 academic year the Government Unit was split from the Department of Behavioural Sciences to create the new Department of Political Science. The new department will comprise the disciplines of Government, International Relations, Public Sector Management and Local Government and will start operations in Semester I, 2014/2015. The Criminology, Mediation Studies, Psychology, Social Work, and Sociology Units continue to fall under the Department of Behavioural Sciences as do a number of self-financed units - the Social Disability Unit, and the Unit for Social Problem Analysis and Policy.

New Research Unit Formed for Tourism, Hospitality & Sport

Joining the ranks of other research entities such as the Centre for Health Economics (HEU) and the Trade and Economic Development Unit (TEDU), is the newly formed Tourism, Hospitality and Sport Unit (THSU).. This is the first research unit to emanate from the Department of Management Studies and it will provide visible intellectual leadership for the development of the regional hospitality, tourism and sport industries - important areas for economic development and diversification in Trinidad & Tobago and the wider

Caribbean. Over the years, the work produced by the research units and centres on the Campus have been used to shape policies and programmes nationally and regionally.

Engineering Working on a Four-Year Degree

While new programmes are introduced and older programmes are tweaked or re-vamped every year, the Faculty of Engineering has been working on introducing four-year undergraduate degree programmes. At present, all undergraduate programmes are structured over three years. This is a major undertaking and the Faculty reports that so far, the Department of Mechanical and Manufacturing Engineering has made the most progress to date and their model would be used as a template by other departments.

New Programmes

Undergraduate

Eight new programmes were offered in the 2013/2014 academic year:

Faculty of Science & Technology

- BSc Statistics and Economics
- BSc Biomedical Technology
- BSc Environmental Science and Sustainable Technology
- BSc Biology

Faculty of Medical Sciences

- BSc Dental Hygiene and Dental Therapy
- BSc Optometry
- BSc Nursing (Generic)
- BSc Pharmacy (mixed mode)

Postgraduate

Nine new postgraduate programmes were approved for offer in the 2013/2014 academic year.

Faculty of Social Sciences:

- MSc in Applied Psychology
- MSc in Financial Economics

Faculty of Science & Technology:

- MSc in Renewable Energy Technology

Arthur Lok Jack Graduate School of Business:

- The Executive Diploma in Strategic Human Resource Management
- Master of Strategic Human Resource Management
- The International Diploma of Strategic Marketing
- The International Master of Strategic Marketing
- The Graduate Diploma of Business Administration in International Trade, Logistics and Procurement
- The Master of Business Administration in International Trade, Logistics and Procurement

Honours and Awards

VC Awards For Excellence

The Department of Life Sciences in the Faculty of Science and Technology at the St. Augustine Campus in Trinidad and Tobago was the first recipient of the newly implemented Vice-Chancellor's Departmental Award for Excellence. Also honoured at the 2014 edition of the VC Awards was Professor Jonas Addae from the Department of Preclinical Sciences, who was recognised for his accomplishments in teaching.

Sabga Award for Seismic Director

Dr. Richard Robertson, Director of UWI's Seismic Research Centre, which is based at St Augustine, received the Anthony N. Sabga Caribbean Awards for Excellence in the category of Science & Technology in 2014.

Engineering Accreditation Award

Professor Chandrabhan Sharma, Deputy Dean in the Faculty of Engineering was recognised by the Institute of Electrical and Electronics Engineers (IEEE) for his role establishing a Caribbean Accreditation Council for Engineering and Technology (CACET) covering 15 countries.

NIHERST Awards for Excellence in Science and Technology

The National Institute of Higher Education Research Science and Technology (NIHERST) Awards for Excellence in Science and Technology recognise and reward nationals of Trinidad and Tobago for outstanding achievements in science and technology. At the 2013 awards ceremony held in November of that year, the following members of staff received awards:

The Rudranath Capildeo Award for Applied Science & Technology

- Dr. Shirin Haque
Faculty of Science & Technology (Silver)

The Emmanuel Ciprian Amoroso Award for Medical Sciences

- Prof. Dave Chadee
Faculty of Science & Technology (Gold)
- Prof. Terrence Seemungal
Faculty of Medical Sciences (Silver)
- Prof. Lexley Pinto Pereira
Faculty of Medical Sciences (Silver)

The Fenrick De Four Award for Engineering

- Prof. Stephan Gift
Faculty of Engineering (Silver)

Prime Minister's Award for Innovation & Invention

In January 2014, Dr. Richard Clarke of the Department of Chemical Engineering was awarded the NIHERST Prime Minister's Award for Innovation and Invention. He won first place with his project to build a model hurricane and earthquake-resistant house that is environmentally friendly and energy efficient. The TT\$150,000.00 prize was shared equally between The UWI and the Department which funded the progression of Dr. Clarke's research work in hazard resistant housing.

Council Chairman made a Distinguished Fellow

Mr. Ewart Williams, Chairman of the St. Augustine Campus Council was conferred the title of Distinguished Fellow in the Department of Economics of the Faculty of Social Sciences by The University Appointments Committee for a three year period from August 2013. The former Governor of the Central Bank of Trinidad and Tobago was recognised for his academic and professional achievements in the area of Monetary Economics Research.

Inaugural Scholarship in Sport Award

The inaugural UWI Award for Excellence in the Scholarship of Sport was presented to Dr. Basil Ince at a conference held on the campus in January 2014, to promote an interdisciplinary approach to Sports Studies, research and development. Dr. Ince was recognised for his athletic prowess and his contributions to sports management and his academic writings on Caribbean sports.



NASA scholarship winners: Jason Renwick (Faculty of Engineering) and Stefan Hosein (Faculty of Science & Technology)

Distinguished Alumni Awards

To celebrate its 25th anniversary, the Alumni Association (Trinidad and Tobago Chapter) honoured 24 graduates of The UWI. Among them was former CARICOM Secretary-General and current Ambassador to CARICOM, Sir Edwin Carrington, who received a Pelican Award, the Association's highest peer award, for distinguished service to the Caribbean.

NASA Internships

Stefan Hosein from the Faculty of Science & Technology and Jason Renwick from the Faculty of Engineering were each awarded an Internship to NASA (the National Aeronautics and Space Administration in the United States). This is the first time that the International Internship Programme was made available to citizens of Trinidad and Tobago.

Best New Team in Moot Competition

A team from the Faculty of Law of The UWI St. Augustine campus beat 19 teams from around the world to win the 'Best New Team' prize at the 55th Phillip C. Jessup International Law Moot Competition held in Washington DC in April 2014. This is only the second year that a team from the Faculty participated in the Jessup competition.

Best Film Student

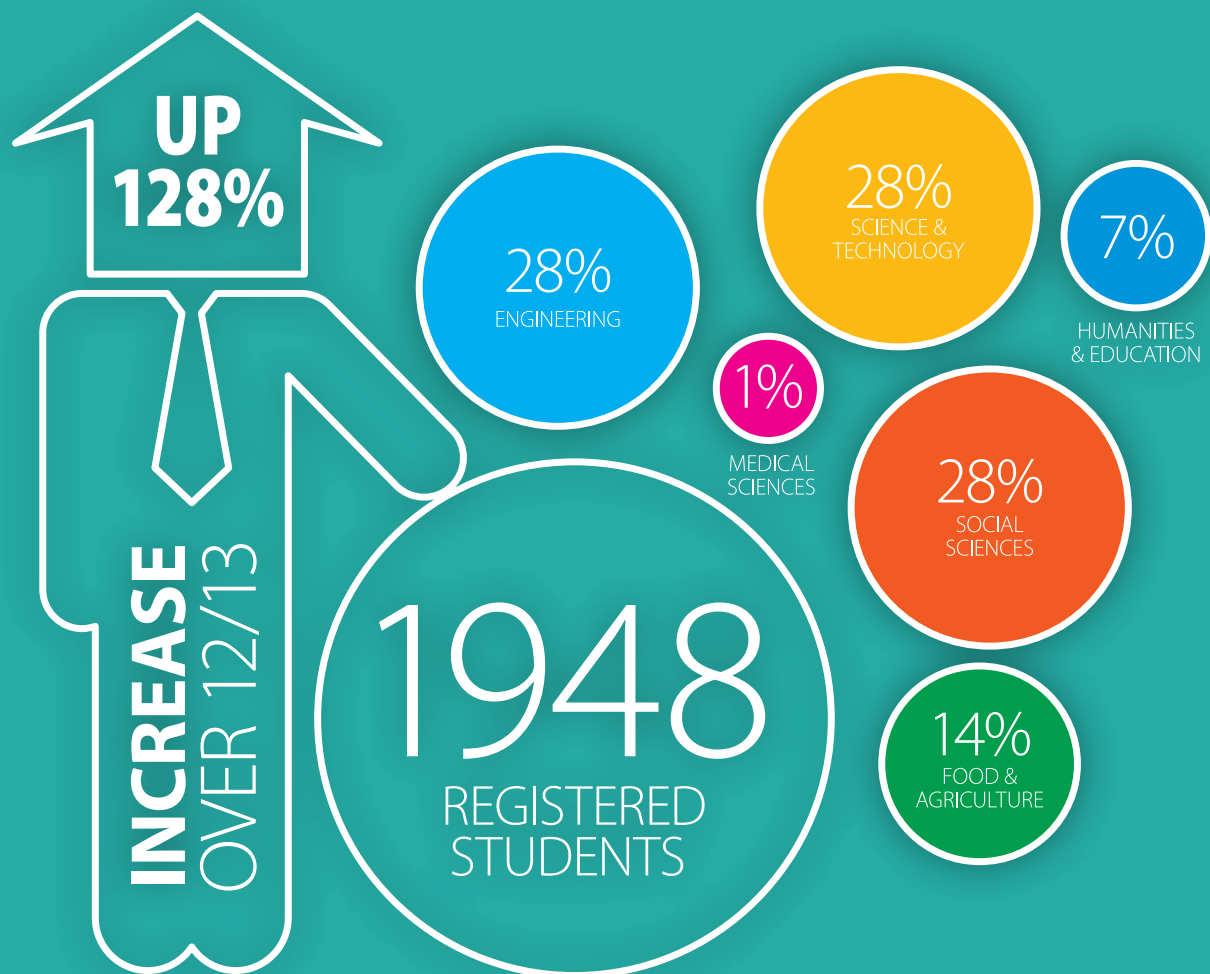
Film student, Maryam Mohamed, won the BpTT prize for Best Student Film at the 2013 Trinidad and Tobago Film Festival. The award is based on the student's GPA and an essay.



Back row, L-R: Dr. Carla Noel-Mendez, Khalid Hassanali, Rubadiri Victor, Dr. Victor Coombs, Dr. Ronald Ramkissoon, Ian Chinapoo, Sir Edwin Carrington (Pelican Awardee), Charles Percy, Dr. Shelton Nichols, Gerry Brooks, Ewart Williams (Chairman, Campus Council), Professor Dan Ramdath, Cheridan Woodruffe (President, UWI Alumni Association T&T Chapter), Alison Lewis, Hannibal Najjar. Front row, L-R: Dawn Thomas, Toni Sirju-Ramnarine, Dr. Naola Ferguson Noel (representative), Dana Seetahal, S.C., Mary Kwailan La Borde, Kizzie Ruiz, Anna-Maria Garcia-Brooks, The Honourable Chief Justice, Mr. Justice Ivor Archie, Principal Clement Sankat, Giselle Pinard-Thompson, Sunity Maharaj, Dr. Floyd Homer.

Teaching, Learning & Student Development

Record Student Participation in
WORLD OF WORK (WOW) 2013/2014



Teaching excellence and an outstanding learning experience are integral to the development of The UWI as a world class university. Programme accreditation remains an important element but the Campus continues its drive to improve course delivery by promoting teaching excellence; to ensure there is a supportive learning environment; and to provide learning experiences for students that will serve them well beyond the classroom and will help them to serve their communities.

The pursuit of teaching excellence continues to be led by the Centre for Excellence in Teaching and Learning (CeTL) which continues to administer postgraduate programmes in tertiary level teaching and to conduct training workshops, which provide training in specific areas. The growing interest in both the programmes and the workshops.

The Office of the Deputy Principal has oversight for student development and academic quality. Delivery generally takes place through non-academic arms of the Campus such as the Student Services division, the Health Services Unit and the Academic Support/Disabilities Liaison Unit (ASDLU). There are plans to bring these services under a single administrative umbrella to improve coordination and delivery.

Improvements to the physical learning environment are addressed in the section of this report dealing with infrastructure.

Academic Quality

Programme Accreditation

Engineering

This year the BSc Petroleum Geoscience and MSc Petroleum Engineering programmes were accredited by the Energy Institute, UK. In addition, the relatively new Engineering Asset Management programme was accredited by the Institution of Mechanical Engineers (IMechE) for the period 2008 to 2015. The Department of Mechanical & Manufacturing Engineering also retained its accreditation by the Caribbean Accreditation Council for Engineering and Technology (CACET).

The Engineering programmes for which accreditation or reaccreditation was sought is as follows:

- BSc Chemical & Process Engineering
- BSc Civil Engineering
- BSc Civil with Environmental Engineering
- BSc Petroleum Geoscience
- MSc Chemical and Process Engineering
- MSc Civil Engineering
- MSc Civil with Environmental Engineering
- MSc Petroleum Engineering
- MSc/PGD Construction Management

All undergraduate and postgraduate programmes in the Department of Mechanical & Manufacturing Engineering are accredited by the Institution of Mechanical Engineers of the United Kingdom for a five-year period encompassing the 2011 - 2015 intakes. The Department of Electrical & Computer Engineering achieved an extension of the IET (Institution of Engineering & Technology) accreditation for the BSc programme to the 2014 intake.

Medical Sciences

The new El Dorado site for the re-named UWI School Of Nursing (UWISoN) was accredited by the Accreditation Council of Trinidad & Tobago (ACTT) and the School of Pharmacy continued to implement the suggestions of the Quality Assurance team with the aim of attaining CAAM-HP accreditation.

Arthur Lok Jack Graduate School of Business

The School was successfully re-accredited by AMBA and continued to align its systems with the standards of the other two accreditation bodies, EQUIS and AACSB. The AMBA accreditation includes the School's four MBA offerings. A proposed merger between the Lok Jack GSB and the Department of Management Studies in the Faculty of Social Sciences is being considered to achieve accreditation from the Association of Advance Collegiate Schools of Business (AACSB).

Teacher Training Certification Programmes

The postgraduate programmes administered by CeTL encourage academics from all fields to take a scholarly approach to teaching and learning so that the latest strategies can be introduced in classrooms across the Campus and to spur teaching innovations to suit our unique environment.

The UWI Postgraduate Certificate in University Teaching and Learning (CUTL)

Twenty-three individuals successfully completed the CUTL programme resulting in a total of 124 staff members having successfully completed the programme to date. Over 30 members of staff were accepted for the 2014/2015 Academic year. CUTL is a contractual requirement for some academic staff members.

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

Training of the third cohort of the MHEd programme was completed in Semester II, 2013/2014. Three of the six participants in the programme have qualified for the degree, along with one student from the second cohort also completing the programme. Twelve students have been accepted for the fourth cohort. The MHEd programme has been reviewed and was submitted to the Board for Graduate Studies and Research for approval.

Teaching & Learning Workshops

The CeTL workshops target areas that directly touch students, such as Academic Advising, integrating Blended Learning and online tools into course delivery, and developing competency based learning outcomes to change the way students are assessed.

The CeTL conducted approximately 69 workshops during the reporting year, including several that focused on technology and others on implementing the new GPA scheme. There were over 935 participants in these workshops including repeat attendees. Eight workshops specifically engaged with the drive to develop a more scholarly staff. Evidence of the effect and usefulness of the workshops could be found in testimonials such as that of the Faculty of Engineering. There, they reported that over the years, CeTL workshops have helped staff design and assess courses based on learning outcomes and with well-designed grading rubrics. With the scheduled transition to the new GPA scheme, they saw an even greater need for the workshops.

Strengthening Academic Advising

A proposal for restructuring the Academic Advising programme on the Campus was approved by Academic Board and a Campus Academic Advising Committee was formed to discuss policies and plans. The results of a research project on the delivery of Academic Advising should be available in the upcoming academic year.

Course/Programme Reviews & Evaluations

Course and programme reviews are regarded as the beginning of quality assurance in the teaching/learning cycle. In the reporting year 607 courses were reviewed by CeTL, individually and as programme components. The course development template was reviewed to make it both more comprehensive and standardised.

Student Evaluations are equally important as this provides direct feedback to departments and lecturers about gaps and challenges. Students look for appropriate changes and adjustments when they provide feedback on their courses. This year the CeTL piloted a project for reviews to be done online and the results were surprising. While there was a much quicker turnaround time, the paper-based reviews had a response rate of 50%, the rate for online reviews was just 26%.

Student Engagement & Experience

The University aims to provide a high quality student experience. This is seen as the foundation leading to regional and international student success, the creation of ideal UWI graduates and strong alumni ties. The Campus provides a robust orientation programme with modules tailored to almost every type of student, guiding through all aspects of UWI life. This is followed by various other mechanisms to provide any support needed – financial, physical and psychological health, academic and disability. Our students have long been exposed to programmes preparing them for the world of work, but there is now a special focus on preparing them to take their place as caring, responsible citizens of the world, starting with a variety of co-curricular courses and continuing with the introduction of service learning. The Campus is also improving its system for dealing with student complaints to improve its response and to guide future policies and procedures.

Co-Curricular

According to figures compiled by the programme administrators, the Co-Curricular programme at UWI St. Augustine achieved a milestone in 2013/2014 as overall enrollment for the year crossed 1000 students, an increase of 43% over the previous review period. The rise in numbers could be credited to improvements made to the registration process and a new multi-media marketing strategy, which was rolled out to increase awareness and boost enrolment. The most popular course, with 155 participants, was *Public Speaking and Voice Training*. The course *Workplace Protocol for Students* followed with 121. A system was introduced allowing students to assess Co-Curricular courses. There are now plans to open the Co-Curricular programme to postgraduate students.

Service Learning

The Campus held a Volunteer Open Day in each semester of the 2013/2014 academic year. In Semester I, just 47 persons expressed interest, but in Semester II, over 300 members of the campus community came out to explore the opportunities afforded by 14 volunteer organisations. The National Day of Service Learning and Community Engagement and a beach clean-up to prepare for the turtle nesting season also attracted support and four students from the St. Augustine Campus presented at the International Service Learning Programme Symposium held in Port of Spain in March 2014. UWI students also participated in the second annual Volunteer Day for tertiary level institutions organised by the Ministry of Tertiary Education and Skills Training (MTEST) in March 2014. While some took part in various projects such as working with Habitat for Humanity others spent the day at the Curepe Vedic Primary School, organizing the school's library. This community project was a joint project of the Office of Student Advisory Services and the Guild of Students. There are plans to create an Office of Community Engagement and Service Learning at UWI, St. Augustine.



Entrepreneurship Boot Camp winners: From left: Sean Aberdeen, Timothy McIntosh, 4th place winner Richard Chase and Terrance Glenn

Encouraging Entrepreneurship

UWI graduates placed second and third in this year's Entrepreneurship Boot Camp competition jointly held by The University of the West Indies (UWI), the National Entrepreneurship Development Company Limited (NEDCO) and the Entrepreneurial Training Institute & Incubation Centre in July 2014. The Entrepreneurship Boot Camp was launched in 2012 and provides exclusive insight into the real life challenges of successful entrepreneurs. The top three business plans are selected for financial consideration of their project by NEDCO, which opened an office on the St. Augustine Campus in 2013. These measures are intended to help bridge a commonly cited gap in the preparation of UWI graduates to become job creators and entrepreneurs.

The annual four-day event is open to all recent university graduates and final year undergraduates. MIT graduate and winner of the 2012 season of "Cupcake Wars" on Food Network, Timothy McIntosh won the \$50,000 first prize for "Decouvre," a gourmet

line of chocolate cupcakes and desserts. He returned to his native Trinidad & Tobago in 2012 to run his own restaurant and catering business.

Second-place winner, Sean Aberdeen completed the BSc in Sport Management at UWI in 2014. He received \$30,000 to help with his plan for a company that provides a suite of management support services to young athletes and teams, including sports marketing; contract negotiations and representation; networking; event planning; management and consultations.

Terrance Glenn placed third and received \$20,000 to support his business plan "Green Living". Terrance recently completed his post graduate studies at UWI and the business has been in operation for the past two years. Using aquaponic principles, the company has designed an organic system of integrated aquaculture and agriculture process to produce fish (tilapia & ornamental); seasonings; fresh fruits and other plants. There are plans to expand the product line to include patties, specialty sauces, teas and fresh vegetables.

Online System for Student Complaints

The online system – Student's Request for Deputy Principal's Intervention (Last Resort)– became fully functional. The system allows students to submit their complaints and for staff of the Office of the Deputy Principal to review, advise, respond to and approve many of the matters. Over 350 new cases were received on the system this year. The Campus can now gather data on the types of complaints received, which arms of The University or services are most cited, and the types of students most affected.

Student Services

The annual World of Work Programme has the fourth highest participation rate, among UWI students, after orientation, matriculation and graduation. Participation

in the World of Work programme sponsored by Republic Bank rose 129% this year to 1,948 final year students. The programme is traditionally comprised of six segments – Résumé Writing Workshops, an Interview Preparation Workshop, the World of Work Seminar, Mock Interviews, a Networking Workshop (Theory) and a Recruitment Fair. In 2013/2014 organisers added eight more components including a practical networking reception where select students could interact informally with company officials and university management and staff; additional assistance to disabled student through the Academic Support and Disabilities Liaison Unit (ASDLU); a Company Presentation Series; and a session on creating a professional online presence using services such as LinkedIn.



TEACHING, LEARNING & STUDENT DEVELOPMENT

The WOW programme is part of a comprehensive suite of services to students offered by the Campus that tries to meet students' non-academic needs from orientation to graduation. Among the highlights this year –

- approximately 50% of the more than 5,000 first-year undergraduate and postgraduate students took part in the 10 events and services provided by the Student Advisory Services as part of the 2013 First Year Experience (FYE) programme;
- Smart Start, a pre-orientation programme to guide the transition from secondary school to university, saw a six percent increase in the number of participants in this its second year, reaching almost 500 applicants from secondary schools;
- Operation Hot Chocolate, a partnership with Nestle Trinidad Limited, served over 900 snacks each semester to students studying for exams on the main campus and at Mt Hope;
- there was a 37% decline in the number of applications from regional students for accommodation on the halls of residence and the number of international applicants was more than doubled.

Academic and Disability Support

The Academic Support/Disabilities Liaison Unit (ASDLU) provides Academic Support to all students of the St. Augustine Campus at all levels of their academic career. For students with disabilities, the Unit works to ensure equal access (infrastructure and academic) to all students of The University who enter with or acquire a disability. In this review period, 271 students registered to access the services provided by the ASDLU.

The Unit received TT\$33,535.00 from the Campus Research and Publication Fund to conduct a research project entitled *"Creating a campus without barriers: An assessment of the level of accessibility at The University of the West Indies, St. Augustine campus"*. The first phase of the project should be completed in February 2015, but in the meantime, the Unit put its words into practice and led by example when it employed a Student Assistant with a visual impairment. The almost three-month stint was an opportunity for the student to get work experience and for staff to prove how inclusionary practices can succeed at the workplace. The student has since gone on to become an exchange student at the Mona Campus.



Dressed to impress: students take part in the World of Work networking session

In January 2014, a number of university lecturers and other persons, who have all been working in the field of disability, came together to form a network on the campus. They aim to use The UWI as a platform to make the public more aware of the needs and potential of persons with disabilities. Currently, the organisation is planning an international conference to be held in April 2015.

The Unit worked with the Human Resource Division and the Special Needs Clinic at the School of Dentistry to present the Basic Sign Language Training Programme to a sixth cohort of staff and students. Beyond the campus, the Unit expanded its network to include the Dyslexia Association, the WeCare Deaf Support Network, and the Down Syndrome Family Network. The Campus commemorated the United Nations International Day for Persons with Disabilities 2013, with a public lecture featuring Senator the Honourable Kerryann Ifill, President of the Senate in Barbados. Senator Ifill spoke on the theme *"Break barriers, open doors: for an inclusive society for all"*.

Health Services

The Health Services Unit experienced a 4.8% increase in the overall utilisation of its services by the student population in comparison to the 2012/2013 academic year. Doctor visits increased by 7%; the immunisation clinic saw a 37% rise; use of the medical transportation unit was 25% higher than when it debuted the year before; and the Pharmacy sales were also up 19%. Only the Sexual Health Clinic recorded a 28% decrease in the number of students accessing services.

Late in Semester II, with the introduction of a dietician to the staff of the HSU, the Unit began a Dietetic and Nutrition Service. This is a joint initiative between the Unit and the Department of Agriculture Economics and Extension (DAEE). A screening session was held before the close of the review period. Of the 47 persons who participated, 75% were found to be overweight and 51% were classified as obese. Most came seeking nutrition information and more than half requested counseling for weight-loss management. The HSU was also involved in the staff wellness programme run by the Human Resources Division.

The Pharmacy also offered new services during the review period. It became a participating pharmacy under the Guardian Life Provisor Programme which provides health coverage for both students and staff and embarked on a First Aid Kit Initiative to make necessary items easily available to departments to ensure compliance with OHSa regulations. Finally, the Pharmacy became the third and final arm of the HSU to open its doors on weekends. As a result, the HSU now provides a full range of services – medical, psychological counseling and pharmacy – from 9am to 1pm on Saturdays.

The Counselling and Psychological Services (CAPS) provided 2700 consultations to more than 700 students during the academic year. Generally, CAPS clients were female undergraduate students pursuing full-time degrees. Almost half were self-referrals and almost a quarter had been referred by friends.

The importance of peer counseling has long been recognised by the HSU. As of September 2013, the annual Peer Counsellor training programme was incorporated into the campus co-curricular programme as *Mind the Gap*. Over the two semesters the course attracted 40 students. The CAPS team also provided training for the Residential Hall Assistants programme which was reinstated in August 2014. Sessions covered basic counselling skills, assessment of risk, crisis management, as well as a range of commonly presenting illnesses such as depression, bipolar disorder and posttraumatic stress.

In addition, January 2014 CAPS introduced a clinical practicum in the form of an internship for the MSc Clinical Psychology programme at the Faculty of Medical Sciences. The need to explore internship possibilities was initially identified following a Quality Assurance exercise conducted at the HSU in 2009.

Another important new initiative was the introduction of the Safe Space programme in September 2013. This group was open to all students, whether they were members of, or allies of, the LGBT (Lesbian, Gay, Bisexual and Transgender) community. Weekly meetings explored concerns related to sexuality, gender identity,

relationships, family dynamics, as well as general concerns of university life. The programme began with a pilot group of approximately 11 students. By Semester II, the CAPS facilitated two weekly groups for 32 participants. The Safe Space initiative is a collaboration between CAPS and a local advocacy group, the Silver Lining Foundation (SLF).

Improving Student Services

The Students Services Seminar Series (S2 Seminar Series) was created last year as an avenue for student services professionals at all levels to present research and highlight issues related to student services and student development. The sessions held during the review period looked at *"Conflict Resolution in UWI Residence Life – Can Mediation improve this process?"* followed by *"The Secret Epidemic: STIs on Campus"*.

The Seminar Series is part of an overall effort to strengthen and reposition student services as central to student success and the development of the distinctive UWI graduate. It is proposed that the delivery of student services be placed within a formal integrated structure by creating a new Division of Student Services and Development.

Open & Distance Education

In education, one size does not fit all, and there may be many paths to the same destination. The St. Augustine Campus is committed to providing multiple paths to success and flexible options to allow the widest possible access for the pursuit of tertiary education by anyone, anywhere in country and the region. Different registration options – full time, part time, evening; multiple points of entry to suit a student's qualifications or circumstances, such as certificates and diplomas that allow matriculation into full degree programmes, and continuing education courses for working people who want to sharpen their skills or to change careers.

Today, the focus is on expanding our reach through a physical presence or virtually using communication technology. Locally, students in south Trinidad and in Tobago are finding that a UWI education is more accessible and more affordable, and as our physical presence grows in these areas, so do the possibilities for the people who live there. Regionally, our undergraduate thrust, primarily among the countries of the OECS, continues to deliver benefits to students there, and our postgraduate forays into South and Central America – Guyana, Suriname and Belize –

Student Advisory Services

CAREER ADVICE PROGRAMME (CAP)

**First Year
EXPERIENCE
2013-2014**

Faculty of Engineering | September 26th, 1:00pm | ENG Lecture Theatre 2

Faculty of Law | October 03rd, 1:00pm | JFK Lecture Theatre

Faculty of Social Sciences | October 03rd, 1:00pm | JFK Lecture Theatre

Faculty of Science and Technology | October 10th, 1:00pm | Daaga Auditorium

Faculty of Food and Agriculture | October 10th, 1:00pm | Daaga Auditorium

Faculty of Humanities and Education | Oct. 17th, 1:00pm | Daaga Auditorium

For more information contact

Ext. 662-2002 82098 | Nandi.mitchell@sta.uwi.edu



**SIGN UP AT
THE FRONT DESK:
STUDENT ADVISORY SERVICES**





Minister of Foreign Affairs, the Honourable Winston Dookeran, presented training certificates to the first graduates of the first module delivered by the Diplomatic Academy, following its official launch.

continue to break barriers. These initiatives are being driven by the growing embrace of blended learning by the campus community and by the ability of the campus to form partnerships with other entities that can help provide physical spaces and resources where needed.

Blended Learning

During the reporting period, the Blended Learning team conducted 26 workshops representing a 40% increase over the previous reporting year, and thus provided increased access for staff.

Two new blended programmes were introduced this year – *The Postgraduate Diploma in Sport Management* and *The Diploma in Management of HIV Infection*. Preparation also began for the delivery of the blended *Diploma and MSc Agri-Food Safety and Quality Assurance* programme to be offered in September 2014. The Institute for International Relations (IIR) introduced online and blended learning into their curriculum this year.

The Diplomatic Academy

In May, 2014 the Diplomatic Academy of the Caribbean was launched. The Academy is a joint initiative of the Ministry of Foreign Affairs, the St. Augustine Campus and The UWI Institute for International Relations. The first of its kind, the Academy provides training in 21st Century diplomacy through short, highly intensive, hands-on modules. Content and delivery are specifically designed to accommodate individuals who already work full-time, not just in foreign affairs ministries or embassies, but also in other public and private sector organisations.

New Training Facility for Nurses

The UWI St Augustine through an initiative of the Ministry of Tertiary Education and Skills Training (MTEST), helped transform the El Dorado Girls Youth Camp into the new Academy of Nursing and Allied Health Sciences. The facility was created to help address the shortage of nurses and allied health care workers in Trinidad and Tobago. This is the country's first public facility dedicated exclusively to the education of nurses. The first intake was scheduled for January, 2014. UWI's own School of Nursing (UWI SoN), Faculty of Medical Sciences, was also relocated to the facility at El Dorado.

Expanding Access

South Trinidad and Tobago

The Faculty of Social Sciences continued to be the leading contributor in the South Initiative, delivering courses and programmes at the Naparima Boys' College in San Fernando as a precursor to the impending opening of the South Campus. Level I courses were offered for programmes from the Departments of Management Studies, Economics and Behavioural Sciences as well as the Certificate in Public Administration which was offered in its entirety. The Faculty also continued to offer the CPA programme in Tobago in conjunction with the Open Campus

Evening University

The Evening University at the St. Augustine Campus caters particularly to the needs of students who must continue to work full time. Specific programmes in Social Sciences, Science & Technology and Food & Agriculture are offered and while students have an alternative class schedule, the duration of the programme remains the same as for those enrolled full-time. Total enrollment was 1,376, a decline of 2.8% compared to the previous year. The Faculty of Social Sciences also continued to be the main driver of this initiative, with roughly 90% of the total student enrolment in the Evening University pursuing Social Sciences degrees.

Eastern Caribbean Franchise

The Faculty of Social Sciences continued to offer degree programmes through franchise arrangements with Tertiary Learning Institutions (TLIs) across the region. To improve teaching effectiveness, Room 103 in the Social Sciences/Humanities Building was equipped to facilitate the streaming of lectures to the Sir Arthur Lewis Community College in St. Lucia and the Fitzroy Bryant College in St. Kitts. This facility would also become part of The University's Single Virtual University Space (SVUS) system to allow for the transmission of lectures to the other Campuses.

Under the current franchise arrangements with the Sir Arthur Lewis Community College in St. Lucia, The Fitzroy Bryant College in St. Kitts and the St. Vincent and the Grenadines Community College in St. Vincent, students can complete up to two years of their programme in St. Lucia and year one of their degree programme in St. Kitts and St. Vincent before transferring to the St. Augustine Campus to complete their studies. In total, 32 students are now enrolled under these arrangements.

UWI-ROYTEC

In January, 2014, RBTT/RBC conferred the ROYTEC brand to UWI St. Augustine. A month later, UWI-ROYTEC obtained candidacy for Institutional Accreditation for a period of three (3) years to 2017.

Graduation

Seven hundred and ninety-seven students graduated in 2013/2014 from programmes facilitated by the UWI-ROYTEC in collaboration with partners such as the University of New Brunswick (UNB), Advocis and the Association of Real Estate Sales Agents (AREA).

New Programmes

Two new collaborative programmes were approved in 2014. They will be offered through blended learning and use the Moodle and BlueQuill learning management systems.

- **The Bachelor in Business and Entrepreneurship (BBE)** is adapted from the Commonwealth of Learning (COL) and the Virtual University for Small States of the Commonwealth (VUSSC). It is designed specifically for secondary school graduates with five CXC passes and who are interested in business and entrepreneurship. In August 2013, the UWI School of Business and Applied Studies Limited (ROYTEC), at the University of the West Indies, signed a memorandum of understanding for a partnership with the Virtual University for Small States of the Commonwealth (VUSSC). In doing so, ROYTEC agreed to embrace open educational resources (OER) as an operating strategy. ROYTEC's first VUSSC offering is a locally adapted version of the Bachelor in Business and Entrepreneurship.



- The **Master of Science in Business Psychology (MSBP)** is offered in collaboration with Franklin University, Ohio, USA. The MSBP is interdisciplinary and integrates business concepts with applied psychology. UWI-ROYTEC has also renewed its collaborative arrangements with Franklin University, Centre for Professional Training and Development to offer the full range of training programmes locally.

MOU Signed for Medical Technician Programme

The International American University College of Medicine (IAUCOM), St. Lucia and UWI-ROYTEC entered into an agreement to work on a range of projects, starting with Information Systems Management and Pharmacy Technician studies. IAU is approved by the Education Commission of Foreign Medical Graduates (ECFMG), USA and listed in the International Medical Education Directory (IMED). IAU is also approved by the WHO and listed in the current WHO World Directory of Medical Schools.

Research & Development

Grant Funding
TT \$14.3m

IMPACT of the RDI Fund

Counterpart Funding
> TT \$27m

Knowledge Mobilisation



10 weeks of music
therapy for 191
at-risk youth



Psychiatric
screening for
98 prison inmates



Establishment of
1 demonstration
citrus orchard

The UWI-Trinidad and Tobago Research and Development Impact Fund (RDI Fund) was established in 2012. The Fund supports projects that address pressing development challenges and that will achieve recognizable and substantive impact in the short and medium term (3-5 years).

Since 2012
22 projects

Knowledge Dissemination



7 project
websites



19 conference
presentations



30 Sign
Language
Classes

Research & Development

The Campus has had significant success in creating an environment to support, foster and increase the output of high quality research and innovation with an emphasis on the Caribbean. The creation of research clusters has not only helped align major research with national and regional needs, but it has also encouraged interdisciplinary collaborations. Details of the research conducted on the Campus during the review period are reported by the Faculties in the sister publication to this Annual Report. Below we feature just a few of the projects that could have major implications for regional and local stakeholders.

New Research – The Economic Cost of Dementia

As the elderly and the aged are projected to make up an increasing percentage of the Trinidad and Tobago population in the future, researchers from the Faculty of Medical Sciences and the HEU Centre for Health Economics embarked on a nationwide study on the prevalence and economic costs of dementia. The first phase of the project will identify households where there are persons 60 years old and over. In the second phase, the persons selected will be revisited, their cognitive function assessed, and data regarding the socio-economic status will be collected.

New Research – School Drop Outs: Exploring Their Options

What is life like for those who drop out of school? What are their chances for success? Sociologists think that they know, but a new project aims to generate evidence-based research that can inform interventions to help students stay in school, and improve the lives of those who leave school early. The study, titled *A Matter of Survival: A life-course approach to understanding the decision-making and economic livelihoods of school dropouts in Trinidad and Tobago* is a national examination of the life-course trajectories and complex decision-making of early school leavers across the country in order to analyse their challenges and successes since leaving school, their experiences when returning to education or training, and economic stability and livelihoods. The research is being

conducted by The UWI St. Augustine's Department of Geography, in collaboration with the Institute for Gender and Development Studies (IGDS), the School of Education and the Women's Institute for Alternative Development (WINAD).

New Research – Climate Change in St. Vincent

The project called CASCADE (Climate Change Adaptation Strategies for Water Resources and Human Livelihoods in the Coastal Zones of Small Island Developing States) involves a household survey to determine the potential impact of climate change on the supply of and demand for freshwater, and on the exposure, sensitivity and vulnerability of the livelihoods of communities in St. Vincent and the Grenadines. The partners in the study are the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) based at UWI St. Augustine, the Centro Euro-Mediterraneo per i Cambiamenti Climatici (CMCC), Venice, Italy, and the Caribbean Community Climate Change Centre (CCCCC), Belize. The survey took place between April and June 2014, and the results will hopefully guide future public awareness programmes and policies to minimize any negative impacts identified.

Research Findings: Childhood Diabetes – A Strong Case for Nationwide Screening

A study launched in 2009 to assess the prevalence of diabetes mellitus among school children in Trinidad found that the prevalence of disease was three times higher than researchers initially expected. The findings made a strong economic case for implementing a nation-wide screening programme as researchers found that in the long run, early detection and treatment in childhood could result in a saving of 63% in adult treatment – not to mention a better quality of life and overall longevity. "Recognition and awareness of the problem can halt adult diabetes and demote Trinidad's ranking as the fifth 'fattest' nation globally." The work was supported by the Helen Bhagwansingh Diabetes Education, Research and Prevention Institute (DERPI) and The UWI, St Augustine. The Department of Clinical Medical Sciences was later granted TT\$500,000 by the National Gas Company (NGC) towards a research project on screening for gestational diabetes.

RESEARCH & DEVELOPMENT

Ground-Shaking Research at the SRC

Apart from the ongoing activity at the Soufrière Hills Volcano in Montserrat, volcanic activity in the Eastern Caribbean was relatively quiet with most of the volcanoes exhibiting background levels of activity. But when it comes to earthquakes in the region, it's a completely different story.

Geologically the period was a busy one for the Seismic Research Centre, with the seismograph network recording a minimum of 2,685 earthquakes in 1,096 determined locations. This maintains the high level of earthquake activity seen in the last reporting period. Ten of these events were felt according to reports, including two strong earthquakes – one which measured magnitude 6.4 located east of Martinique and another at magnitude 6.3, located north of the Paria Peninsula. The densest concentration of epicentres for the year was seen in the Antigua/Barbuda area and the Paria Peninsula. Both are being closely monitored.

Research being conducted at the SRC continues to suggest that the global seismogenic system is poised to deliver its largest earthquakes and the mega-earthquakes occurring since 2004 support this conclusion. Our region has not seen its largest earthquake for well over 150 years. It is for this reason that the SRC seeks to foster collaborations that allow them to enhance their monitoring capability and take

an active role in promoting the development and legislation of Building Codes.

Monetising Research

A US Patent was granted to the St. Augustine Campus for "*Synthesis and Use of Chiral Ionic Liquids*" and a joint development partner is being sought for this project. Meanwhile, a US Provisional Patent Application was filed for "*Tetrapeptide Copper Catalysts Capable of Oxidizing Hydrocarbons at Room Temperature*" and patents in ten jurisdictions were assigned to The UWI St Augustine Campus for *Apparatus for Percussive Harmonic Musical Synthesis Utilizing Midi Technology* (APHAMS). These accomplishments were all realised through the work of the Office for Research Development and Knowledge Transfer (ORDKT).

Library Resources

Digitisation Project

The Campus Libraries strengthening systems for electronic access to improve its ability to provide 'anywhere, anytime' service and seamless access to electronic resources. The addition of specialised equipment and storage devices helped advance the project to digitise the library's rare materials and special collections. These include a significant collection of newspaper clippings on the history of the steel pan, which was the subject of an article in one of the local newspapers.



SRC Director Dr Richard Robertson looking on at the Soufriere Hills Volcano across the helipad at the Montserrat Volcano Observatory, Montserrat.

Hidden Treasures

The annual Discovery Lecture Series was re-branded under the title "Insights into our Hidden Treasures" in order to highlight and encourage greater use of the rich special collections for teaching and research.

New Academic Journal

In addition, the Campus Libraries officially adopted the new international cataloguing standard, Resource Description and Access (RDA) created to provide for more in-depth and specific description of materials thus making it easier for users to identify nuances and various aspects of documents and digital objects on the web. The St Augustine Campus Libraries also spearheaded the publication of the inaugural issue of an online journal, the *Caribbean Library Journal*.

New Collection

For the first time, the Alma Jordan Library acquired a collection of papers from a female literary author. The honour went to Trinidadian writer, Monique Roffey, author of a memoir and five novels, who was shortlisted for the prestigious Orange Prize for fiction in 2010 and the Encore Award 2011. Her novel *Archipelago* won the OCM Bocas prize for Caribbean Literature in 2013. The collection includes print and electronic manuscripts, unpublished works, photographs, notebooks, newspaper clippings and correspondence.

Professorial Inaugural Lectures

Six newly elevated professors shared their work with the public as part of the 2013/2014 series of Professorial Inaugural Lectures. These events are one of the ways in which the Campus makes its store of knowledge available to the wider public.

Anderson Maxwell

"One Small Step or One Giant Leap? Exploring the Potential of Nature's Chemical Factories."

Brent Wilson

"Small Things Can Tell Big Stories: Microscopic Fossils in Eastern Caribbean Geological History."

Gyan Shrivastava

"River Mechanics - Linking Engineering and Society"

Carlisle Pemberton

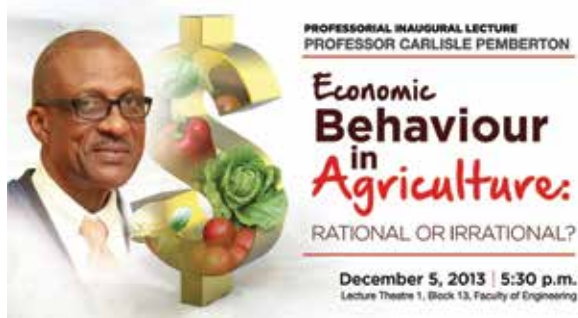
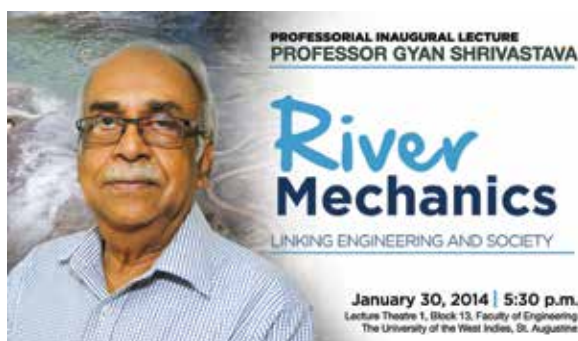
"Economic Behaviour in Agriculture: Rational or Irrational?"

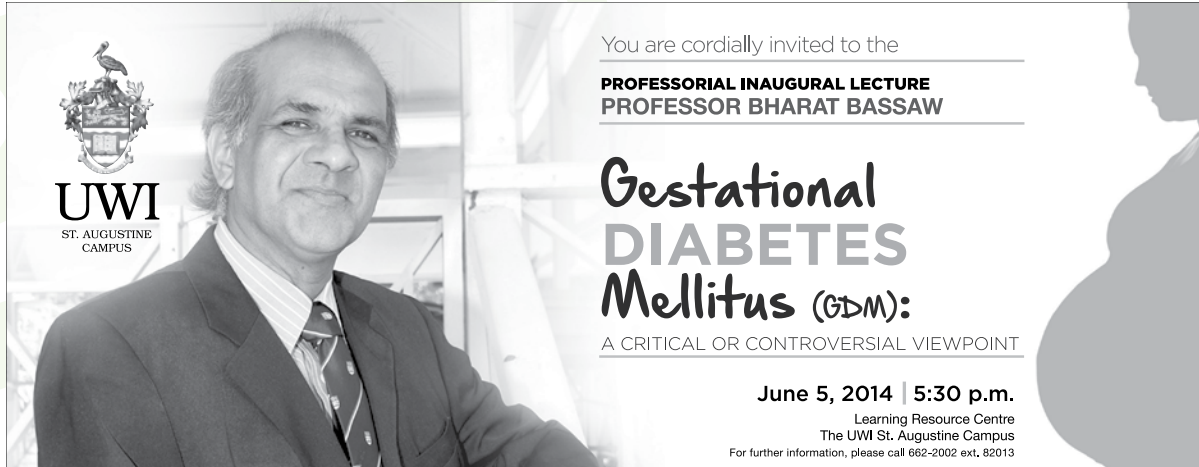
Moawia Alghalith

"Contributions to Mathematics and Finance"

Rajendra Ramlogan

"Environmental Democracy in Trinidad and Tobago: A Retrograde Step?"



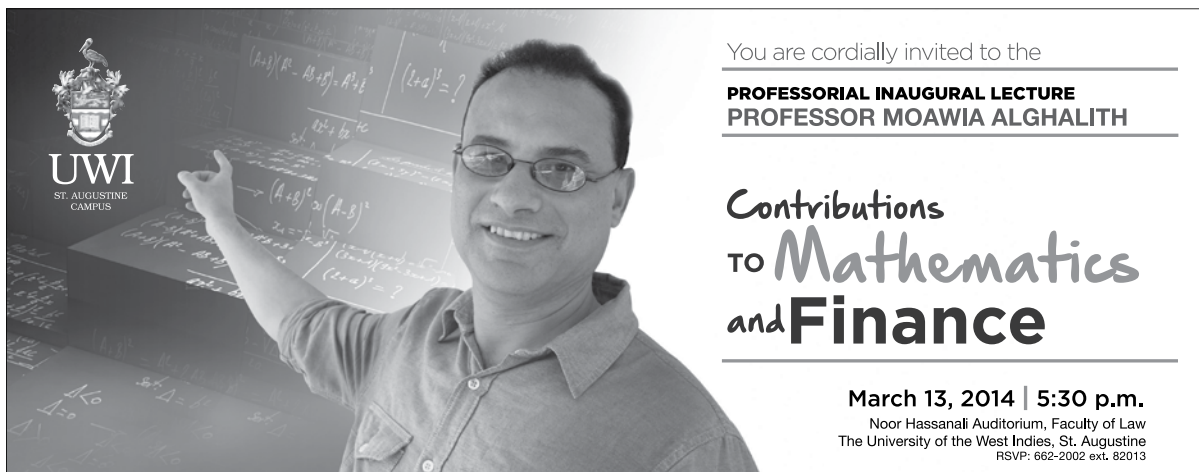


You are cordially invited to the

PROFESSORIAL INAUGURAL LECTURE
PROFESSOR BHARAT BASSAW

Gestational
DIABETES
Mellitus (GDM):
A CRITICAL OR CONTROVERSIAL VIEWPOINT

June 5, 2014 | 5:30 p.m.
Learning Resource Centre
The UWI St. Augustine Campus
For further information, please call 662-2002 ext. 82013



You are cordially invited to the

PROFESSORIAL INAUGURAL LECTURE
PROFESSOR MOAWIA ALGHALITH

Contributions
TO Mathematics
and Finance

March 13, 2014 | 5:30 p.m.
Noor Hassanali Auditorium, Faculty of Law
The University of the West Indies, St. Augustine
RSVP: 662-2002 ext. 82013

Conferences

In the 2013/2014 academic year the St. Augustine Campus hosted several conferences exploring various facets of Caribbean life, including culture, sports, education and economics. Below we feature some of the research presented at three important conferences held on at the St. Augustine Campus during the review period.

"Caribbean Development: Standing Still or Standing Tall? Theoretical, Empirical and Policy Challenges." 15th Annual Conference of SALISES (April 23-25, 2014)

The results of the distribution by quintile reveal that the benefits of the universal programmes are poorly distributed. Individuals in the poorest quintile receive the smallest amount of benefits in both the GATE

and the CDAP programmes and are the least likely to receive benefits, compared to the other quintiles. In regard to the GATE, the top three quintiles received 85% of the benefit and 38% of the CDAP benefit went to the bottom two quintiles. Based on these results, we conclude that the distribution of these universal social assistance benefits is not effectively or consistently reaching the poorest individuals.

Findings from "The participation of the poor in universal social assistance in Trinidad and Tobago," presented by Raynata Wiggins, PhD Candidate, and Sandra Sookram, Fellow, SALISES.

STEM Children's Conference

How can you better appreciate human physiology using Zumba? What laws of physics keep moko jumbies towering above us? How do you get children excited about science and math? You would be able to answer all of those questions if you attended the two-day Children's Conference hosted by the School of Education as part of a STEM (Science, Technology, Engineering and Mathematics) Education project sponsored by BGT&T, and approved by the Ministry of Education. More than 5000 participants, including teachers and children from 22 early childhood, primary and secondary schools set the campus ablaze with their energy and innovation.



Science, Higher Education and Business: An Interdisciplinary Approach to Sports Studies, Research and Development

This was a four-day conference looking at sports from the perspectives of different disciplines including sociology, psychology, gender, law, tourism, education, science and medicine. Chaired by the Deputy Campus Principal, it featured presenters like Dr. Sybele Williams, a lecturer in the Department of Physics at UWI St. Augustine. Her paper looked at the collaborative work in biomechanical research being done with the Department of Rehabilitation & Prevention Engineering, Institute of Applied Medical Engineering at the Helmholtz Institute in Aachen, Germany. In essence, by comparing data based on the movements of athletes and non-athletes, they found that when it comes to rehabilitation, a more individualised approach could help athletes regain their performance levels.

Conferences: 2013/2014

The complete list of major conferences in the order in which they were hosted is as follows:

Ramleela in the Global Village: Traditions, Innovations and Future Directions

The Faculty of Humanities and Education in collaboration with the National Ramleela Council of Trinidad and Tobago Inc. (July 12 -14, 2013)

Inaugural Human Communications Studies Conference

A two-day conference presenting the latest human communication studies research among students and faculty from across the region and beyond. (September 26-27, 2013)

Conference on the Economy (COTE) 2013: Managing for Development in Caribbean Economies - Addressing the Challenges of Poverty and Inequality

The 7th COTE was a tribute to economist Dr. Ralph Henry for his longstanding commitment to research in the area of poverty in the Caribbean. (October 10-11, 2013)

20th Anniversary Conference of the Institute for Gender and Development Studies

Hosted by the Institute for Gender and Development Studies (November 6, 2013)

Science, Higher Education and Business: An Interdisciplinary Approach to Sports Studies, Research and Development

A four-day conference looking at sports from the perspectives of different disciplines including sociology, psychology, gender, law, tourism, education, science and medicine. (January 15-18, 2014)

STEM Children's Conference

A two-day Children's Conference hosted by the School of Education as part of a STEM (Science, Technology, Engineering and Mathematics) Education project sponsored by BGT&T, and approved by the Ministry of Education. (January 16-17, 2014)



If the Might Sparrow, Slinger Francisco (left) say so, then Professor Emeritus Gordon Rohlehr is perhaps best able to explain what was said, the context in which it was said, and if Sparrow said it first.

If Sparrow Say So...

A five-part lecture/ performance series in appreciation of calypso icon, the Mighty Sparrow, hosted by Canboulay Productions, in collaboration with The UWI, St. Augustine. (February 2014)

Inspire Drive: The Journey from Becoming to Being

12th Annual Distinguished Leadership and Innovation Conference (DLIC) hosted by the Arthur Lok Jack Graduate School of Business (ALJGSB) featuring Daniel H. Pink, one of the world's leading business minds. (April 10, 2014)

First Annual Carnival Studies Mas Colloquium: "Mas Aesthetics: Exploring the Art of Mas"

This colloquium comprised four panel presentations on topics such as Mas in the media, and the relationship between community and mas. The event was hosted by the Carnival Studies Unit of the Department of Creative and Festival Arts (DCFA). (April 10, 2014)

"Caribbean Development: Standing Still or Standing Tall? Theoretical, Empirical and Policy Challenges."

15th Annual Conference of SALISES (April 23-25, 2014)

Creating a Culture of Transparency: Revenue Reporting

Hosted by the Trade and Economics Development Unit (TEDU), UWI Department of Economics (June 5-6, 2014)

Books Launched

This year the Campus hosted launches for seven books written by members of the Campus community. Their contents bear testimony to the continued high quality and relevance of the research being undertaken at The UWI, St. Augustine. The titles and brief descriptions are presented below in the order of their launch dates.

"Trinidad and Tobago and Guyana: Race and Politics in Two Plural Societies"

Professor Ann Marie Bissessar (Faculty of Social Sciences) and Professor Emeritus John La Guerre

"While covering the demographic and historical background to race relations in these two plural societies, they lay most emphasis on how governments and leaderships amplified or dampened race conflict."

Robin Cohen

Emeritus Professor of Development Studies
University of Oxford

"Issues and Perspectives in Early Childhood Development and Education in Caribbean Countries,"

Dr. Carol Logie (UWI, Family Development & Children's Research Centre) and Professor Jaipaul L. Roopnarine (Syracuse University)

A two-part book of scholarly articles related to childrearing practices in the Caribbean, such as nutrition and early mental health and child development issues such as inclusive education, home-based early intervention programmes and social infrastructure in the Caribbean.

"Data-Driven Decision-Making in Schools: Lessons from Trinidad,"

Dr. Jennifer Yamin-Ali (School of Education, Faculty of Humanities & Education)

An assessment of the research culture at five Presbyterian secondary schools in Trinidad and the extent to which research fuels decision-making at these institutions.

"Applications of International Trade Theory: The Caribbean Perspective"

Dr. Roger Hosein (Faculty of Social Sciences)

"When I started to teach the course, all the material available was foreign, based on a foreign culture with foreign examples and foreign data sets. I found that unacceptable. This book explores the main ideas, concepts and theories from the trade literature against the backdrop of a Caribbean setting."

"Informal Commercial Importers in CARICOM"

Dr. Roger Hosein (Faculty of Social Sciences) & Mr. Martin Franklin (Faculty of Social Sciences)

The first book to examine the various dimensions of informal commercial importing from an aggregate CARICOM perspective, emphasizing the economic dimensions and providing three empirical surveys of informal commercial importing in Guyana, Dominica and Jamaica.



Collaborators:
Professor Ann
Marie Bissessar and
Professor Emeritus
John La Guerre.

Special Edition of the Journal of Issues in Education: Vol. 1, June 2014 – Tribute to Prof. Emeritus John Arnott Spence (25th June, 2014)

A special edition of the Journal of Issues in Education dedicated to an examination of the life and work of Professor Emeritus John Spence.

The Encyclopedia of Caribbean Archaeology

Dr. Basil Reid (Faculty of Humanities & Education) and R. Grant Gilmore III

A comprehensive overview of the available archaeological research conducted in the region, beginning with the earliest native migrations and moving through contemporary issues of heritage management.

Campus Journals

New Library Journal

This year the St Augustine Campus Libraries spearheaded the publication of the inaugural issue of an online journal, the *Caribbean Library Journal*.

Caribbean Teaching Scholar (CTS)

<http://journals.sta.uwi.edu/cts/>

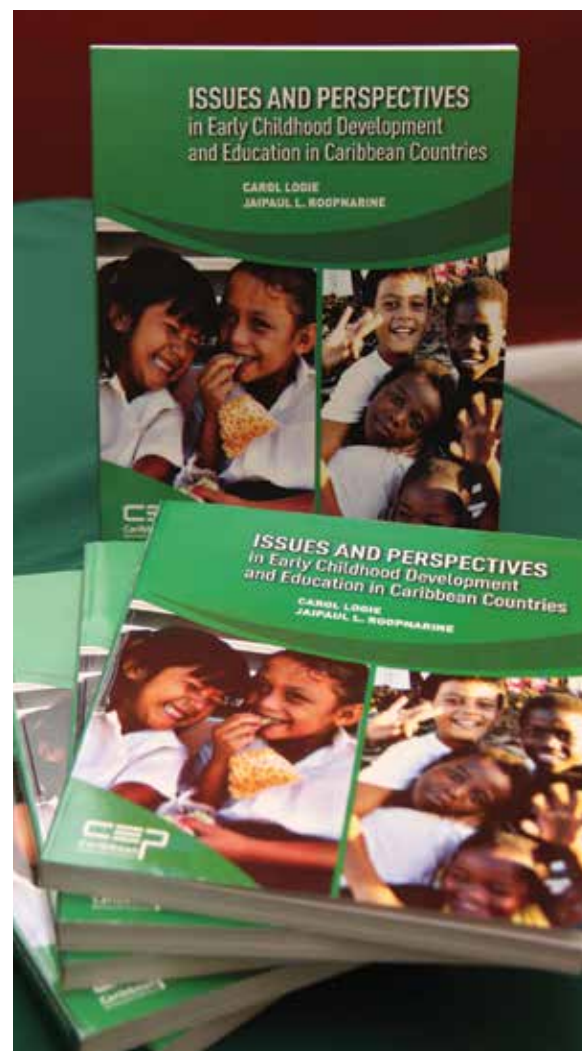
The CETL produced two issues of its peer-reviewed online journal, The *Caribbean Teaching Scholar* (CTS) during the reporting period. This year the journal was listed in two international research journal databases and is now indexed by Scientific Indexing Services (SIS) as well as the Educational Research Abstracts online database (ERA). CTA abstracts are also included in the journal *Research in Higher Education Abstracts*.

Graduate Studies & Student Research

Rolling PG Applications

The Office for Graduate Studies and Research experimented with rolling applications for graduate research degrees. A full assessment is scheduled in the following academic year.

The CeTL collaborated with the Board for Graduate Studies and Research to design a Research Supervisor Development Course for implementation at UWI St. Augustine in the 2014/2015 academic year. The course targets supervisors of graduate students, particularly those new to the role. It includes face-to-face and online training sessions, introducing aspects of quality assurance into the supervision process.



Funding & Partnerships

Research Funding

Over the review period, the ORDKT supported academic staff in the preparation of the following large proposals for submission to international, regional or national donors or clients. Successful awards this year included a project on *Resource Mobilisation for Tertiary Education* (Government of Trinidad and Tobago under the 10th EDF) awarded at a value of TT\$1.255M; another on the design of a *Water Capture and Conservation* project for the National Herbarium of Trinidad and Tobago at a value of TT\$2.25M and a proposal to the Environmental Management Authority proposal on the *Development of Ambient Water Quality Standards* for Trinidad and Tobago, valued at TT\$318,435. The campus is awaiting the outcomes of bids for a number of other projects in areas ranging from environmental management and alternative energy to the development of the creative industries and entrepreneurship.

The RDI Fund

The UWI-Trinidad and Tobago Research and Development Impact Fund was launched in 2012 to strengthen the synergy between scholarship and development impact. Over the past two years, 22 projects in five thematic areas were approved for funding to the tune of TT\$14.3 million in total. In addition, more than TT\$27 million in counterpart funding and TT\$3.3 million in-kind contributions have been attracted. Although the RDI Fund can be considered as a very young multi-million dollar Research and Development Impact Fund, it is already being cited as an emergent Best Practice model for research funding in the region.



A young visitor to the Children's Fun Park at the Research Expo in 2013.



The petting zoo was popular at the Research Expo in 2013.

Research Grants

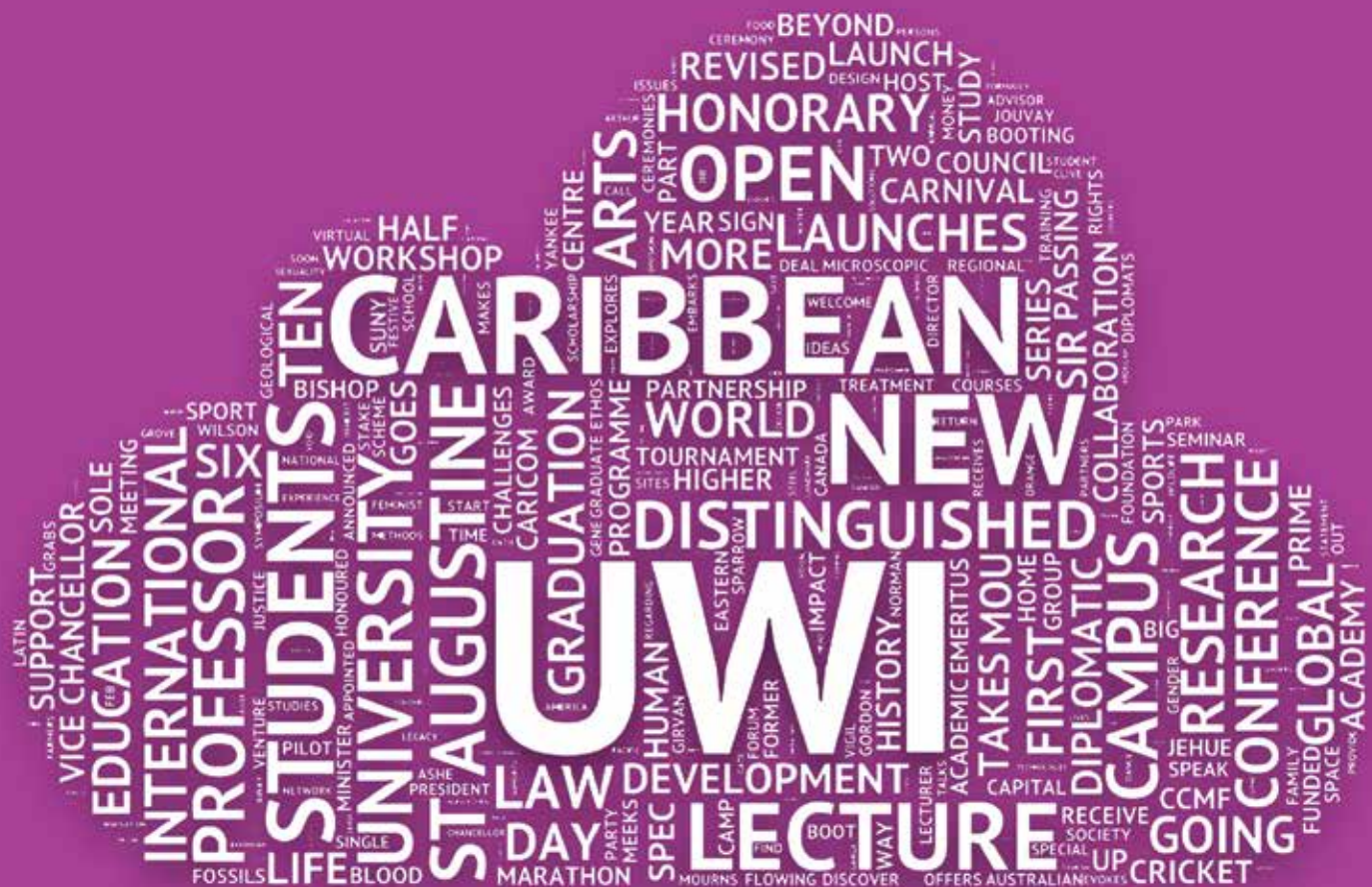
The Campus Research and Publications Fund disbursed just under TT\$3 million to fund 129 research related activities at UWI St. Augustine. Staff grants for 60 projects amounted to approximately TT\$2 million. The largest sum (TT\$772,645) was awarded to the Faculty of Medical Sciences to fund 17 projects.

Major grant funding was also provided by agencies such as the Biscuit, Cake, Chocolate Confectionary Alliance (TT\$1 million), the ACP Group (TT\$5,175,585), the Confucius Institute Headquarters (TT\$2.3 million), the Government of Trinidad and Tobago (TT\$3 million), the Ministry of Science, Technology and Tertiary Education (TT\$4 million), the Seismic Research Unit and the Institut de Physique du Globe de Paris (TT\$6.7 million) and the Caribbean Central Bank (TT\$2.4 million).

Scholarships

Scholarship incentives remain an important encouragement to research students. The UWI postgraduate scholarships were valued at TT\$60,000 per annum. In 2013/2014, a total of 33 UWI postgraduate scholarship together with two Elsa Goveia Scholarships and one Eric Williams Memorial Scholarship were offered to those enrolled in MPhil/PhD research programmes.

Outreach



The Campus Issued 150 Media Releases in 2013/2014.

Here are the words that were featured the most.

The Arts

From concerts and recitals to plays, film screenings to visual arts exhibitions, some of the most visible, and enjoyable areas of engagement between the Campus and the wider public come through the arts. The Department of Creative and Festival Arts produced close to 30 arts related activities, productions, exhibitions, concerts and events for The University and national community. The UWI has become an important part of Carnival as the home of the award winning band, **Jouvay Ayiti** and the custodians of traditional mas through the annual **Old Yard**. The Campus served as a venue for film screenings as part of the annual Trinidad and Tobago Film Festival and eight films by our own students were shown at the festival.

Some of the highlights of the year were as follows:

Performing Arts

2013

- Must Come See Productions (UWI Arts Chorale) performed ***Crazy for You*** at Queen's Hall. Jessel Murray, co-producer and music director/conductor
- ***Music Staff Recital***: Lecturers of the Musical Arts Unit showcasing Western and Eastern music using instruments such as the piano, sitar, voice, marimba, santoor, steelpan and bansuri. Coordinator: Satanand Sharma.
- The UWI Arts Chorale (and National Steel Symphony Orchestra) performed at ***Carols by Candlelight*** at the President's Grounds. Jessel Murray, music director and conductor.
- ***New Directors Forum*** at LRC, UWI. Students pursuing a BA in Theatre Arts staged theatrical presentations for public viewing, as part of the Directing II course. Chaired by Dr. Lester Efebo Wilkinson.
- UWI Guitar Ensemble performed ***Différance*** in concert at CLL. Anthony Williams, director.



OUTREACH

2014

- The Theatre Arts Unit presented: **Same Khaki Pants** written and directed by Lester Efebo Wilkinson at the LRC, UWI and the Little Carib Theatre, Woodbrook.
- **Colere to Kultur**. UWI Guitar Ensemble in Concert. Coordinator: Mr Anthony Williams. CLL.
- **Music of the Diaspora** - UWI Intermediate Steelpan Ensemble, and the UWI Indian Classical Ensemble. Deryck Nurse and Satnarine Baboolal, directors.
- **Sole to Sole** - Showcase Dance Production featuring staff and students. Hazel Franco, Coordinator.
- **Theatre for Children**: a student-led Theatre Arts production primarily for viewing by children ages 6 to 12, Black Box, DCFA.

- **Madiba** – a celebration of the life of Nelson Mandela. UWI Arts Chorale and UWI steel conducted by Jessel Murray. National Academy for the Performing Arts, North.

Visual Arts

2013

- **Visual Representations of Body | Institution | Memory**. An exhibition of new works of art. Coordinator/Chair: Ms. Lesley-Ann Noel and Mr. Kenwyn Crichlow
- DCFA Visual Arts Unit Exhibition: **Interpretations of the Human Figure** - an exhibition of work by alumni, faculty and current students. Chaired by Ms Lesley-Ann Noel

2014

- **Community School of the Arts**: Classes for the public in Adventures in Art, Recorders, Singing, Music Learning Activities, Steel Band, Dance and Drama among others.





Winner of the 11th UWI Spec International Half Marathon - Daniel Chavez Da Silva ran away with the men's prize with an official time of 1:08:18.

Sports

The Campus has carved a space in the sporting landscape as a training venue and as the host of events such as the annual T-20 cricket tournament, but the biggest annual event is the UWI SPEC International Half-Marathon.

The eleventh edition of the highly anticipated race took place on October 26, 2014 with over 1,200 athletes. In response to requests from runners over the years, the race started half hour earlier than its usual 5:30am. Kenya's Caroline Kiptoo captured the women's title while Brazilian Daniel Chavez Da Silva won the men's title. For the first time, Special Olympics Trinidad and Tobago partnered with The UWI SPEC for an event within the main event. Special Olympic teams representing Special Schools took part in a relay marathon for the 13.1 miles with 12 athletes per team running equal legs. There was a prize division for all Special Olympic teams that participated. Other innovations included entertainment along the half-marathon route with pan 'round the neck, drumology and tassa courtesy the Ministry of the Arts and Multiculturalism.

Science

Undergraduate and postgraduate students from the Faculty of Science & Technology participated in the UWI Research Week and NIHERST Sci-Tekhnofest. They wowed audiences with their "Chemistry magic shows" and an interactive display of dye-synthesised solar cells powered by sorrel juice. Meanwhile, the Department of Physics introduced a programme where select schools were invited to bring examination-level students to perform CAPE experiments in the Department's advanced laboratories. Five schools participated in the pilot – Couva East Secondary, Valencia Secondary, San Juan North Secondary, St. Anthony's College and Iere High School.

Law

The new Law Faculty held a number of successful conferences and public lectures to engage with the general public and the legal fraternity. They included a debate on the Death Penalty in Trinidad and Tobago organised in conjunction with the British High Commission of Trinidad and Tobago in December 2013; a public lecture by Se-shauna Wheatle on 'Adjudication in homicide cases involving LGBT persons in the Commonwealth Caribbean' in April 2013; and another public lecture by Professor Robert Wintemute of the Faculty of Law of King's College London on Human Rights and de-criminalising same-sex sexual conduct, which attracted a packed audience in February 2014.

OUTREACH

The Faculty partnered with the Joint Construction Committee, which encompasses all construction professionals – Architects, Engineers, Cost Consultants, Contractors, Chamber, Planners and associated disciplines – and the Office of the Campus Registrar to host a Public Procurement Seminar in April 2014. Then, in June of that year, the Faculty partnered with the Parliament of Trinidad and Tobago to host a High Level Criminal Justice Symposium in honour of deceased Senior Counsel, Dana Seetahal.

Cyber Safety

How can parents keep their children safe in the selfie-obsessed cyber-world? The Campus signed an MOU with the Telecommunications Authority of Trinidad and

Tobago (TATT) to implement a cyber safety awareness project targeting school children and their parents. The aim is to make the Internet safer for children by helping them and their parents to understand the risks associated with the inappropriate use of technology. The year-long project was developed and is being executed by UWI's Campus Information Technology Services (CITS) department, supported by IT students at The University. TATT will provide up to \$150,000 in funding. The project includes face-to-face cyber safety seminars in schools; development of a cyber-safety awareness campaign and website with local content and videos; and identification of unconnected schools and assistance with the installation of Internet access. The project was launched on 23 July, 2014.



New Services

The School of Dentistry launched its Special Needs Clinic and initiated fee-paying services in the areas of fixed orthodontic appliance, oral histopathology diagnostics and crown and bridge fabrication of dentures. The BSc Optometry programme also began to offer comprehensive eye examinations to the public for a small fee.

National & Regional Development

The UWI continues to assist governments of the region with the development of policies and projects to benefit the people of the Caribbean. The Office of Research Development and Knowledge Transfer has played a significant role in brokering these partnerships that bring together international funding and UWI St. Augustine expertise to tackle key issues related to national security, health and entrepreneurship. This year the ORDKT worked with faculties to secure a project for 'Capacity Building for Micro, Small

Entrepreneurs', on behalf of the Ministry of Labour, Small and Micro Enterprises, Trinidad and Tobago; offer three academic programmes – a Certificate, BSc and MSc in Leadership and Management – for the Trinidad and Tobago Defense Force; and helped organize a Regional Training Workshop on the Strategic Use of Intellectual Property: A Focus on Patents.

Two other on-going projects are also showing signs of progress. The establishment of a *Centre for Workforce Research and Development* in Trinidad and Tobago is funded by the Ministry of Science, Technology and Tertiary Education through the 9th European Development Fund. Born of a 2011 Memorandum of Understanding, the building that is to house the Centre on the Campus was completed in December 2014 and it is to be staffed thereafter. The CWRD project is designed to track, monitor, analyse and forecast labour market trends, skills gaps, training needs, government initiatives and ascertain the impact of the free movement of labour on the Trinidad and Tobago and CSME economies. The total value of the project is TT\$10 million.



The BSc Optometry clinic in action.

A TT\$11 million, 3-year *Local Economic Development Project in Trinidad's South-West peninsula*, is being funded by the IDB and Atlantic LNG with the Trade & Economic Unit as the implementing unit. Now in its second year, people of the community are seeing results with the establishment/ registration of several new businesses, community members being trained to produce and guide the development of successful business plans, and a growing percentage of youth engagement. For more, visit <http://www.southwestled.co.tt>

Open Discussion on LGBT awareness

It is a conversation that many in the Caribbean are not yet comfortable with, but in April 2014, Judy and Dennis Shepard, founders of the Matthew Shepard Foundation, held an open discussion at the Faculty of Law, promoting their message of understanding, compassion, and acceptance for all, regardless of sexual orientation. In 1998, the couple's 21-year-old son, Matthew was brutally murdered in Laramie, Wyoming. After years of advocacy, the Matthew Shepard and James Byrd, Jr., Hate Crimes Prevention Act was signed into law in 2009. The discussion formed part of a three-day visit to Trinidad and Tobago, hosted by the United States Embassy. The discussion was moderated by Deputy Principal, Professor Rhoda Reddock.

IIR Hosts Caribbean Child Rights Observatory Network

The Institute of International Relations won the bid to become the Hub of the Caribbean Child Rights Observatory Network in March 2014. The Observatory Network was created to strengthen the coordination and evaluation of the implementation of the CRC and its operational protocols. All countries in the Caribbean sub-region have signed the Convention on the Rights of the Child (CRC), committing themselves to respecting, protecting and fulfilling rights of all children. As the CRC is a legally binding instrument, State Parties are obliged to develop and undertake all actions and policies in the light of the best interest of the child.

Distinguished Open Lectures

The CARICOM Series

This year the campus hosted 10 Distinguished Open Lectures. To celebrate the 40th Anniversary of the Caribbean Community (CARICOM), three special speakers were invited to focus on some of the current issues facing the region:

"The Status of the Regional Integration Process and My Vision for the Future of CARICOM"

Ambassador Irwin LaRocque, Secretary-General of the Caribbean Community (CARICOM)
October 3rd, 2013

"The Role of the Bahamas in CARICOM: My perspectives on where we are going"

Prime Minister of the Commonwealth of the Bahamas,
The Rt. Honourable Perry Gladstone Christie
April 7, 2014

"Free Movement of People, Shanique Myrie and Our Caribbean Civilisation"

Dr. The Hon. Ralph E. Gonzales, Prime Minister of St. Vincent and the Grenadines
June 17, 2014

Distinguished Open Lectures

The 2013/2014 Distinguished Open Lectures series also included the following:

"Sport and the Struggle for Social Justice: the Robben Island Experience"

Professor Charles Korr, Professor Emeritus at the University of Missouri, St. Louis - September 5, 2013

"How Nations Succeed: Higher Education, Research and Technological Leapfrogging in Emerging Economies"

Professor Calestous Juma of Harvard University
November 7, 2013

"Motherhood in Childhood facing the Challenge of Adolescent Pregnancy"

Dr. Babatunde Osotimehin, the Executive Director, UNFPA and Under-Secretary General of the United Nations. December 9, 2013

**"Carnival Crossings: From There to Here -
Arkansas to Harvard to Trinidad"**

Professor Milla Riggio, James J. Goodwin Professor of
English from Trinity College Hartford, CT
February 3, 2014

**"Old Wine in New Bottles: Exploring Massive
Open Online Courses"**

Professor Asha Kanwar, CEO of Commonwealth of
Learning.
March 26, 2014

**"Health diplomacy; Science diplomacy. Can the
twain meet?"**

University Chancellor, Sir George Alleyne
March 18, 2014

**"Global Challenges in Science and Innovation for
Sustainable Development: Remarks from a Cuban
Perspective"**

Professor Fidel Castro Diaz-Balart, Scientific Advisor of
the State Council of the Republic of Cuba
July 16, 2014

DISTINGUISHED OPEN LECTURE | CARICOM LEADERS LECTURE SERIES



**WHERE IS
CARICOM GOING?**

Ambassador Irwin LaRocque
CARICOM Secretary-General

Thursday 3rd October, 2013 | 5:30pm
Daaga Auditorium | The UWI St Augustine Campus



For more information, call 662 2002 ext. 83726

CARICOM Leaders Lecture Series | Distinguished Open Lecture

**FREE MOVEMENT
OF PEOPLE**

SHANIQUE MYRIE AND OUR CARIBBEAN CIVILISATION

Dr. The Honourable Ralph E. Gonsalves
Prime Minister of St. Vincent and the Grenadines

Tuesday 13th May, 2014 | 5:30pm
Daaga Auditorium



CARICOM Leaders Lecture Series | Distinguished Open Lecture

**THE ROLE OF THE
BAHAMAS IN CARICOM**

MY PERSPECTIVE ON WHERE WE ARE GOING

The Rt. Honourable Perry Gladstone Christie
Prime Minister of the Commonwealth of The Bahamas

Monday 7th April, 2014 | 5:30PM
Daaga Auditorium



Marketing & Communications

The Marketing and Communications Office (M&C) at the St. Augustine Campus delivers a wide array of services to the campus community and is responsible for strategy, branding, creative and digital work among other areas. Achievements for the review period are listed below. There is, however, an urgent need for market research to ensure that the marketing and communications output is having the intended effect, and if not, to drive its future direction. The need is particularly dire in all areas, particularly external communications, publications, advertising and events. A staff survey has since been undertaken and this will inform initiatives for internal communications.

External Communications

More than 150 media releases were disseminated locally during the review period and the Communications team introduced a bi-weekly research column published in the Trinidad Express.

The 2014 Graduation ceremonies were another high point with a 50% increase in press coverage. In all, 12

articles were generated by the print media. In addition, CNC3 featured an interview with Honorary Graduate Sir Ronald Sanders in their television newscast. The interview was conducted by M&C staff and was recorded by students from the Film Programme. The clip was then disseminated as a video release. (VIDEO LINK)

Internal Communications

M&C works closely with the Campus Principal's Office to produce the Campus Principal's Newsletter. This year, for the first time, it was produced in both text and video formats. This newsletter is just one of several communication pieces disseminated to staff at regular intervals – mainly in electronic format via email. A staff survey looking specifically at internal communications was developed for roll out in late 2014 to gauge the level of engagement generated among staff.

Events

The M&C Events team managed or supported more than 300 events. New events were added to the list, such as the Sports Conference and the Research Expo. There was also the recurrence of others such as the UWI T20 cricket tournament and the staff Family Day.



Page Messages **2** Notifications **27** Insights Posts

Undergraduate Admissions 2015/16

APPLICATION DEADLINE: March 31, 2015

Experience...

APPLICATIONS NOW OPEN

UWI St. Augustine School

Create Call-to-action Liked Message

Timeline About Photos Live Stream More

PEOPLE >

47,638 likes

Des Seebaran, Tiba MrDigital Kojo and 110 others like this.

DO YOU SEE DO YOU

Find New Customers

Connect with more of the people who matter to you

Promote Page

ABOUT >

Twitter: www.twitter.com/uwi_staugustine; Youtube: <http://www.youtube.com/uwistaugustine>; Flickr: <http://www.flickr.com/photos/theuwi/>

<http://sta.uwi.edu/> Promote

APPS

Live Stream

Status Photo/Video Offer, Event +

What have you been up to?

1 Scheduled Post
Scheduled for today at 18:00. See post.

UWI St. Augustine added 3 new photos.
Posted by Marissa Brooks (?) · 4 mins ·

Here are some live pics from the UWI St Augustine Campus where we are gathered for the "Lots of Socks" campaign to observe World Down Syndrome Day. We have a great turnout! Thanks everyone!! Look out for more pics soon.



UWI Today

The monthly newspaper, *UWI Today* expanded its page count by 50%, from 16 to 24 pages and the content has been refocused to showcase the research being done at the St. Augustine Campus. The paper is available both in print and online.

General Campus Publications

The Publications team managed the production of more than 40 booklets, brochures, flyers, cards and bookmarks during the review period. To reduce payments to external printers, at least half of these were printed at or through the Multimedia Production Centre (MPC). As new departmental web pages are rolled out, M&C has taken a content management approach, encouraging departments to make more use of their online presence and more strategic use of the more expensive publication option. The team scored a small victory in this academic year when administrators agreed to eliminate the production of the old Co-Curricular brochure in favour of a smaller, more cost-effective brochure and flyers. The printed collateral directed students to the updated, media-rich Co-Curricular web pages where they could find all programme and registration details as well as videos and testimonials.

Meanwhile, the production of thousands of faculty booklets (regulations, programme outlines and course descriptions) continues to be the largest, most expensive and resource-intensive publications project undertaken annually by the Campus. During the review period, despite a 13% reduction in the number of printed copies, there was a 19% increase in the print cost. An internal communications survey of students is required to confirm or refute claims that many students prefer hard copies of the booklets over the soft copies available online or on CD. In the meantime, the case for online-only documents or an online course catalogue is strengthened by figures showing that during the review period, the undergraduate booklets were downloaded by some 45,000 persons – three times more than the previous year.

Advertising

The advertising team produced more than 280 press advertisements, primarily for local newspaper circulation. Of these, 26% promoted individual academic programmes (not including short courses), 23% supported events such as public lectures, 18% consisted of institutional advertising and 14% were staff recruitment ads. The ad spend in the local newspapers was TT\$3.9 million, roughly 25% more than the previous year.



Many campus publications target first year, first time students.



Global citizen. Caribbean roots: A student visiting the International Office booth during a First Year Experience event.

Digital and Social Media

With 50,839 followers, the UWI St. Augustine Facebook page continues to be the most popular social media channel for the Campus. The most popular posts were those highlighting the graduation ceremonies and the annual half marathon. The Campus' YouTube channel has generated 138,961 views and again, interviews and highlights of the graduation ceremonies are among the most popular videos.

The social media platforms are used to direct users to the campus website. During the review period there was a 40% increase in the number of new visitors, compared with a 33% increase the previous year. The length of an average session also increased by 18%, indicating that users spent a longer period of time perusing the content on the site. Redesign of the campus website is underway and is scheduled for completion by April 2015. This is part of a general cross-campus redesign project.

Internationalisation

Student and Staff Exchanges

The strategic mobility of our students and academics, which is designed to advance their technical skills and personal development, has become an important tool for the Campus to improve its academic competitiveness. The Office for Institutional Advancement and Internationalisation (OIAI) currently manages over 7 million euros worth of scholarships for students and staff to study at any one of ten leading universities within the Caribbean and Pacific as well as Europe. In 2013/2014 increases were achieved across the board in inward and outbound student and faculty mobility. The UWI St. Augustine sent 47 students on exchange to universities in Canada, USA, France, and Barbados. In return, The UWI has welcomed 56 students from universities in Canada, USA, France, Barbados, Jamaica, Sweden, Germany, and Guyana. Five members of staff/faculty were able to fund professional development and research at our Canadian Partner Universities through the Canada-CARICOM Faculty Leadership Programme.

UWI's Discover Series

Since 2012 the Campus 'Discover Series' has hosted annual study tours comprising groups of students and faculty. This year the tour took participants to Brazil for the first time and made a repeat visit to India. Tours are planned for South Africa and China.

iWeek

The first annual International Week, or iWeek for short, was hosted by the International Office and the Institute of International Relations in October 2013. featured an Open Forum Discussion with Sir Shridath Ramphal, a technology showcase, a student Exchange Fair and a Foreign Film Showcase. The aim of the event is to promote global citizenship and civic responsibility.



iweek Open Forum: Sir Shridath Ramphal (left) and Director of the Institute of International Relations, Professor Andy Knight.

UWI Hosts First CSCLeaders Seminar

The Campus hosted the first ever CSCLeaders for Students Seminar in the Caribbean in May 2014. This is a leadership development programme for students from across the Commonwealth that challenges them to explore a major world issue from a local perspective while providing real and practical leadership experience to equip them to lead change now and in the future. The theme of the Challenge for Trinidad and Tobago was

What Makes a City Smart? Students sought answers on field trips to Habitat for Humanity, Fondes Amandes, CARICOM Impacs and the Ministry of Planning and Sustainable Development. They also explored topics such as Diversity, Leadership Challenges and Power and Influence under the guidance of representatives of bpTT, Pepper Advertising, the Faculty of Engineering and the OIAI. The Seminar was held in collaboration with Common Purpose UK and the Duke of Edinburgh Trust.

China

A number of collaborations took place with an increasing range of countries from around the world including North America, South America, the Caribbean, Europe, Africa and Asia. However, partnership with China dominated internationalisation activity on the Campus during the review year. The Campus established a Confucius Institute (CI) with funding from the Government of China and in collaboration with China Agricultural University. This CI has already trained over 200 students in language and culture and it is expected to focus in the coming months on supporting academic collaboration in the field of Agriculture.

An Implementation Agreement was signed with the China Agricultural University (CAU) in September 10, 2013, and was followed up with a visit by a delegation from the CAU in April 2014. The UWI is working with the CAU to develop the Orange Grove Farm at Trincity into a modern Agricultural Innovation Park. Implementation has already begun with experiments ongoing in corn and vegetable production. This AIP is designed to serve as a world-class agricultural research and demonstration site which, it is hoped, will make a positive transformational impact on the local and regional agricultural sector.

An MOU was signed between UWI's Institute of International Relations and Wuhan University to increase the number of students travelling between the Caribbean and China exploring their respective music, art, culture, politics, literature and emerging international relations. It involves the establishment of a Research Centre in China to study the Caribbean which is the first of its kind.

MOUs Signed in 2013/2014

The St Augustine Campus benefitted significantly from relationships forged with other educational, government, non-government and private sector entities. Beyond relations with China, this year a number of important relationships were formalised particularly relating to agriculture, the arts, culture and international relations.



One of the performers at the formal opening of the Confucius Institute at The UWI, St. Augustine.

- An MOU was signed with the **University of Flensburg** and the **Flensburg University of Applied Sciences** to develop collaborative research, academic programmes and other activities in the area of sustainable energy systems and management.
- The UWI St Augustine campus hosted a delegation of faculty members from **Trinity College, Hartford, Connecticut** in early 2014. The visit was twofold, as it involved the signing of a Memorandum of Understanding (MOU) between the two institutions, and a Distinguished Open Lecture by Professor of English, Dr. Milla Riggio.
- The UWI's Institute of International Relations (IIR) and the **United Nations Children's Fund (UNICEF)** signed a Memorandum of Agreement (MOU) to establish a hub for the creation and facilitation of the Caribbean Child Rights Observatory Network (CCRON).
- An MOU was signed in October 2013 between the **Caribbean Shipping Association (CSA)** and the Arthur Lok Jack Graduate School of Business for an online master's degree programme in Port and Marine Management.
- The School of Veterinary Medicine has signed a MOU with the **Ministry of Agriculture in St. Lucia** to determine the disease status in livestock and improve its diagnostic capacity. Similar MOUs are being developed with Antigua and Barbuda and Dominica.
- An MOU was signed in February 2014 between UWI and the **Ministry of Food Production/ NAMDEVCO** (National Agricultural Marketing and Development Corporation) on the AgriNETT Project, managed by the Department of Computing and Information Technology.

- A Memorandum of Agreement was signed with **Pan Trinbago** to promote collaborative research programmes and joint initiatives relating to the international commercialisation of the steelpan instrument.
- The UWI Zoology Museum signed an MOU with the **National Museum and Art Gallery of Trinidad & Tobago** to catalogue and conserve the Natural History collections from the museum. Several thousand individual items were transferred to The UWI.

Alumni Engagement

Fundraising and Alumni Affairs

A major strategy for diversifying income and restructuring the institution's capital base towards a reduction in primary dependence on state funds has been to establish fundraising and alumni affairs capability for the campus. This Fundraising and Alumni Affairs Unit was established in 2013 under the Office of Institutional Advancement and Internationalisation (OIAI). During the review period the focus has been on establishing a sound operational platform upon which to raise funds and to engage our graduates as a central resource for the future development of our

campus. Staff devoted considerable time developing and nurturing close working relationships with internal and external stakeholders including the regional UWI Alumni Association (Trinidad and Tobago Chapter), counterpart offices at other UWI Campuses, influential graduates and supporters of The UWI.

These systemic gains and strengthened relationships have led to a number of successes such as the securing of major sponsorship for Campus events, the building of a cadre of influential supporters and advocates, and the successful positioning of the Campus as a viable recipient for major donations. The primary focus for this Unit in the next academic year will be to launch an intensive reconnection campaign designed to identify and engage the thousands of graduates from the Campus, with many of whom there is currently little interaction. This campaign has already been designed and is expected to provide critical data upon which all future activities of this Unit will be conducted.

For Fundraising, the objectives will focus on closing a number of large philanthropic gifts which are currently being negotiated and which will provide new world class facilities in the social sciences, humanities and commercial operations on the Campus.



Patrons at the 2014 UWI Fete - Brazil - helped provide financial support for 200 students



Act 1: Nobel Laureate and UWI Alumnus, Derek Walcott (right) presented a cheque to Principal Sankat for the new Theatre Arts Scholarship.

Philanthropy

In December, Nobel Laureate Derek Walcott presented a cheque of \$40,000 to The University of the West Indies (UWI), St. Augustine Campus Principal, Professor Clement Sankat, towards the establishment of a scholarship for students enrolled in the Theatre Arts programme at The University.

The cheque represented the proceeds from the highly successful production of Walcott's play 'O Starry Starry Night' which was staged in November 2013 at the Central Bank Auditorium in Trinidad. Each year for the next five years, a Theatre Arts student at the Department of Creative and Festival Arts (DCFA) will be awarded a scholarship to assist with studies tenable at The UWI.

In March 2014, Methanex Trinidad Limited pledged US\$150,000 over the next three years in support of The UWI Telehealth programme. Since 2004 the programme has helped children with complex medical conditions gain access to quality medical care through the use of telecommunications and videoconferencing technology.

UWI Development & Endowment Fund – Bursaries and Scholarships

The Fund has granted a total of \$11,388,000.00 in bursaries from the date of inception to now. The targeted number of bursaries each year was 160 awards (\$800,000); this number has increased to 200 awards (\$1,000,000).

For the academic year 2013/2014 The UWI Development and Endowment Fund offered 200 bursaries to students of all faculties. The annual UWI Carnival Fete is a major source of funding for the Development and Endowment Fund.

Employee Engagement & Development

EMPLOYEE STAFF COMMUNICATIONS SURVEY



Building a Culture of Employee Engagement

Communication, team building sports, employee recognition and health and wellness activities were the primary initiatives undertaken this year to engage employees at the St. Augustine Campus.

Future Leaders Programme

The Human Resources Division introduced a three-phase Future Leaders Programme (FLP), starting with a Career Transitioning and Succession Planning Open Day on May 2, 2014.

Employee Recognition & Awards

In November 2013 the Campus celebrated 249 employees with 25 years of service or more. Heading the list with 45 years of service was Mr. Mangroo "Bal" Sookraj of the Facilities Management Department. Read more about him in the December 2013 issue of UWI Today. The Campus held its annual retirement awards ceremony in June 2014.

In a similar vein the School of Education (SOE) formed a Legacy Committee to honour several of its past long-serving members. A research project was launched to compose biographies of former staff members and trace their contributions to the development of the SOE in areas ranging from the internal operations of the School to teaching and learning and research.



EMPLOYEE ENGAGEMENT & DEVELOPMENT

Winning at Wellness

Jeselle Joseph, from the Faculty of Social Sciences was the overall winner of the second “Losers Can Be Winners” fitness and weight-loss competition organised by the Human Resources Division from January to May 2014. There were six other winners in three categories: Highest Weight Loss & Reduction in BMI; and Hiker (Endurance/Perseverance).

As part of the Healthy Campus initiative this year the HR Division also teamed up with the Health Services Unit to offer cholesterol, blood sugar, blood pressure, weight and BMI tests as well as free and confidential Rapid HIV testing for members of the Wellness Programme.



STA Paints Staff Games Blue

The St. Augustine Campus hosted the 14th Biennial Staff Inter-Campus Games. Teams from all four campuses battled it out from August 9 – 15, 2014, with St. Augustine emerging the overall winner, taking Athletics, Basketball, Volleyball, Cricket and Table Tennis. Mona came in second with wins in Football and Netball, and Open Campus was third with Lawn Tennis.



Family Day 2014

On a rainy Saturday in June, 2014, nine teams competed in events such as the Flag Competition, Staff Cook-Off, novelty games and more. The winning team from the Faculty of Engineering may have walked away with the TT\$3,000 grand prize and the challenge trophy, but all participants shared in a renewed sense of camaraderie, teamwork and fun! Take a look at the photos on Flickr and see video highlights on our YouTube channel!



EMPLOYEE ENGAGEMENT & DEVELOPMENT

Open Campus Wins 2014 Football Cup ...

In the final game of the Inter-Departmental Football Cup 2014, Open Campus prevailed against the team from the Faculty of Medical Sciences. Trophies were also distributed to each team for all-round participation, and to each female player.

... while 2013 Football Winners Score Big

Last years' inter-departmental winners, Campus Security donated a portion of their prize money to the Joshua Boys Home located in Santa Rosa, Arima. The team visited the home in September 2014 and presented the children with school supplies, groceries and toys. Aside from these necessities, the boys also lack father figures in their lives, and so, the team has pledged to visit the home regularly to fill that void.

Coffee with the Principal

The annual interface between the Principal and staff took place in June 2014. This staff forum is an opportunity for the entire staff body to come together to review achievements and challenges experienced over the past year, and to discuss new strategies for the new year.





Internal Operational Processes

SURVEY OF APPLICANTS AND FIRST YEAR STUDENTS IN 2013/2014



MOST UWI STUDENTS come from homes
where their parents are not
graduates of any university

71%



STUDENTS FROM HOMES where
both parents are
university graduates

9%



FINANCIAL CONSTRAINTS Top reason
for not accepting
an offer from UWI

24%



UWI THE FIRST CHOICE
among students
entering in 2014

74%



ACADEMIC REPUTATION
Most important reason
for choosing UWI

Institutional Accreditation

The St Augustine Campus continues to be regarded as a 'high quality institution' attracting significant capital investment as well as a high calibre of teaching and research staff. That is according to the final assessment report following a Mid-term Review/Progress Report and a Focused Site Visit conducted by two external evaluators of the Accreditation Council of Trinidad and Tobago. Between September 2013 and April 2014, the evaluation team conducted interviews with over 100 staff and students to ascertain their satisfaction of the quality of the Campus. The team expressed a high level of confidence in the quality assurance measures for both academic and non-academic operations at the St. Augustine and noted that the Campus is on track for reaccreditation in 2017.

The UWI St. Augustine, through the Department of Management Studies, and the Arthur Lok Jack Graduate School of Business (Lok Jack GSB) pursued accreditation from AACSB International (the Association to Advance Collegiate Schools of Business), the largest and the longest standing specialised accrediting agency for business programmes in the world. The final outcome was successful, as was the bid by the Lok Jack GSB to be re-accredited by the Association of MBAs (AMBA). The GSB also continued to align its systems with the standards of another accreditation body – EQUIS. The School is eagerly looking forward to raising its international presence, profile and impact in the coming year.

Quality @ STA

A new portal was established on the Campus intranet linking users to resources such as policies, manuals, web-based tools, reports, data and self-study documents for preparing for and reporting progress on institutional accreditation. *Quality@STA* was established by the Institutional Effectiveness Unit to provide information on total quality management with an emphasis on academic quality assurance, institutional effectiveness, programme accreditation and institutional accreditation. A detailed *Process Improvement and Re-Engineering Handbook* to guide all units will be finalised by the end of the first semester of 2014/2015.

Improving Processes and Service

The Institutional Effectiveness Unit (IEU), together with the Campus Information Technology Services (CITS) continued to work on implementing an online system that facilitates online reporting of service excellence compliance and improvement by units. By June 2014, two units had begun to use the system. In the period, the IEU also worked with five non-academic units in a pilot project to map and automate their operational processes – from strategic (value chain) to tactical levels (workflows/tasks). This is expected to increase the operational efficiency of these units by as much as 30-40%.



INTERNAL OPERATIONAL PROCESSES

Implicit in the notion of service is the human element. So, in addition, 127 staff from 34 non-academic units underwent training in service excellence leadership. Almost half of these units have gone on to create service charters and at the time of publication were preparing to launch them online or to otherwise distribute them widely to customers and clients. This is linked to the creation of an Employee and Service Excellence Awards System.

IT - ID Cards get Smart

In September 2013 the Campus introduced a new smart ID card. Ultimately as the infrastructure is put in place, the new ID card will provide easier access to a wide range of campus services such as borrowing books at the Library, using the gym at SPEC, validating prior to entry into exams and controlling access to certain secure locations of the Campus.

Legal

The Campus Legal Office, established during the previous reporting period, has made a big impact in a short time. Harmonisation of processes and documents such as contracts and agreements has helped reduce the legal risk of the Campus, while the effective management of litigation matters has led to legal suits being curtailed and several matters being

settled without recourse to formal litigation. The result has been substantially reduced legal costs and financial liabilities for The University.

The team's continued work in the area of policy review and formulation and legal advisory support to campus subsidiary boards and projects (especially in the area of public-private partnerships and collaborations) helped improve governance, oversight and transparency within the Campus' governance framework. In addition, the provision of legal advice and guidance on diverse matters relating to Students and University Regulations and the provision of legal guidance on Student Guild matters/Guild Constitutional matters contributed to more effective, transparent and informed decision-making in relation to student matters.

To help improve governance arrangements on the Campus, there are plans for the Legal Office (together with the Secretariat and Campus Records Centre and with assistance from the Institutional Effectiveness Unit) to establish a Policy Development Framework by which all policies are benchmarked, developed, administered, reviewed and changed. This project would help to reduce stakeholder complaints and increase customer satisfaction.

The New UWI Student ID Card

**Access Control | Library Services
Examination Services | Sport Services**

*For card collection schedule check
the Student Admissions Office*

<http://sta.uwi.edu/idcards/>

UWI
STUDENT
RODNEY ANDERSON
12345678
ISSUE DATE: AUG 31, 2013

If found, return to ID Card Office,
Lloyd Brathwaite Student
Administration Building
Tel: 642-2002 Ext. 83007

This ID card is issued for your use
only and must be carried at all times
on the UWI campus and shown on
request to university officials.

The Legal Office together with the Campus Projects Office and the Campus Records Department, is also working on establishing a Lands Repository and Database to house all legal arrangements in relation to The UWI St. Augustine's lands and property assets. At the end of this project, all of the Campus' title records would be stored in a secure and comprehensive database, clear strategies for title regularisation and future property acquisition would be easily ascertainable and ease of access to lands records to support investment opportunities would be realised. This would make it easier for the Campus to not only manage its land and property assets, but also to leverage investment opportunities.

Data Collection

Some of the most important research and data collection initiatives taking place on the Campus are providing insight into the workings of the institution itself. The Campus Office of Planning and Institutional Research (COPIR) conducted surveys of current and incoming students as well as recent graduates (Class of 2012), to get a sense of how they feel the Campus has been meeting their needs.

Infrastructure



During the 2013/2014 academic year, the Campus Projects Office moved several projects towards completion. The major focus, however, was on the continuation of the UWI St. Augustine South Campus – Penal/Debe project. The Teaching and Learning Complex was completed and occupied in October 2013 and immediately had a positive impact on the available teaching spaces on the Campus.

Funding constraints limited the number of projects that were able to move to their construction phase during this year. The major challenges to implementation were lack of Cabinet approval for several PSIP funded projects, the Government's slow release of funding for capital projects and the generally poor performance of contractors on some of our major projects.

The Faculty of Social Sciences received a parcel of land at the corner of Scott and Gordon Street, St. Augustine from The Trinidad and Tobago Housing Development Corporation. The land will be used for the construction of a building to promote the work of Mediation Studies, and Criminology and Criminal Justice. At the Faculty of Medical Sciences, the Students' Study and Recreation Centre (located at Mount Hope) with study rooms, student lounge, gym and mini mart was officially opened in May 2014.

To address the increasing student intake in the Faculty of Medical Sciences, the Faculty is continually upgrading and refurbishing its existing infrastructure and facilities. Two floors at the Chancery Lane San Fernando Teaching Hospital have been allocated to the Faculty. This facility will encompass teaching space, staff offices, library and laboratories and was officially handed over in January 2014. The Students' Study and Recreation Centre (located at Mount Hope) with study rooms, student lounge, gym and mini mart was officially opened in May 2014 and the School of Nursing was relocated to a new site at El Dorado. Construction started on the expansion of the BSc Optometry programme building at Gordon Street, St. Augustine and the School of Veterinary Medicine's Steve Bennett building.

Capital Projects - Campus Projects Office

- 1. Teaching and Learning Complex.** The project was eventually completed and occupied (except for the Biology and Chemistry labs on the third floor) in October 2013. The construction works are now expected to cost approximately \$105 million dollars. The total project estimate is currently \$125 million, including FF&E, Multi-Media/Audio-Visual and Consulting fees. The work to complete the labs has been packaged and tenders are being invited for these packages. The completion of these labs is estimated to cost \$8-10 million.
- 2. UWI St. Augustine South Campus, Penal/Debe.** As of July 2014, construction works are still in progress despite the contract completion date of February 2014 having passed. The construction works have fallen behind schedule and current projections are for completion in mid-2015. The current estimated cost for the project is approximately \$600 million.
- 3. Extension to Steve Bennett Building, FMS.** The building will expand the facilities of the School of Veterinary Medicine and will include a teaching room, two laboratories and associated administrative and services rooms. This extension will provide over 4,000 square feet of additional space. Tenders were invited in February 2014 and a contract was awarded later in May. Construction work commenced in July 2014 and is projected for completion in early 2015. The construction cost for this project is \$4.6 million.
- 4. Elevator Replacement at Engineering Block 1.** Works commenced on site in April 2014 and the installation was completed and handed over in June 2014. This project cost approximately \$0.7 million.
- 5. Air Conditioning upgrade at Alma Jordan Library.** The existing 30 year old system that serviced the four floors of the library was no longer operable. Work to install a new system commenced in June 2014 and were scheduled to be completed in stages between September and December 2014. The cost of this project is \$9.6 million.

6. Canada Hall Expansion and Renovation. Phase 1, South block was completed in early 2013 and occupied by the residents in August 2013. The projected cost for completing Phase 1 – South Block is \$16 million. Phase 2, North Block involves similar works as per Phase 1. Phase 2 was tendered in August 2013 and a contract awarded in early 2014. Works commenced on site in April 2014 and is currently projected for completion in May 2015. The current estimated cost for completion of Phase 2 is \$18 million, including \$15.5 million for the construction works. Phase 3 will include a new Postgraduate building.

7. Staff lounge and Kitchen at Teaching and Learning Complex. The contract was awarded at the end of February 2014 and works commenced on site in early April 2014. The area was completed in July 2014 at a cost of \$132,125.

8. Centre for Spiritual Life. The facility is intended to support the many faith-based groups on campus; foster inter-denominational and inter-faith collaboration and help develop the moral and spiritual values that could positively impact on the society. It will include spaces for worship, refuge, education and administration. Tenders have been evaluated and the award is pending identification of funds. The project will cost approximately \$24 million.

9. Department of Creative and Festival Arts Building, Gordon Street. This building will replace the current Agostini Street Buildings and provide spaces for performance, teaching and administration. Due to funding constraints, the project is to be implemented in phases with the first phase due to start construction in early 2015.

10. Warner Street Staff Housing Project. This project will create 18 townhouse units for rental to UWI staff. It will be a gated community, which will improve security to the staff members and will provide facilities in keeping with the expectations of the UWI Senior Staff. There will be nine 2-bedroom units and nine 3-bedroom

units. Tenders have been issued and once funding is confirmed, works can commence on site in early 2015.

As of August 2014 there were a number of projects in either their planning or design phases. Construction work on these is expected to commence within the next 12 to 24 months. Progress on several of these projects depends on the Government's approval via Cabinet Notes and subsequent release of funding for these projects. Alternatively, The UWI needs to identify other sources of funding.

2014/2015

- 1. New UWI/RBL Facility.** Revised design concept is being developed and the MOU is being negotiated
- 2. New Psychological Research Centre.** Project scope and cost being finalised and MOU to be signed shortly.
- 3. New Building for Campus Security.** The Department of Facilities Management (DFM) is to implement this project with assistance from the Campus Projects Office.
- 4. International Fine Cocoa Institute of the Caribbean (IFCIC).** The project brief and estimate have been developed and are awaiting Management comments/approval.
- 5. New Building for ORDKT & OIA.** The project proposal was prepared and submitted to the Ministry of Tertiary Education, Science & Technology (MTEST). A Cabinet note is to be prepared.

2015/2016

- **Centre for Geography.** The project scope is being finalised.
- **Expansion of Student Cafeteria Building.** A Request for Proposals document is being prepared. The project is to take the form of a public/private partnership
- **Social Sciences Mediation Centre.** A space schedule has been developed and submitted to the Department for comment. A Draft Cabinet note was submitted to MTEST.
- **New Admin/Teaching Building for FST.** The project proposal is being modified for submission to MTEST and a Cabinet note is to be prepared.



Sowing the Seeds: preparing the ground at the Agriculture Field Station at Orange Grove.

Electrical Upgrade

To support the current and projected physical expansion of the Main Campus, the Division of Facilities Management (DFM) made significant progress updating the electrical infrastructure. An updated model of the high voltage (12KV) switchgear was installed at the Main Electrical Substation at the Campus. This will increase the overall reliability of the Campus's electrical supply and provide better protection to the high voltage cables. A high voltage ring feeder was established at the Teaching and Learning Centre to distribute power to nearby buildings housing the Division of Facilities Management, Library Storage and the UWI Conference Centre buildings – all to the east of the Campus. This power hub also has the capacity to provide electricity to other buildings to be constructed on this side of the Campus in the future.

Seismic Research Centre Gets New Building

A new building for The Seismic Research Centre was completed by the DFM during this review period. The new three storey building will house the staff and equipment of the Seismic Research Centre and would provide a robust location for the detection and monitoring of seismic activity across the region. The building features modern technology such as the FM 200 waterless, fire suppression system to protect the earthquake monitoring equipment.

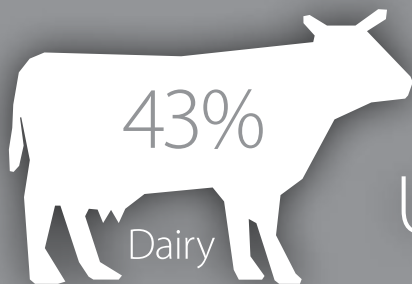
Housing, Parking & Office Upgrades

The DFM managed the upgrade or repair of 14 University houses during the period and executed two projects to improve student facilities in the Faculty of Social Sciences. Six projects were executed to improve staff facilities, including repaving parking spaces and the reconfiguring office spaces. The Division also embarked on a project to install access control barriers at car parks across the Campus to regulate the use of these spaces.

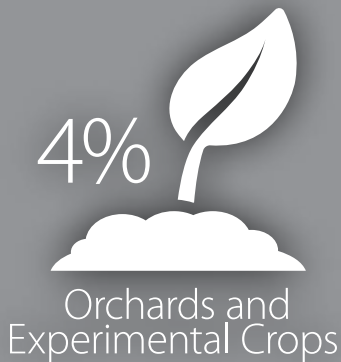
Agriculture Field Stations

At the newly acquired 200 acres at Orange Grove over 80% of the land had been brought under cultivation by the end of the review period. Over 8.5 acres of the newly established Orange Orchard in the South Campus were transferred to The University Farm during the period. The Orchard was initially established as a project for technology demonstration. Together with the Chinese Agricultural University an initial plan for the Agricultural Innovation Park was completed in April 2014. The Park will provide a state-of-the-art teaching, demonstration, science popularisation and business incubation facility. It is expected that the funding for this project will involve private/public sectors partnership.

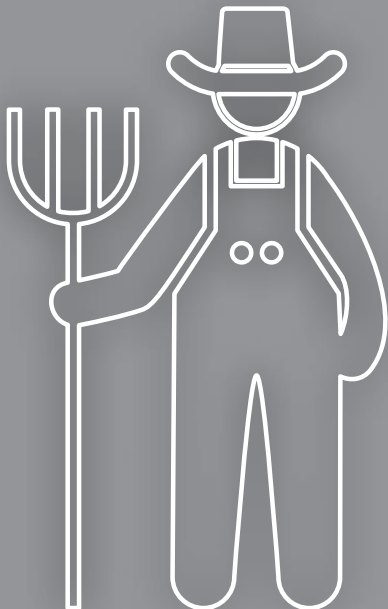
Financial



The University Field Station



The University Field Station at Mt Hope operates as a research facility as well as a commercial entity. Here are the most lucrative money earners in 2013/2014.



Source: The Faculty of Food & Agriculture

The Campus' operating results recorded a deficit \$23.4 million compared to a surplus of \$5.5 million of the previous year. Recognising the importance of managing revenues and expenditures, the Campus has been striving to contain costs by managing new hires and achieving operational efficiencies, particularly in its business processes. On the revenue side the Campus is challenged by the slowness in processing and collection of tuition fees from sponsoring governments. Nevertheless, we are looking forward to more meaningful growth and greater financial sustainability, particularly in revenue earned through sponsored research, by leveraging on the intellectual and physical assets and commercialisation.

Income

Consolidated income for the year totaled TT\$1,118.4 million. This represents an increase of TT\$19 million or 1.7 % over the previous year. Income from Contributing Governments represented 50.2% of total income and was 5.5% above last year's level. Government Contributions accrued for the year included \$63 million for the salary arrears due to the Academic, Senior Administrative and Professional Staff for Campus Grants Funded staff for the contract period from August 1, 2011 to July 31, 2014.

Tuition

Tuition and other student fees recorded an increase of 3.7% over the previous year. This was due to a lower ratio payable to The University Centre. The normal practice is for a percentage of total CGC tuition fees to be paid to The University Centre. The last revision to tuition fees for CGC funded programmes was in 2001/2002.

Special Projects

Special projects and other project income of \$156.2 million included the gross income earned by ROYTEC valued at \$45.8 million. The comparative for year 2012/2013 was \$186.1 million with ROYTEC's gross revenue totaling \$46.5 million. In effect for the Campus there was a decrease of \$29.9 million in receipts in project funds, as some major projects were in the closing out phases.

Other teaching activities represented by the income of the Faculty of Medicine increased by \$18.3 million or 8.2%. Enrolment had shown growth of 6.7%, contributed mainly by the Schools of Medicine, Dentistry and Advanced Nursing.

Commercialisation

Commercial operations are reported as a project, and covers the operations of the Bookshop, Central Stores, Multi-media Centre and Halls of Residences. Income decreased over the previous year for all areas.

Expenditure

Total expenditure for the year before depreciation, employee benefits obligations and finance costs totaled \$1,141.7 million, increasing by approximately \$48 million or 4.4%. This includes salary arrears covering 36 months for the Academic, Senior Administrative and Professional Staff amounting to \$84.6 million, \$63 million for Campus Grants Committee funded programmes and the balance for the Faculty of Medicine.

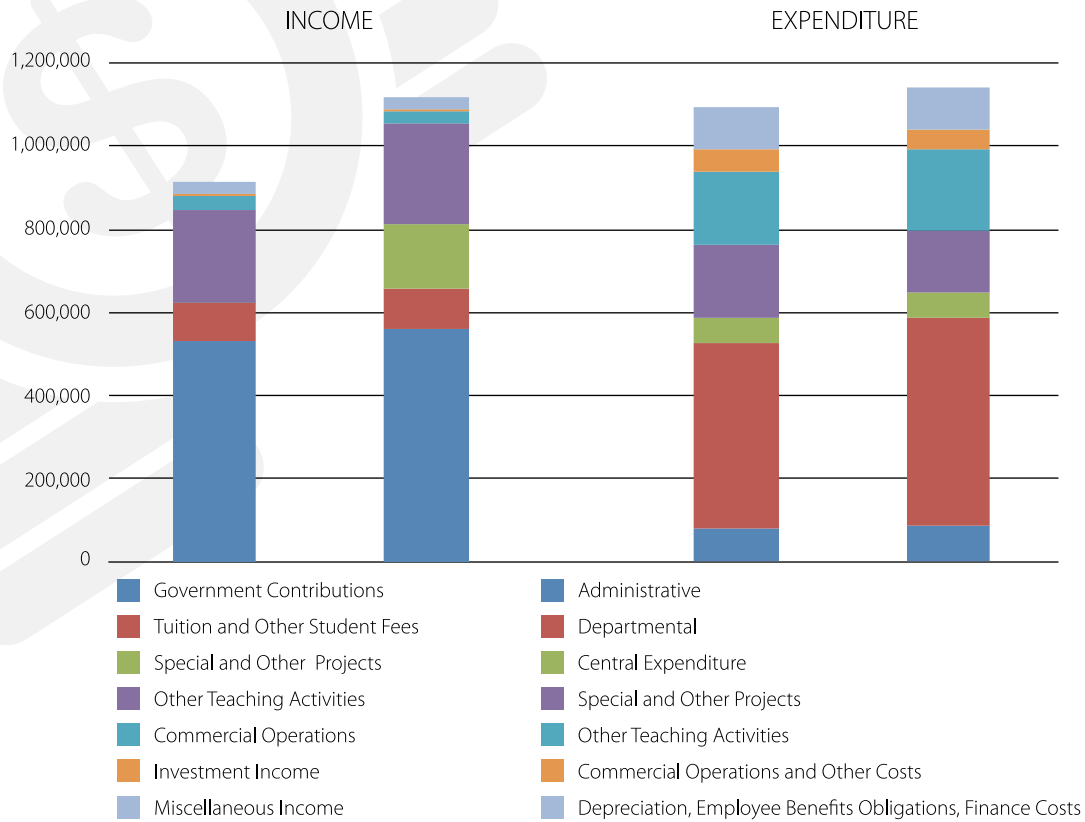
Salary Negotiations

The Management of The University of the West Indies (UWI) St. Augustine Campus and the West Indies Group of University Teachers (WIGUT), St. Augustine, reached an amicable agreement on the revised terms and conditions for the Academic, Senior Administrative and Professional staff of the St. Augustine Campus. The agreement signed on June 24, 2014 took effect retroactively from 01 August, 2011, and included a 6% increase on basic salary, structured 1% in 2011, 1% in 2012 and 4% in 2013, after adjustment, as well as inflation based adjustments to transportation and book grant allowances.

Income Source Diversification

Patents

Led by the Office for Research Development and Knowledge Transfer (ORDKT), we continued to leverage intellectual property generated at The UWI, St. Augustine for technology transfer as well as for commercialisation, in order to cultivate new streams of income for the Campus. Among this year's successes



	2013		2014	
CAMPUS INCOME	TT\$M	%	TT\$M	%
Government Contributions	531,422	48.3	561,377	50.2
Tuition and Other Student Fees	90,447	8.3	93,807	8.4
Special and Other Projects	186,097	16.9	156,238	14
Other Teaching Activities	223,317	20.3	241,594	21.6
Commercial Operations	32,698	3	30,500	2.7
Investment Income	5,903	0.5	5,125	0.4
Miscellaneous Income	29,414	2.7	29,660	2.7
	1,099,298	100	1,118,301	100

	2013		2014	
CAMPUS EXPENDITURE	TT\$M	%	TT\$M	%
Administrative	77,723	7.1	84,128	7.4
Departmental	447,544	40.9	500,920	43.9
Central Expenditure	59,560	5.4	60,502	5.3
Special and Other Projects	177,057	16.3	148,720	13
Other Teaching Activities	175,301	16	196,900	17.2
Commercial Operations and Other Costs	54,303	5	47,392	4.2
Depreciation, Employee Benefits Obligations, Finance Costs	102,269	9.3	103,167	9
	1,093,757	100	1,141,730	100

were the granting of a US Patent to the St Augustine Campus for "Synthesis and Use of Chiral Ionic Liquids." A joint development partner is being sought for this project. A US Provisional Patent Application was filed for *"Tetrapeptide Copper Catalysts Capable of Oxidizing Hydrocarbons at Room Temperature"* and patents in ten jurisdictions for *Apparatus for Percussive Harmonic Musical Synthesis Utilizing Midi Technology (APHAMS)* were assigned to the UWI St Augustine Campus and are being managed by the ORDKT. A licensee is being sought through PHI Innovations Limited.

Over the following year the ORDKT expects to conclude arrangements with Lake Asphalt of Trinidad and Tobago Limited for the commercialisation of asphalt-based products developed by UWI; to find commercialisation opportunities for Tetrapeptide Copper Catalysts technology and to explore possibilities for licensing UWI's copyright-protected works. The Campus is also looking forward to the implementation of the IDB

REACH project, which is expected to enhance The University's capability to commercialise its intellectual property.

Commercialisation

The Commercialisation Unit under the Office of Institutional Advancement and Internationalisation (OIAI) is playing a leading role in re-captialising the asset base of the Campus. More particularly, this unit has focused significantly on increasing the revenue from commercial vendors who lease property from the Campus and on professionalising the management of these relationships. One of the key interventions for this academic year was the zoning of commercial areas on the Campus and the concurrent revision of rental rates according to the zones. A common area management fee was also introduced in order to improve the physical standards of the commercial areas and their surroundings. This exercise made a



Principal Sankat joining in the fun at the formal opening of the Cold Stone Creamery on the Main Campus, St. Augustine on 31 January 2014.

major impact by increasing monthly commercial revenues by 30% as well as diversifying and improving the range of vendors, products and services to the Campus community.

The Campus now enjoys a diverse range of offerings from trusted vendors such as Yvette's and Veg Out, names which are well known by all, to new operators like Pita Pit, Coldstone and Tropical Express. In order to exploit the limited commercial space available to vendors, the Unit is exploring a new and innovative approach based on semi-permanent 'mobile vending units' to be located at newly expanded areas of the Campus such as the recently commissioned Teaching and Learning Center. Requests for Proposals will also be issued for commercial operators to provide goods and services to the soon-to-be commissioned Campus at Penal/Debe and eventually for the Agricultural Campus at Orange Grove.

Get a Room at the Inn

The new University Inn and Conference Centre were opened on May 6, 2014. The Inn is comprised of two blocks and 20 rooms. Within walking distance of the main administrative buildings of the Campus, it is a popular choice for visitors attending meetings or lectures or as a location for lunch with visiting colleagues and dignitaries. The Inn is also open to the general public.

The University Conference Centre is a retrofit of the former Senior Common Room and now provides seating of up to 200 persons, a bar area, conference room, upper and lower outdoor decks, kitchen space, lobby area and an administrative office. The Conference Centre is now used to host University events, such as the launch of the Diplomatic Academy, and is also rented out to the public for weddings and conferences.

Recapitalisation of UWI

The University continues to work towards operational independence by creating new income streams to expand its capital base. The offer of professional development programmes, summer school and the sale of various products and services contribute to the campus' finances in some small measure

Fee paying programmes in the Faculty of Social Sciences generated in the order of TT\$600,000 this year. Most of these aim to satisfy the continuing education needs of professional bodies in Trinidad and Tobago and were developed through the Faculty's Professional Development and Training Unit. This year participants were drawn from various Government Ministries, the Petroleum Company of Trinidad and Tobago, the Trinidad and Tobago Defence Force and several private sector firms. The Faculty also continued to offer courses under its Summer Programme to facilitate students completing their degrees in a timely manner and also as a revenue-generating activity. During the year in review over 2,126 students participated generating approximately \$3.4 million in revenues.

Semi-commercial operations at The University Field Station (UFS) contribute to the annual revenue earned by the campus through the sale of fruit, vegetables, meat and dairy products. For the review period, the UFS posted earnings of roughly TT\$2.5 million: 43% derived from the sale of dairy products, beef and live cows, and 32% primarily from the sale of processed chickens. The remaining revenue was sourced from the sale of other livestock – pigs, ducks, rabbits, sheep, and produce. Melongene (egg plant), cucumbers and sweet corn were the top grossing items from among the 16 semi-commercial crops grown at UFS locations.



EXPERIENCE THE UNIVERSITY INN

Tucked away amidst greenery is the welcoming facade of this boutique bed and breakfast. The Inn offers top quality accommodation not only to visiting academics and guests of the University, but also to the public. Furnished to make it feel like home, its tranquil air is guaranteed to repair even the most frayed of nerves. The excellent service doesn't hurt, either.

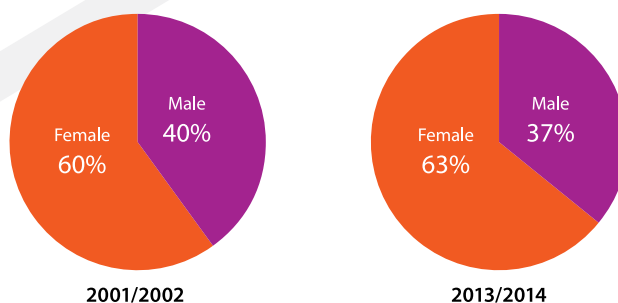


FOR RESERVATIONS AND MORE INFORMATION

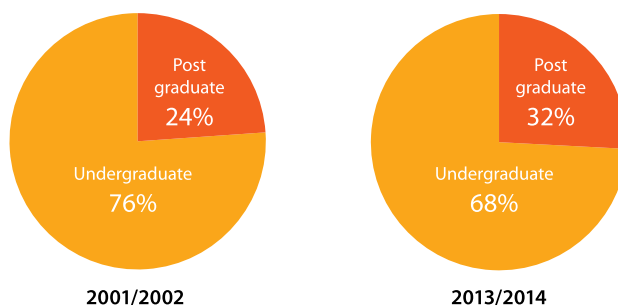
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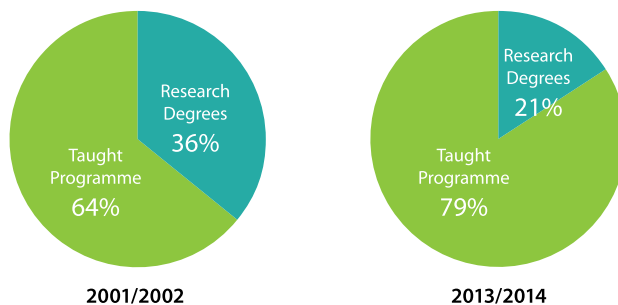
COMPARATIVE DISTRIBUTION OF ON-CAMPUS ENROLMENT BY GENDER
2001/2002 & 2013/2014



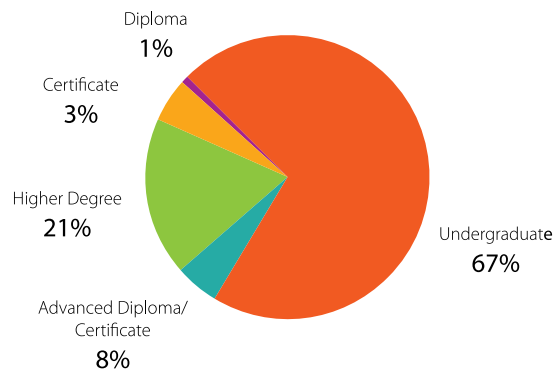
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BETWEEN UNDERGRADUATE AND POSTGRADUATE LEVELS
2001/2002 & 2013/2014



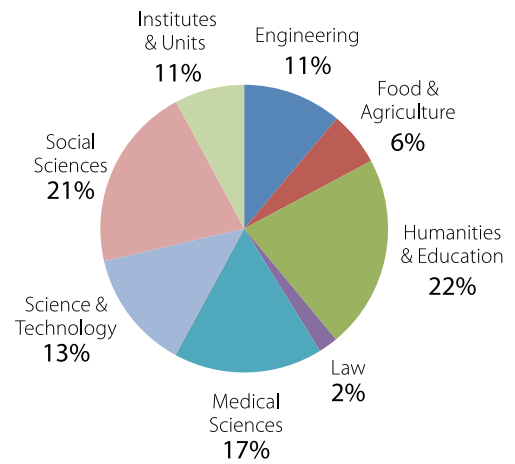
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BETWEEN RESEARCH DEGREES AND TAUGHT GRADUATE PROGRAMMES
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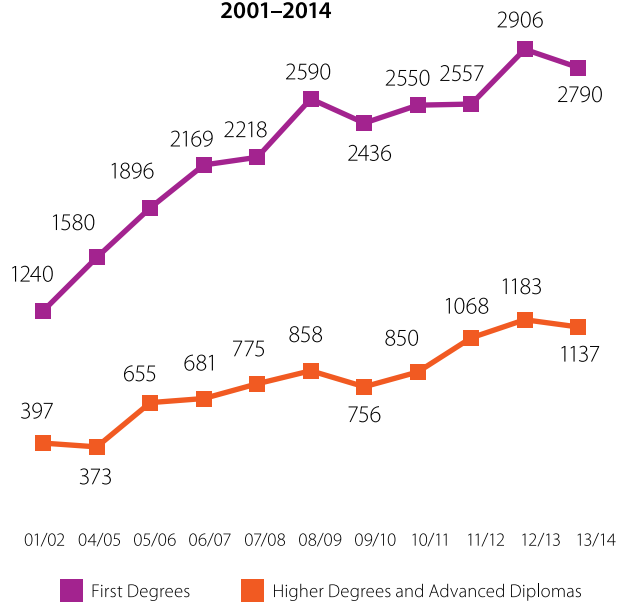
GRADUATES BY PROGRAMME
2013/2014



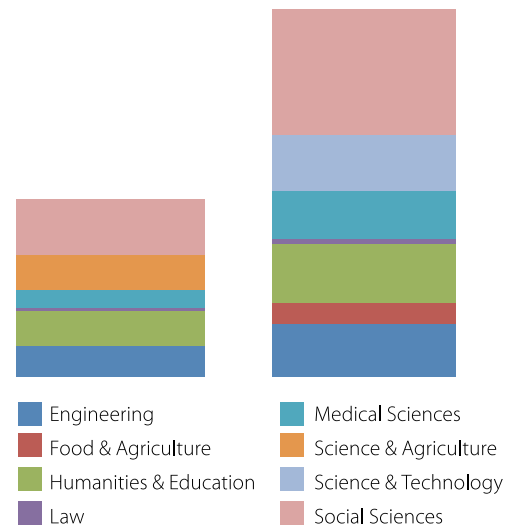
GRADUATES BY FACULTY
2013/2014



OUTPUT OF GRADUATES
2001-2014



COMPARATIVE DISTRIBUTION OF
CAMPUS ENROLMENT BY FACULTY
2001/2002 & 2013/2014





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