



THE UNIVERSITY OF THE WEST INDIES • ST. AUGUSTINE CAMPUS

ANNUAL  
REPORT  
2011 / 2012



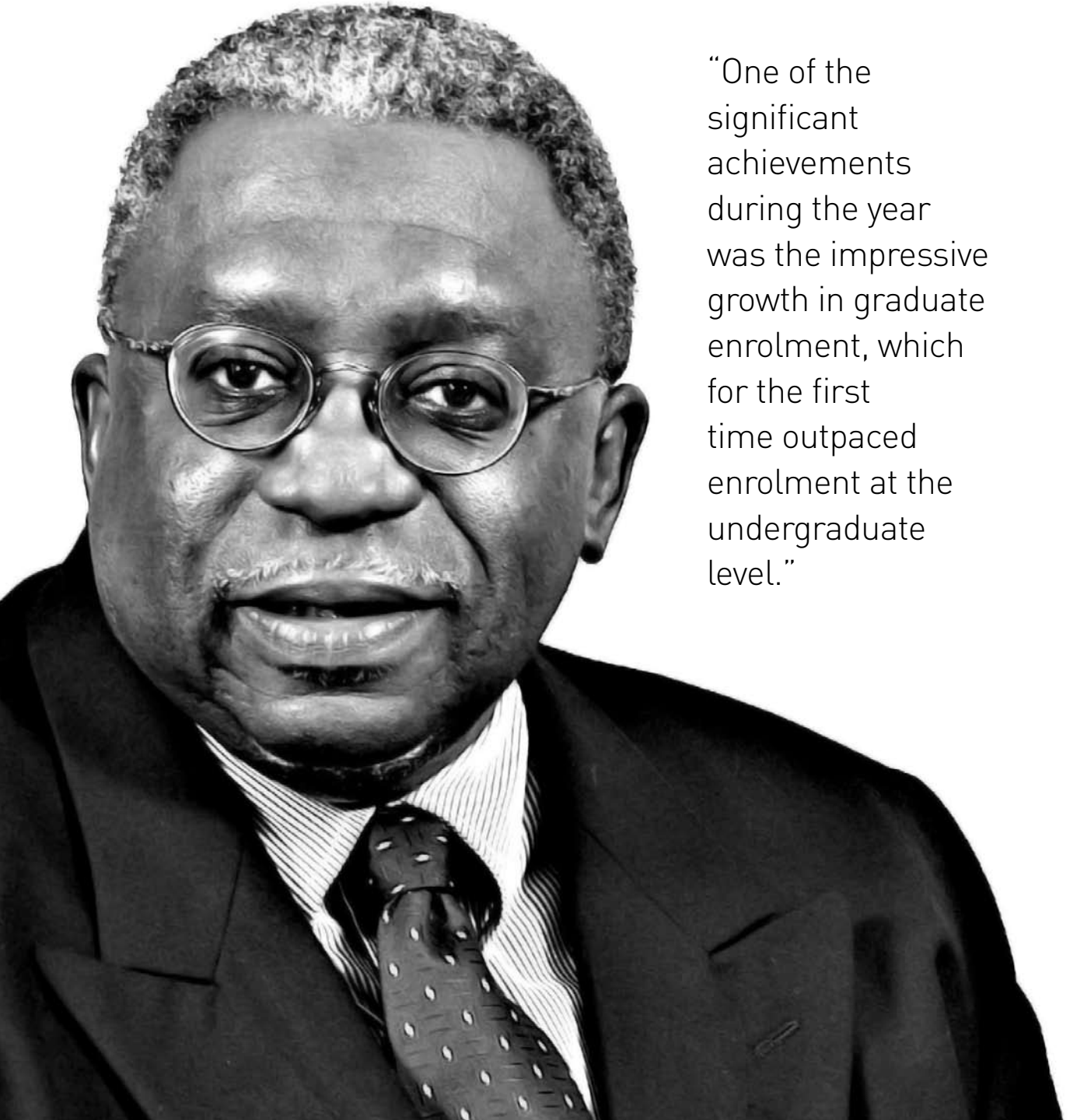


In this year's Report, we look back at the progress made over the last strategic planning period and look forward to building a stronger UWI to serve the needs of our region.

02	CHAIRMAN'S REVIEW
04	PRINCIPAL'S REVIEW
21	MANAGEMENT TEAM
22	ENDINGS - MAKING STRIDES
23	BEGINNINGS - THE NEW STRATEGIC PLAN
24	TIME - JUBILEE JOURNEY
28	HIGHLIGHTS
34	TRANSITIONS - GAME CHANGE
35	FACTS & FIGURES
38	PEOPLE
52	ADMINISTRATIVE TRANSFORMATION
54	TEACHING & LEARNING
58	GRADUATE STUDIES
60	RESEARCH & INNOVATION
64	COMMUNITY & PARTNERSHIPS
72	SERVICE TO UWI 12 AND OTHER UNDER SERVED COMMUNITIES
78	SERVICES
82	MARKETING & BRANDING
85	SPACES
90	FINANCES
94	PRINCIPAL OFFICERS
96	PUBLIC & PROFESSIONAL SERVICE OF STAFF (ONLINE ONLY)

# CHAIRMAN'S REVIEW

“One of the significant achievements during the year was the impressive growth in graduate enrolment, which for the first time outpaced enrolment at the undergraduate level.”



The 2011/2012 academic year was another year of sterling performance for the St Augustine Campus. In this transitional year, the Campus' many accomplishments contributed further to delivering on the goals set out in the 2007-2012 strategic plan.

One of the significant achievements during the year was the impressive growth in graduate enrolment, which for the first time outpaced enrolment at the undergraduate level. The St Augustine Campus can now boast of a graduate enrolment of 30% of the student population, with some 20% of graduate students pursuing research degrees.

The past academic year also saw an impressive expansion in both graduate and undergraduate programmes. Moreover, several of the new programmes were devised in conjunction with industry partners - demonstrating our intention to ensure relevance to market needs.

We are continuing to broaden our reach by expanding our programme offerings to previously underserved communities, most notably, South Trinidad and Tobago. These efforts will be significantly enhanced when the new South Campus - Penal/Debe is opened in 2014.

I am very proud of the increase in the research output of the Campus and more particularly, at the new focus on relevant and impactful research. In the final analysis, it is relevant research and innovation of research, which will facilitate the economic and social transformation of our region.

Our Campus continues to put its technical expertise in the service of The UWI-12 countries. This, along with our continued support for tertiary level institutions in other regional countries - most notably Guyana and the British Virgin Islands, testifies to our commitment to strengthening regionality.

The 2007-2012 strategic plan helped our Campus set a solid foundation for the pursuit of excellence in teaching, research, public service and community outreach. With the experience gained over the past five years and with the greater involvement of our staff and students in the preparation of the new 2012-2017 plan, I am confident that the next five years will see even greater success in our mission to transform our university into a "global player", while serving as a driving force for Caribbean development.

I would like to congratulate our Principal, his senior management team and the entire staff for their leadership, commitment and hard work, which have allowed our Campus to make a major contribution to the development of Trinidad and Tobago and the Region.



**Ewart Williams**  
Chairman - Campus Council



# PRINCIPAL'S REVIEW

## **Continuous Growth and Transformation**

This last strategic planning period (2007-2012) has seen an on-going transformation of The UWI St Augustine Campus. The Campus has grown from some 15,000 students and 1,700 staff members in 2007 to one that today supports more than 19,000 students and 3,000 staff members daily.

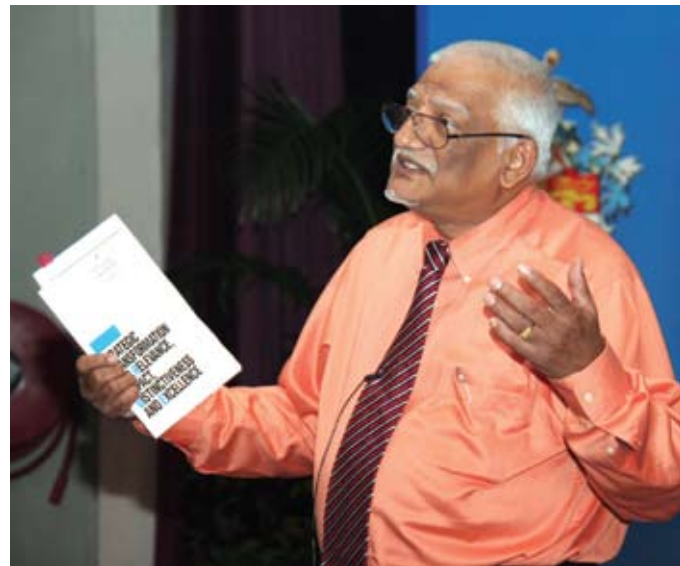
It is, however, in the area of postgraduate studies that there has been the most dramatic change. Postgraduate students increased by 57% over the period (2007-2012) helping to solidify our position as the leading tertiary institution in the country, particularly for taught Masters and research programmes. The fact that two out of every three students, enrolled in our postgraduate programmes, are graduates of undergraduate programmes from UWI St. Augustine is testament to the confidence students continue to place in the quality of our education.

Throughout this period of expansion, we paid close attention to quality standards and sought to enhance staff-student ratios. Further, we provided additional facilities and equipment for teaching, learning and research, student accommodation and recreation. While our footprint, the overall square footage of built space, has increased by 30% to provide additional room for teaching, learning, research, student accommodation and other services, much of our green space has been preserved in keeping with our Master Plan.

In recapping some of the highlights presented in our **2011/12 Annual Report**, allow me to use this opportunity to share some of my thoughts and reflections as Campus Principal and to feature the important strides made in key strategic areas that support my vision for enhancing the responsiveness, competitiveness and sustainability of The UWI St. Augustine Campus.

## Full STRIDE

*In December 2011, Principal Clement Sankat invited staff to discuss the progress made on The UWI's Strategic Plan (2007-2012) and share their ideas on creating the new strategic plan.*



## Strengthening business ties



*Trinidad & Tobago Chamber of Industry & Commerce CEO Catherine Kumar with UWI St. Augustine Principal Clement Sankat and CCMF Interim Executive Director Professor Emeritus Compton Bourne at the Caribbean Centre for Money and Finance (CCMF) Caribbean Business Executive Seminar on Friday 4th May, 2012.*

## Advancing Agriculture



*Planting corn at the new UWI Field Station at Orange Grove, Trincity.*

PHOTO: TERRY SAMPSON

### Achieving our Strategic and Operational Goals

Following the approval of The UWI Strategic Plan 2012-2017 by the University Council in April 2012, each UWI Campus developed an Operational Plan to support the achievement of the regional university's strategic vision to be *a globally recognized, regionally integrated, innovative and internationally competitive university deeply rooted in all aspects of Caribbean development*. To this end, our Campus Management Retreat of July 2012 brought together a wide cross-section of leaders including senior Managers, Deans, Heads of Department, Directors and other staff members. The Retreat agreed on priority initiatives for execution by Faculties and Departments and the incorporation of the Balanced Scorecard to track progress towards agreed targets. This complemented the Vice Chancellor's Annual Executive Management Retreat, which was hosted by the St. Augustine Campus the preceding August, and focused on developing a coordinated approach to the implementation of Campus Operational Plans and the use of performance indicators across the regional university system.

The preparatory process for the new UWI Strategic Plan was useful in that it provided another opportunity for the St. Augustine Campus to engage its key stakeholders through targeted forums for Ministers, the business community, secondary school principals, students and staff to hear their views on the performance of The UWI St. Augustine Campus, suggestions for treating with current challenges and ideas on possible new initiatives and partnerships.

The St. Augustine Campus has since established a small Planning Office to focus on the planning and institutional research functions. Through close liaison with the University Planning Office, it will ensure alignment of our Strategic and Operational Plans. In addition, the Planning Office will work with our Campus Faculties and Departments to enhance our capacity for monitoring the achievement of set targets throughout the execution stage.

Implementation of a new Strategic Plan across any large institution typically requires the infusion of significant financial resources. However, given the financial climate, the Campus has had to absorb all new initiatives linked to the Strategic Plan within its recurrent budget, which in real terms was TT\$54 million lower than that of 2010/11. In order to maintain the quality standards of our academic offerings, student support services and departmental operations, hard decisions had to be made about prioritizing expenditure, cost containment and efficiency optimisation. The challenge lay in balancing this against a healthy growth in student enrolment and increasing demands from our stakeholders in a very competitive higher education market. The Campus remains resilient and committed to getting best value for money and fostering an enterprising approach to managing its operations.

### Delivering on Our Promise

Quality is at the core of our brand promise. With this in mind, in 2009 our Campus began its journey to institutional accreditation with the **Accreditation Council of Trinidad and Tobago (ACTT)**. Following submission of our Self-Study Report in 2010, the

campus was visited by a team of external evaluators in February 2011. On May 3, 2011, ACTT awarded our Campus institutional accreditation for seven years, the maximum period granted. This is a significant accomplishment, demonstrating that The UWI St. Augustine Campus - the first large higher education institution in Trinidad and Tobago to receive this accreditation - has met and surpassed national standards and criteria of quality assurance.

Several of our academic programmes continue to be regionally and internationally accredited and quality assurance reviews and quality audits are on-going across our Faculties and Departments. Our Instructional Development Unit continued to enhance the teaching skills of our academics through the delivery of specialized training in university teaching and learning and workshops to assist lecturers in the conduct of their academic duties as well as graduate students to support their research efforts.

In keeping with our commitment to excellence, The UWI St. Augustine Campus has been intensifying its focus on service quality. In 2012 the Academic Board approved a Campus Quality Policy to guide quality assurance in our academic and non-academic operations. The Campus has since embarked on an Institutional Effectiveness Programme (IEP) which consists of a number of initiatives: a Quality Management System, a Service Excellence Framework, and Campus-wide training sessions that address Perspective 3: *Internal Operational Processes* of the new Strategic Plan. It is my hope that our IEP will enhance service quality across all our Departments and Units while enabling us to

better monitor and benchmark our performance in all aspects of service delivery, for the benefit of our internal and external stakeholders. Service excellence is critical to a comparative advantage in a very competitive higher education sector.

Organizational restructuring was another dimension used to deliver programmes with greater effectiveness and efficiency. One major development during this reporting period was the establishment of two new Faculties - the Faculty of Food and Agriculture (FFA) and the Faculty of Science and Technology (FST) – to replace the Faculty of Science & Agriculture. This strategic decision, approved by University Council, is intended to enhance our teaching, research and innovation agendas in areas related to science, technology, the environment, agriculture and food security.

The award in 2010 of the 200 acres of land at Orange Grove, Trincity, promised to The UWI St. Augustine Campus was indeed propitious. These lands will support the research and agricultural extension programme of the new Faculty of Food and Agriculture as we work at re-energizing the agricultural sector through the infusion of knowledge, talent and technology. I expect the Faculty of Science and Technology to make bold strides in advancing new types and uses of technology in areas such as bio-technology, information technology, alternative energy technology, environmental technology and bio-medical technology.

The establishment of a full Faculty of Law at The UWI St. Augustine Campus in August 2012 is another example of our effort to respond to the demands of students and stakeholders. No longer will Law students registered at UWI St. Augustine need to travel to Barbados to complete the second and third years of their programme. In fact, students are now completing their second and third years of the Law programme at our Campus and we expect more than 100 graduates from this Faculty of Law in our 2013 graduation ceremonies. When The UWI St. Augustine Campus – Penal/Debe is completed, the Faculty of Law will be based there.

Within the Faculty of Humanities and Education we have also split the Department of Liberal Arts into two Departments – the Department of Modern Languages, Linguistics and Literature and the Department of Communication and Cultural Studies. A new Department of Geography was established to support the growing demand for teaching and research in this area and we are working towards establishing a School of Optometry in the Faculty of Medical Sciences. The leadership of this programme has been shifted from the Dean, Faculty of Science & Agriculture to the Dean, Faculty of Medical Sciences. The objective is to align this programme with all our other well recognized programmes in the Faculty of Medical Sciences.

We also established several new undergraduate programmes including the Certificate of Education for School Librarians; Certificate in ICT Curriculum Integration; Certificate in Journalism; BEd Primary (General); BSc Computer Science; Diploma in Accounting; BSc Insurance and Risk Management; BSc Criminology and Criminal Justice, in addition to several programmes at the postgraduate level, such as the Pre-Service Postgraduate Diploma in Education; PG Diploma in Tropical Crop Protection; MSc in Tropical Crop Protection; Master of Education in Inclusive and Special Education; MA in Creative Design-Entrepreneurship; MPhil/PhD in Project Management; MSc in Medical Microbiology; and the MPhil/PhD Human Ecology.

In order to intensify our focus on specific areas that are critical to ensuring our financial sustainability and international positioning in a competitive tertiary education sector, The UWI St. Augustine Campus established an **Office of Research Development and Knowledge Transfer (ORDKT)** to replace the **Business Development Office** and the **Office of Institutional Advancement and Internationalisation (OIAI)**. The work programme of the ORDKT will centre on enhancing the Campus' capacity to attract international research funding and supporting innovation, technology, knowledge transfer and commercialization of the Campus' research. The OIAI will focus on fundraising, philanthropy, commercial enterprises and international partnerships.

### 'Futurizing' our Teaching through Blended Learning

In 2011/12, with the support of the **Instructional Development Unit (IDU)** and the **Campus Information Technology Services (CITS)**, we have been driving a strategic initiative aimed at integrating the use of information and communication technologies into the delivery of our programmes. This *Blended Learning* approach combines face-to-face and online learning strategies and technologies to advance student-centred learning. A Blended Learning Policy was approved by the Academic Board and throughout the reporting period the IDU held several successful blended learning workshops across the Campus. Additional training on programme implementation is currently underway.

*Blended Learning* brings 21<sup>st</sup> century teaching and learning on to our Campus. By facilitating interaction, collaboration and communication beyond the walls of the classroom, it will allow us to meet the expectations of students by utilizing technology to accommodate different learning styles, different schedules. Further, it offers a greater degree of flexibility while helping us to maximize the use of classrooms and eventually reduce institutional costs. This technology driven initiative will also serve as an important bridge between academic programmes delivered at the Main Campus at St. Augustine which would now be accessible at other locations such as Mt. Hope, the South Campus at Penal/Debe and Tobago.

## Blended Learning workshops



### Reinvigorating our Research

I have often stated that great universities are built around a strong research culture. Since becoming Campus Principal, I have focused on reinvigorating the Campus' research agenda on all fronts: strengthening our research culture (quality and productivity), increasing research funding and partnerships and providing better facilities to support an enabling environment for outstanding research. We are also intensifying the emphasis on knowledge dissemination and research impact so as to strengthen the linkages between research, policy formulation and knowledge uptake by partners in the public and private sectors, thereby facilitating greater impact on national and regional development.

In November 2011 we held a consensus building Workshop on Research Priorities for The UWI St. Augustine Campus. Out of this a new framework was established for national research funding allocated to the Campus by the Government of Trinidad and Tobago, creating the UWI-Trinidad and Tobago Research and Development Impact Fund (RDI Fund). The RDI Fund provides grants of up to TT\$2 million for multi-disciplinary projects aimed at addressing pressing societal issues in six priority thematic areas linked to national and regional development: *climate change and environmental issues; crime, violence and citizen security; economic diversification and sector competitiveness; finance and entrepreneurship; public health; and technology and society: enhancing efficiency, competitiveness, social and cultural well-being.*



Chairman of the Campus Council Ewart Williams presented an award for the Best Research team to its leader, Dr Kim Mallalieu for the mFisheries Project.

## Research Awards

*The Campus partnered with the National Gas Company of Trinidad & Tobago, to hold its Research Awards Ceremony in October 2012. This ceremony, themed “Celebrating Research Excellence”, celebrated some of the outstanding and accomplished researchers at the Campus within the past three years.*



Professor Pathmanathan Umaharan receives a Best Research team award from Ewart Williams for the Plant genetics/ biotechnology group.



Left: Campus Principal, Professor Clement Sankat, poses with Professor John Agard, who received the Campus Award for the Most Internationally Successful Research Project, and Vice-Chancellor, Professor Nigel Harris.



Minister of Tertiary Education, Senator Fazal Karim (6th from left), joined the Campus Principal, Clement Sankat and UWI Vice Chancellor E. Nigel Harris, in presenting the 18 awards.

## Book Launches

*Island of Fire: The Natural Spectacle of the Soufrière Hills Volcano Montserrat was published by The UWI Seismic Research Centre and the Montserrat Volcano Observatory (MVO). This collection of stunning photographs and the science behind them is available at the UWI Bookstore and online at [amazon.com](http://amazon.com).*



The first Call for Proposals in March 2012 provided 11 projects with more than TT\$9 million in total funding. A second Call for Proposals has since been issued and the evaluation process is currently underway. This targeted funding for research complements the broad areas of research supported by the Campus Research and Publication grants and allows The UWI St. Augustine Campus to work towards building a critical mass of research that will both provide solutions to challenges facing our society and improve the lives of the people in our communities.

Two initiatives serve to increase awareness of research conducted by The UWI St Augustine Campus. The Office of Research Development and Knowledge Transfer (ORDKT) has established the Research Information Management System (RIMS) - a database that allows anyone, anywhere, at any time to access information on research being carried out by staff members at The UWI St. Augustine Campus. I must mention the second initiative, although it occurred outside of the review period. In October 2012 we hosted a Research Awards Ceremony to pay tribute to the exceptional work of our dedicated researchers, both staff and students; at the same time we hope to inspire others, particularly our young researchers, to continue to push the frontiers of intellectual curiosity and scholarship. The two recipients of these prestigious Campus Awards were **Professor Pathmanathan Umaharan** for his project entitled "Improving the Competitiveness of the Anthurium Industry" and **Professor John Agard** for the "Project for Ecosystem Services" (ProEcoServ).

Other creative approaches to bolster our public awareness and outreach efforts are planned. These include a monthly newspaper column on research, a radio feature and a Research Forum and Research Day sponsored by the **National Gas Company of Trinidad and Tobago**.

We also hosted several book launches; among them, "Human Resource Management: A Reader for Students and Practitioners" by **Dr Roland Baptiste**; "Practical Guide to Green Technology for Ground Engineering" by **Dr Abrahams Mwasha**; and the "The Caribbean Teaching Scholar Journal", a publication of the **Instructional Development Unit**.

Research and innovation feature as one of the six core strategic perspectives in the UWI Strategic Plan 2012–2017. Thus, as the regional university embarks upon its new Strategic Plan, the St. Augustine Campus is forging ahead with these and other initiatives to showcase and harness its outstanding research. These initiatives are expected to strengthen our research enterprise and enhance the overall competitiveness and recognition of The UWI St. Augustine Campus as a leading research university.

## Capital Projects

*At the formal opening of the new Teaching & Learning Centre in San Fernando in May 2012, Prime Minister Kamla Persad-Bissessar cut the ribbon with help from Cabinet colleagues, Public Administration Minister and MP for San Fernando West, Carolyn Seepersad-Bachan, Tertiary Education Minister Fazal Karim, Gender, Youth and Child Development Minister and former Mayor of San Fernando, Marlene Coudray and Health Minister Fuad Khan.*



## Capital Projects

*Artist impression of The UWI  
St. Augustine Campus at Penal/Debe*



### Enhancing our Physical Capacity and Reaching Out to Underserved Communities

The South Campus can be considered one of our biggest achievements relative to our physical capacity. In our last reporting period, I was delighted to advise that we had laid the foundation stone for The UWI St. Augustine Campus – Penal/Debe, the first major step towards realizing our vision of extending into south Trinidad. This year I am pleased to announce the commencement of the construction of the South Campus. We finalised a contract with CJI for TT\$499 million and received our Certificate of Environmental Clearance (CEC) from the Environmental Management Authority (EMA). This is a project of which we are all proud as our university will soon better serve our remote communities in south Trinidad.

Several other capital projects have been implemented to increase our physical capacity and cater to the needs of our growing student and staff population. We completed the expansion of the SALISES/Faculty of Law building which now provides temporary space for our increased intake of Law students (until the South Campus has been completed). We built a new Law Auditorium and named it after **His Excellency Noor Hassanali**, former President of the Republic of Trinidad & Tobago. The successful Bachelor's programme in Film now has its own building on Carmody Road. Also completed is the Health Economics Centre on Warner Street, with the first floor already occupied and the two top floors being outfitted and furnished. The Teaching and Learning Centre, possibly the largest building on Campus, along with the Division for Facilities Management building

are both completed and currently being furnished. The Undercroft in the Faculty of Humanities and Education building on the Main Campus is ready for occupancy. We are making steady progress on the refurbishment and expansion of Canada Hall, the first residence hall built when the Campus was established in 1960. The South Block renovation is close to completion while the fencing of the Orange Grove lands, awarded to us by the Government of Trinidad & Tobago, has been done.

Work is steadily progressing on the remodelling and expansion of the Senior Common Room, which together with the renovated Harnanan House, will form a small hotel called The University Inn – another example of an enterprising initiative of The UWI St. Augustine Campus to meet the hotel accommodation needs of regional and international visitors to the Campus. This facility will be managed by a fully-owned subsidiary called The St. Augustine Enterprise Company. Preliminary work has begun on the El Dorado Nursing Facility. Additionally, the Old Bachelor's Quarters at the San Fernando General Hospital has been renovated and this building is providing much improved services for our medical students attached to the San Fernando General Hospital. We have advanced the construction of the Faculty of Medical Sciences Student Study/Recreational Centre at Mt. Hope to provide a study and recreational space for our medical students and are working with the Ministry of Health to create a similar facility at the Port-of-Spain General Hospital.

## Partnerships: India & South Korea



*UWI delegates to India and South Korea returned with new cooperative agreements and insight into the relationship between education and the economy in those countries.*

### Strengthening Partnerships

Forging strategic partnerships is fundamental to the success of any organization. It is also directly linked to Perspective 6: *Internationalization* of our Strategic Plan 2012-2017. During the reporting period, The UWI St. Augustine Campus continued to strengthen collaboration with various institutions in North America and Europe and with institutions in the South such as India, China, South Korea, South Africa and Brazil. In January 2012, I accompanied the official delegation of Trinidad and Tobago on its mission to India to strengthen links with Indian higher education institutions. The Director of the Office of Institutional Advancement and Internationalisation and I met with 15 leading Indian institutions. On January 6<sup>th</sup>, 2012 in the presence of the Honourable Prime Ministers of India and Trinidad & Tobago in New Delhi, we signed a Memorandum of Understanding (MOU) with the Central Council for Research in Ayurvedic Sciences, Department of AYUSH, Ministry of Health and Family Welfare (CCRAS) for the establishment of a Chair in Ayurvedic Medicine. Our meetings also led to opportunities for staff exchanges, technical assistance for academic programme development, particularly at the post-graduate level and possibilities for offering joint programmes with Indian institutions. We also launched the “**UWI Discovers**” series to offer senior faculty, administrators and alumni of The UWI to participate in a three-week academic immersion experience in India. This initiative will expose groups of university students, staff and alumni to selected higher education institutions in emerging countries over the next four years - Brazil in 2013 to be followed by South Africa and China.

In July 2012, I also had the pleasure of visiting Korea as a guest of the Korean Foundation and, later in the year, Brazil, as a representative of the regional UWI at the Coimbra Group of Brazilian Universities’ IV International Seminar and V General Assembly. Both occasions provided useful opportunities for strengthening inter-institutional ties and advancing the strategic priorities of our Campus and University.

At the national level, we also joined in the celebration of the 50<sup>th</sup> Anniversary of the Independence of Trinidad and Tobago in 2012. In commemoration of this important milestone, The UWI St. Augustine Campus held a Distinguished Lecture Series, *Conversations with Prime Ministers*, which featured former **Prime Minister and President, His Excellency Arthur NR Robinson** and former **Prime Minister Basdeo Panday**. There were also Panel Discussions on issues such as “Trinidad and Tobago: 50 Years of Achievement?”, and “Trinidad and Tobago: Our Place in the Region”; a major Conference organized by the Faculty of Humanities and Education entitled “In the Fires of Hope: 50 Years of Independence in Trinidad and Tobago”; and a tree planting ceremony at the Office of the Campus Principal. The celebration of our country’s 50<sup>th</sup> anniversary of independence was a memorable occasion and renewed our commitment to building a great nation of which our founding fathers would all be proud.

Amidst these diverse engagements, The UWI St. Augustine Campus continued to strengthen its partnerships with local stakeholders through meetings with representatives of the government,

the private sector, civil society, our unions (WIGUT, OWTU and the Estate Police Association), the Postgraduate Students Association and the Guild of Students.

I was heartened by the overwhelming response to the forum organized to dialogue with staff last July entitled “**Coffee with the Principal**” which saw a packed LRC Auditorium. At the same time, I am concerned that up to the time of writing, a settlement could not be reached with the OWTU but continue to remain hopeful as this matter has since been referred to the Industrial Court. Meanwhile, we are pursuing parallel discussions with representatives of the Government of Trinidad & Tobago.

The MOUs signed with national entities last year support our strategic priorities. One was in the area of entrepreneurship with the **National Entrepreneurship Development Company Ltd. (NEDCO)**; another in the area of agriculture with the Trinidad and Tobago Agribusiness Association (TTABA); and a third with the then **Ministry of Science, Technology and Tertiary Education** (now the **Ministry of Tertiary Education and Skills Training**) on workforce development. Without a doubt, these initiatives will strengthen our Campus’ capacity to enhance the relevance of its academic programmes and training offered with a view to producing relevant and impacting research, graduates who can create employment as leading entrepreneurs and the type of highly-skilled workforce that would enhance the competitiveness of our country and region.

## Coffee with the Principal

*Staff accepted the invitation to have Coffee with the Principal and filled the auditorium at the Learning Resource Centre to be part of the Strategic Planning process.*



## The RDI Fund

*The RDI Fund supports research that addresses pressing development challenges. Projects will achieve recognizable and substantive impact in the short and medium term (3-5 years).*

*For more, visit <http://sta.uwi.edu/rdifund/>*



## Entrepreneurship Bootcamp



*Opening Ceremony for the National Entrepreneurship Development Company Limited (NEDCO) and the Entrepreneurial Training Institute and Incubation Centre's Entrepreneurship Boot Camp. This business training series aimed to develop an entrepreneurial mind-set in recent university graduates and final year undergraduates.*

The UWI St. Augustine Campus continued to engage the wider Campus community and provide a forum for debates on important national and regional issues. Indeed, "The Future of the Pension Industry in the Caribbean" hosted by the **Caribbean Centre for Money and Finance** and "**The International Conference on Penal Abolition**" (**ICOPA**) hosted by the Institute of International Relations attracted numerous participants. Among the several publications and technical reports produced was the "Situation Analysis of Children and Women in Trinidad and Tobago" produced by the Health Economics Unit in collaboration with UNICEF. This Campus also hosted various workshops and symposia on relevant issues such as 'seismic microzonation' and 'understanding the social and economic value of the family in society'.

I am also pleased that we have continued to partner with organizations such as **ANSA McAL** to stage **The UWI/Anthony Sabga Caribbean Awards for Excellence**; **Guardian Life** to host **The UWI/Guardian Life Premium Teaching Lecture** series; and the **National Gas Company** to host our **Research Awards Ceremony**. Building partnerships at the local, regional and international levels and connecting with the people we serve are of utmost importance to the development and progress of our Campus and University. As Principal, I am proud of all we were able to achieve in 2011/12 and remain committed to the process of strengthening our engagement with all our partners.

I wish to congratulate our members of staff who received national awards at Trinidad and

Tobago's independence celebrations in August 2012: **Professor Rhoda Reddock**, Deputy Campus Principal who was among the first ever recipients of the Medal for the Development of Women (Gold); **Dr. Hamid Ghany**, Senior Lecturer and former Dean of the Faculty of Social Sciences; **Professor John La Guerre**, Emeritus Professor, Faculty of Social Sciences; and **Professor Selwyn Ryan**, former Director, Sir Arthur Lewis Institute of Social and Economic Studies; who all received Chaconia Medals (Gold); **Mr. Victor Cowan** of the UWI Development and Endowment Committee, who received the Hummingbird Medal (Bronze); and **Dr Joycelyn Rampersad**, Lecturer, School of Education, recipient of the Public Service Medal of Merit (Gold).

Several of our Faculty also won NIHERST Awards for their contribution to Science and Technology including, **Professor Neela Badri** (microbiology/food science and technology); **Professor Anil Kokaram** (electrical and computer engineering/signal processing); **Professor John Agard** (environmental management and sustainability); **Professor Vijay Naraynsingh** (medicine/surgery) – all Gold Awards – while several other outstanding scientists received Silver Awards. I was pleased to have been recognized for my own contribution in the field of mechanical/agricultural engineering with a Gold Award. Also in 2012, five of our academic staff members had the distinction of receiving **UWI/Guardian Life Premium Teaching Awards** - **Dr. Sandra Reid, Dr. Chalapathi Rao, Dr. Geraldine Skeete, Prof. Surendra Arjoon and Dr. Gelien Matthews.**

## UWI/Guardian Life Premium Teaching Awards 2012



Dr. Geraldine Elizabeth Skeete



Professor Surendra Arjoon



Dr. Chalapathi Rao



Dr. Gelien Matthews



Dr. Sandra Reid

*The UWI/Guardian Life Premium Teaching Awards honours and celebrates teaching excellence at the St. Augustine Campus. The 2012 ceremony was held in September, at the Daaga Auditorium.*

And so, while the reporting year 2011/2012 was not without its challenges, it has indeed been a very productive one. We have made significant strides on various fronts - enhancing quality, reinvigorating our research, diversifying our offerings and modes of delivery, expanding physical capacity, promoting financial responsibility, and organizational transformation for greater responsiveness, efficiency and effectiveness. As you read through the pages of this Annual Report, you will find many more notable initiatives and achievements by our staff and students that collectively embody the mission and vision of our Campus and University.

Fifty years after Trinidad and Tobago's independence and 52 years after the establishment of our Campus, we at The UWI St. Augustine Campus can surely say that we feel a deep sense of pride in the contributions that our Campus has made and continues to make to the development of the people of Trinidad and Tobago and the wider Caribbean. There is still much to be done. Through our commitment to teaching, research and service, we must continue to channel the intellect, skills and creativity of our people into providing solutions to the challenges faced by our society.

As always, I am thankful for the enthusiasm of our students, the dedication and commitment of our staff and the continued support of the Government of Trinidad and Tobago, all of which contribute to this vibrant and enterprising academy that is The UWI St. Augustine Campus.

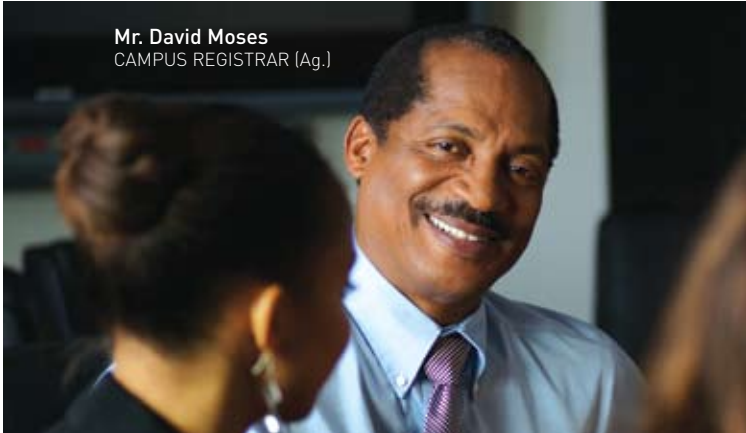


**Professor Clement K. Sankat**  
Pro Vice Chancellor and Campus Principal  
The University of the West Indies, St. Augustine Campus

# MANAGEMENT TEAM



**Professor  
Clement K. Sankat**  
PRO VICE CHANCELLOR  
AND CAMPUS PRINCIPAL



**Mr. David Moses**  
CAMPUS REGISTRAR (Ag.)



**Professor Rhoda Reddock**  
DEPUTY CAMPUS PRINCIPAL



**Ms. Jennifer Joseph**  
UNIVERSITY & CAMPUS LIBRARIAN



**Ms. Patricia Harrison**  
CAMPUS BURSAR

# ENDINGS...

## Making **STRIDEs**

### Progress on the 2007–2012 Strategic Plan



#### **TEACHING & LEARNING**

Across the board, significant improvements were made in areas of curriculum renewal, teaching quality, blended learning and quality assurance. There was an overall improvement of the learning environment and student support systems.

#### **GRADUATE STUDIES**

Our focus on improving facilities and procedures to support postgraduate students; support to full-time research students to expand growth in their enrolment; the creation of new, industry relevant programmes; and placing PG studies on the radar early for undergraduate students is bearing fruit. The number of postgraduate students is now growing at a faster rate than that among undergraduates!

#### **RESEARCH & INNOVATION**

The Campus concentrated on establishing new support structures, strengthening systems, increasing the research output, improving access to funding and creating research through clusters.

#### **SERVICE TO UWI-12 & UNDERSERVED COMMUNITIES**

Technology has allowed us to partner with tertiary level institutions and make our programmes more accessible to students from Tobago to San Fernando and from Belize to Suriname.

# BEGINNINGS...

## What's new in the NEW **STRATEGIC PLAN** 2012–2017



Instead of 10 Strategic Themes there are

### **6 PERSPECTIVES:**

- *Financial • Employee Engagement and Development*
- *Internal Operational Processes*
- *Teaching, Learning and Student Development*
- *Research and Innovation, and Outreach*

We are using the

### **BALANCED SCORECARD**

approach to measure implementation of the Plan.

As a model of regional cooperation, we have recommitted ourselves to

### **INTEGRATING OUR OPERATIONS**

across all four campuses.

We distilled core values down to

### **7 SIMPLE BUT POWERFUL IDEAS**

of who we are and what we stand for as staff, students and alumni of The UWI:

- *Integrity • Intellectual freedom*
- *Excellence • Civic responsibility*
- *Accessibility • Diversity • Equity.*

# TIME: THE JUBILEE JOURNEY



PHOTO BY ANEEL KARIM



*Government ministers joined the Principal and Deputy Principal to plant the first of 50 trees to celebrate Trinidad & Tobago's 50th anniversary of independence.* PHOTO BY ANEEL KARIM

The UWI's observance of the 50<sup>th</sup> anniversary of Trinidad & Tobago's independence included several traditional events to explore and shed light on the independence experience. Trees were planted and murals painted. There were Conversations with two former Prime Ministers and the Alma Jordan Library hosted a display looking at life in Trinidad and Tobago in 1962. The 2011 COTE, the Conference on the Economy, was dedicated to charting a new economic course based on lessons learned over the last 50 years, while other panel discussions looked at the country's achievements over the last half century and its relationship with the wider region.

The lead event was however conducted by the Department of History in the Faculty of Humanities and Education - a year-long project entitled, *In the Fires of Hope: 50 Years of Independence in Trinidad and Tobago*. Activities included essay and poetry competitions throughout the nation's schools, a public lecture series and film screenings in various communities across Trinidad Tobago. It finally culminated in a three-day international conference scheduled in September, 2012.

Wanting the widest participation possible, the department undertook an expedition across the country, reaching out to communities, particularly young people who often seem unaware or uninformed about the history of the Republic and take the issue of independence for granted. *In the Fires of Hope* took the independence flame to venues in north, south and central Trinidad and Tobago. In



*A conversation with former Prime Minister and President, His Excellency Arthur NR Robinson*



*Principal Sankat (L) at the Launch of In the Fires of Hope with (L-R) Dr. Debbie McCollin, Dr. Heather Cateau, Head, Dept. History and Dean, Humanities & Education, Professor Funso Aiyejina.*



*Evolution of the national Coat of Arms on display at the Alma Jordan Library.*

most instances the discussion centred around ways of making the community more aware of their local history and what could be done to preserve it. In others, like Tobago, discussions were “constructively heated” as participants spoke of the challenges regarding the relationship between Trinidad and Tobago, and raised questions such as ‘are we truly decolonized?’ and ‘are we really independent?’ given the country’s external economic dependence. According to organisers, the sessions were thought provoking, prompting audiences to question their identity, and recognize and value their rights.



*A private conversation with former Prime Minister, Basdeo Panday (centre), Principal Clement Sankat (left) and Professor Emeritus Selwyn Ryan.*



*H.E. Mr. Humberto Rivero Rosario takes a closer look at the mural by Cuban artist “Choco” at the DCFA. PHOTO VIBERT MEDFORD*



*Commemorative mural by Cuban artist Eduardo Roco Salazar aka “Choco” at the DCFA. PHOTO: VIBERT MEDFORD*

A similar exercise conducted by the Department of Creative and Festival Arts, saw the creation of a traveling show – ***Nation Dance: The Pilgrimage*** going to 10 venues across the country. The show celebrated the DCFA’s 25<sup>th</sup> anniversary as well as the national jubilee.

Publications detailing the findings of the events are being edited for the University Library as are videos of the proceedings and copies are to be made available for purchase. There are also plans to produce a textbook for secondary school students. The organizing committee hopes that that this initiative will help sustain Trinidad and Tobago’s culture while developing a mutually fruitful relationship between The UWI and the public, ensuring that ***The Fires of Hope*** continue to burn brightly.



# HIGHLIGHTS

It was a hectic 2011/12 academic year as we reviewed our progress on STRIDE, the 2007-12 Strategic Plan (Strategically Transformed for Relevance Impact, Distinctiveness and Excellence) and began crafting the new. We continued to be strong in areas such as Teaching and Learning and began to see positive developments in others, such as Graduate Studies and Administrative Transformation as years of planning and consultation finally bore fruit.

As the curtain closed on the last graduation ceremony for the Faculty of Science & Agriculture, we welcomed the first cohorts of the new Faculties of Science & Technology and Food & Agriculture.

In word, dance and song, we celebrated the legacy created during the first 50 years of national independence by bringing our University to the



people. Our staff continued to make an impact on national and regional issues through their research and their service. And from the Olympics to Oxford and from stage to screen, the students of the St. Augustine Campus shone brightly.

We look back proudly at the achievements of the past year and look forward eagerly to the years ahead.

## General Statistics

Figures show that student enrolment has doubled over the last decade. At the beginning of the new millennium, total enrolment at the St. Augustine Campus was just 9312 students across five faculties. Since then, enrolment rose 51% to a total of 19,590 students in 2011/2012 across six faculties. Over the past year enrolment at the St. Augustine Campus increased by 5.83% . At 11%, enrolment in graduate programmes is growing at a faster rate than at the undergraduate level and these students now account for 30% of the student population. Nineteen percent of PG students are pursuing Research degrees.

## Graduation

The Class of 2012 was 7% larger than that of 2011, with almost 4000 students joining the ranks of our alumni. While the number of undergraduate degrees awarded remained almost unchanged, postgraduate awards were up by more than 30% and 30 persons were awarded doctoral degrees. Eight distinguished persons from the fields of business, culture, sports, journalism and religion were recognized at the graduation ceremonies held in October 2012.

### New Programmes

The Campus introduced five new undergraduate programmes including the BSc Insurance & Risk and the Certificate in Journalism. Both of these programmes were developed in collaboration with industry partners. Six postgraduate programmes were introduced, including two MPhil/PhD programmes in Project Management and Human Ecology.

### Accreditation

The Arthur Lok Jack Graduate School of Business was awarded Institutional Accreditation by the Accreditation Council of Trinidad and Tobago (ACTT) in March 2012 for the maximum period of seven years. The School of Medicine (MBBS programme) was granted an extension of accreditation for five years (2012-2017) by the Caribbean Accreditation Authority for Education in Medicine and other Health Professions (CAAM-HP). Meanwhile, accreditation for the School of Veterinary Medicine was extended for an additional two years and the School of Dentistry for one additional year. At the Faculty of Engineering, the MSc in Petroleum Engineering was re-accredited by the UK-based Institute of Materials, Minerals and Mining (IOM3) for a five-year period (2010-2014) and five programmes in the Department of Civil and Environmental Engineering were also accredited by the Joint Board of Moderators (JBM), UK (Institutions of Civil, Structural & Highway Engineers).

### New Faculties & Academic Departments

The Faculty of Science & Agriculture, St. Augustine, was split to create two new Faculties of Food & Agriculture and Science & Technology. This year also marked the establishment of the Faculty of

Law at the St. Augustine Campus, allowing students to pursue all three years of the degree at the campus. Within the Faculty of Humanities and Education, St. Augustine, the Department of Liberal Arts was split to form the Department of Modern Languages and Linguistics (MLL) and the Department of Literary, Cultural and Communication Studies (LCCS).

### New Administrative Functions

The Business Development Office became the **Research Development and Knowledge Transfer Office**, the International Office was renamed the **Office of Institutional Advancement and Internationalisation** and the Works Department is now the **Division of Facilities Management**. The name changes correspond with shifts in focus and function.

### Instructional Development

Thirty staff members successfully completed the UWI Postgraduate Certificate in University Teaching and Learning (CUTL) in May 2012, bringing to 73 the total number of staff who successfully completed the programme. Five persons graduated from the Master in Higher Education: Tertiary Level Teaching and Learning (MHEd) programme in October 2012. Participation in IDU workshops were more than double the previous average thanks to the heightened interest in the campus' Blended Learning Programme.

### Graduate Studies

Six new programmes were approved in 2011/2012. Three were in the areas of Food Production and Agriculture and two were research degrees. Enrolment in research programmes grew by 6% during the review period and by 14% growth among taught programmes. A combined sum of TT\$4.1 million was granted to support 76 staff and 131 student research



## CARPIMS

Caribbean-Pacific Island Mobility Scheme

### SCHOLARSHIPS

*Discover a  
New World View*



Rossana Mauala  
SOMOA



Arturo Gonzales  
BELIZE



Leah Fouchong  
TRINIDAD

projects across all faculties. The new Research and Development Impact Fund awarded 11 research grants amounting to over TT\$9 million for projects focused on pressing problems affecting national and regional development.

#### Library Resources

The Libraries of The UWI St. Augustine acquired several unique Caribbean research collections in areas such as music, art, politics and linguistics, including **The Alan Lomax and Jacob D. Elder Collection** of Caribbean folk recordings created in 1962. The Library also added 16,622 eBooks - more than doubling its complement.

#### Campus Journals

The Faculty of Social Sciences published the inaugural issue of the **Department of Behavioural Sciences E-Journal**. This and other online journals published by the Department of History, the former Department of Liberal Arts, and the IDU can now be accessed through the Main Library website.

#### Technology

Major technology projects included the deployment of a CCTV video surveillance system, implementation of an IP/Voice PBX solution and the installation of 20 additional digital signage LCD screens across the campus, upgrade of the student portal and the introduction of software to improve electronic document management, students' Leave of Absence and Change of Status requests, and a system for online vacation leave applications.

#### Anniversaries

In a year dominated by the independence jubilees in Trinidad & Tobago and Jamaica, the Cocoa Research Unit celebrated its 50<sup>th</sup> anniversary and the Department of Creative and Festival Arts in the Faculty of Humanities & Education turned 25.

#### Employee Engagement

As part of the preparation of the new strategic plan, the Campus Principal hosted three staff forums over two days in December 2011, to share with staff information on the strategic planning process, and hear their views on the future direction of the university. The following July, staff were invited

to have **Coffee with the Principal** – yet another opportunity to discuss the strategic plan and the outlook for the upcoming academic year.

#### T&T's 50<sup>th</sup> Anniversary of Independence

The campus engaged in several different activities in observance of the Trinidad & Tobago independence jubilee. The lead event was developed and executed by the Department of History in the Faculty of Humanities & Education. The yearlong series of events and public lectures was themed "In the Fires of Hope". The events were held at venues across the country in a bid to "take our University to the people" and they concentrated on engaging the population of Trinidad and Tobago in informed discussion.

#### South Trinidad

Students from south Trinidad are experiencing a major expansion in the number of options available to improve their access to programmes at the St. Augustine Campus. Among the latest was the introduction of the Evening University's south initiative where classes for a select number of courses were conducted at a venue in south Trinidad. Students registered for those courses therefore had the option of attending classes there instead of at the main campus. The Faculty of Social Sciences was the leading contributor to this Initiative in 2011-2012. The faculty offered Level I courses from the Department of Management Studies, the Department of Economics and the Department of Behavioural Sciences to students registered in several Evening University programmes.

#### Tobago

The School of Education expanded its face-to-face delivery of the In-Service Diploma in Education programme in Tobago, begun in 2009, to include delivery of three curriculum areas during 2011/2012 and the introduction of Social Studies.

#### Streaming to Under-Served Communities

The Department of Management Studies in the Faculty of Social Sciences launched a pilot Summer Programme with the Open Campus sites in St. Kitts and in Nevis this year. Through this initiative, lectures conducted at St. Augustine in two level one courses in Mathematics and Statistics were simultaneously streamed to fee-paying students in St. Kitts and in Nevis. This mode of delivery was also adopted for a range of courses for students in south Trinidad.

#### Private Sector Forum

The Campus continued to create links with the local private sector when it hosted a Business Forum at the end of January 2012. Members of the business community met with campus leaders to get a better understanding of The University. This was an opportunity to create or strengthen partnerships with the private sector and to hear their perspectives on what they see as priority areas requiring the university's attention. Topics included the "employability" of UWI graduates, The University's role in nurturing entrepreneurship and knowledge transfer.

### **Strengthening 'Regionality'**

In addition to expanding access to academic programmes, the Campus continues to support the development of UWI-12 territories and the wider Caribbean. Two excellent examples were a project run by the Cocoa Research Unit (now the Cocoa Research Centre) to involve regional farmers in environmental conservation and the Instructional Development Unit's support to tertiary level institutions in the British Virgin Islands and Guyana to enhance their own teaching and learning.

### **International Partnerships - India**

The Campus Principal was part of a Trinidad and Tobago delegation that accompanied Trinidad & Tobago Prime Minister, Mrs Kamla Persad-Bissessar on a 12-day State visit to India in January 2012. The trip included a visit to the Indira Gandhi Open University, which uses distance learning to deliver courses and programmes to some two million students. Six months later, a group of senior faculty, administrators and alumni of The UWI also journeyed to the subcontinent for a three-week academic immersion programme. That experience was the first of a new series started at the St. Augustine Campus titled 'UWI Discovers'.

### **International Research Opportunities**

In 2011 The University of the West Indies joined the University of Porto, Portugal in a partnership with the European Commission to fund graduate studies in countries such as Belgium, France, Germany, Italy, Portugal, Spain and Sweden. The Erasmus Mundus 2009-2013 Programme facilitates cooperation and mobility in higher education through partnerships between higher education institutions in Europe and African, Caribbean &

Pacific (ACP) countries. This year the Department of Management Studies in the Faculty of Social Sciences hosted two PhD students from Dresden University, Germany under the programme.

In January 2012, the Caribbean-Pacific Islands Mobility Scheme made its first ever call for scholarship applications with The UWI in the role of coordinator for the Caribbean Pacific region. The UWI was selected to manage the approximately €2 million of funding from the European Union under its Intra ACP Mobility Scheme, which is designed to facilitate the movement of Master's and PhD students and staff between a consortium of six universities from the Caribbean and Pacific regions

### **Marketing & Branding**

From newspapers to new media the Campus continues to use all available and appropriate media channels as efficiently as possible to promote its programmes, research and other activities. Using a campaign approach, the Marketing & Communications Office, with strong support from Campus IT Services, has been encouraging greater use of the campus website, online media channels, radio and news-making opportunities, while making more efficient use of printed materials in particular. During the review period the STA Facebook page had registered a total of 36,559 followers. Coverage in the daily press was up 86% and more than 90% of that coverage was either positive or neutral.

### **Physical Amenities**

This year the major focus has been on starting The UWI St. Augustine South Campus – Penal/ Debe project and on advancing the work on the Teaching and Learning Complex project. In May



*UWI delegation visits the National University of Educational Planning & Administration, New Dehli, India.*

2012 The University announced that China Jiangsu International Economic Co-Operation Corporation (CJI) won the bid for the design/build of The UWI St. Augustine, South Campus, Penal - Debe (Phase 1A). CJI identified three local firms - CO-RD Limited, CEP Limited and RAMPS Engineering Services Limited as the members of the Design/Build Project Team.

The Students' Accommodation Facility at the San-Fernando General Hospital was officially opened by the Prime Minister of Trinidad & Tobago, the Honourable Kamla Persad-Bissessar and has been providing much needed accommodation, lecture and study areas for students in clinical clerkships at San-Fernando General Hospital. Sod-turning ceremonies were held for the Centre for Workforce Research and Development (CWRD) and the Students' Recreation Centre at Mt. Hope which is expected to be completed in the next academic year. Renovations also began at the former El Dorado Girls' Youth Camp to accommodate the Academy of Nursing which is estimated to be ready for occupation in the second half of the next academic year.

While our students are always first, the Campus has also focused on staff, refurbishing the Senior Common Room, in the immediate future building a hotel and modern, convenient and secure staff housing.

#### **Finances**

During the period under review the Campus Income increased by 2.9% and expenditure increased by 2%.

#### **Income**

Total income earned during the year was TT\$1,040.02 million, 51.3% of which was from contributing governments.

#### **Campus Expenditure**

This year expenditure increased by 2% to TT\$963.2 million. Staff costs continue to be the single highest costs at TT\$687.7 million, an increase of 4%.

# TRANSITIONS: Game Change

Each year, the St. Augustine Campus issues the Faculty Report – a sister publication to the Annual Report. It is a valuable record of the research being undertaken on the campus annually – ongoing investigations, completed projects, technical studies and published works.

What you don't often find in the report are instances where a product or service generated as an output of campus research becomes an input to a commercial venture.

**The Business Development Office's (BDO)** transformation into the **Office of Research Development and Knowledge Transfer (ORDKT)** is meant to provide a direct link between the researcher in academia and the business investor and entrepreneur. If you're running a business and you need expert help creating anything from a new product to a revised process, the Office has an online database that can put you in touch with the experts in that field.

On the other hand, a researcher with a great idea for a commercial product can come to the ORDKT to help find potential partners and investors, information on applying for copyright and patents and assistance in taking their research from proposal to production.

The wider goal is to create a campus that is financially self sustaining. This has long been part of the vision of the current Principal and the establishment of the ORDKT, led by **Professor Dyer Narinesingh** in the role of Acting Director, is key to setting the campus firmly along that path.

The new Research and Development Fund, with its support for particular research clusters is already steering researchers towards projects with investor appeal. But no university in the world can sustain itself solely on the revenue generated through the commercialization of research. Many depend on the kindness of friends and strangers alike. That takes us into the realm of the **Office for Institutional Advancement and Internationalisation (OIAI)**

As the former International Office, it focused on bringing a global flavour to the campus through student and cultural exchanges, and encouraging UWI students to take advantage of the many opportunities available to study and not just see the world but become global citizens. None of that has changed, but those activities now form just part of the expanded remit of the Office.

With **Mr. Sharan Singh** remaining at the helm, the OIAI comprises of five divisions – **International Affairs, Institutional Advancement, Alumni Affairs, Strategic Transformational Projects and Fundraising**. One of the challenges is to transform The University in the eyes of alumni so that they see it as a lifelong partner in their professional and personal enrichment. Once that is achieved, the next step is to grow a tradition of giving to The UWI – in time as well as financial support.

For more on these two new entities, their new focus and how you can get involved, please visit their websites at <http://sta.uwi.edu/ordkt/> and <http://sta.uwi.edu/internationaloffice/>

# FACTS & FIGURES

## ENROLMENT AND OUTPUT PROFILE 2001 - 2012

### ON-CAMPUS ENROLMENT BY PROGRAMME LEVEL AND DELIVERY MODE

	2001 /2002	2006 /2007	2011 /2012	2012 /2013	% Increase in Enrolment 2001/2002 2011/2012
Full-Time First Degree Enrolment*	4647	8815	11636	10267	
Part-Time First Degree Enrolment	713	2118	1015	1696	
<b>Total On-campus Enrolment in First Degree Programmes</b>	<b>5360</b>	<b>10933</b>	<b>12651</b>	11963	<b>136.03%</b>
On-campus Enrolment in Certificate and Diploma Programmes	430	567	683	472	
<b>Total On-campus Undergraduate Enrolment</b>	<b>5790</b>	<b>11150</b>	<b>13334</b>	12435	
Higher Degrees & Advanced Diplomas	1851	3129	5170	5430	
<b>Total On-campus Enrolment</b>	<b>7641</b>	<b>14629</b>	<b>18504</b>	17865	<b>142.17%</b>
Ratio of Female : Male Students (On-Campus Enrolment)	3:2	9:5		1.8:1	
Trinidad & Tobago Students as a % of On-Campus Enrolment	88.20%	92.15%	96.82%	94.53%	
UWIDEC & Online Programmes**	418	822	0	0	
Affiliated Institutions & other Tertiary Level Institutions	127	474	1086	568	
<b>Total Enrolment: On-Campus/Distance/Online/Affiliated Institutions</b>	<b>8186</b>	<b>15925</b>	<b>19590</b>	18433	<b>139.31%</b>

Note: 2009/2010 figures exclude Specially Admitted Students \* Does not include Evening University ???

\*\* As of the Academic Year 2007-2008, students enrolled with the Open Campus (formerly UWIDEC) are no longer counted as students of the St. Augustine Campus.

### DISTRIBUTION OF ENROLMENT BY FACULTY

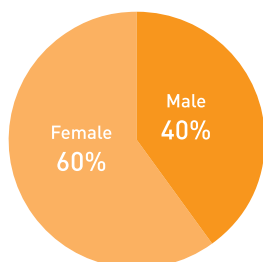
	2001-2002	2006/2007	2011/2012
Degree Programmes & Advanced Diplomas (On-Campus Only)			
Engineering	1424	2284	2636
Humanities & Education	1409	2630	3218
Law	45	50	255
Medical Sciences	1002	1514	2208
Science & Agriculture	1457	3070	4228
Social Sciences	1859	4540	6413
<b>Total</b>	<b>7211</b>	<b>14088</b>	<b>18958</b>

### OUTPUT OF GRADUATES

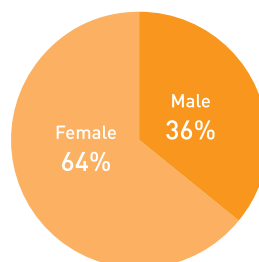
	2001-2002	2006/2007	2011/2012
Degree Programmes & Advanced Diplomas Only			
First Degrees	1240	2169	2557
Higher Degrees & Advanced Diplomas	397	681	1068
<b>Total</b>	<b>1637</b>	<b>3074</b>	<b>3625</b>

# FACTS & FIGURES

COMPARATIVE DISTRIBUTION OF ON-CAMPUS ENROLMENT BY GENDER  
2011/2012 & 2010/2011

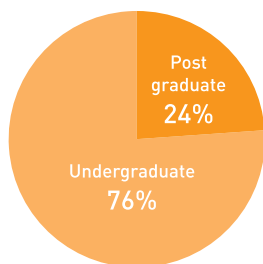


2010/2011

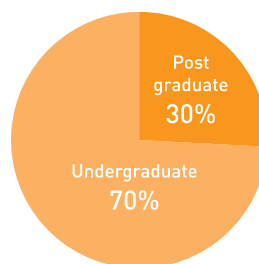


2011/2012

COMPARATIVE DISTRIBUTION OF ON-CAMPUS ENROLMENT  
BETWEEN UNDERGRADUATE AND POSTGRADUATE LEVELS  
2011/2012 & 2010/2011

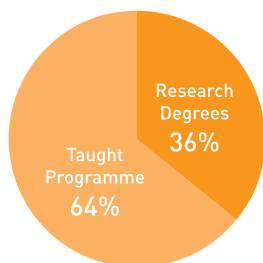


2010/2011

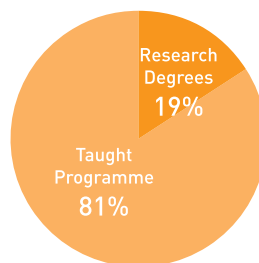


2011/2012

COMPARATIVE DISTRIBUTION OF POSTGRADUATE ENROLMENT  
BETWEEN RESEARCH DEGREES AND TAUGHT GRADUATE PROGRAMMES  
2011/2012 & 2010/2011



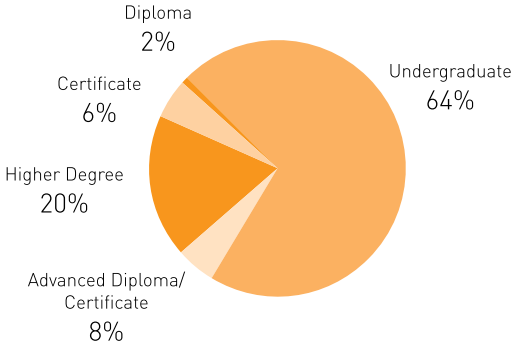
2010/2011



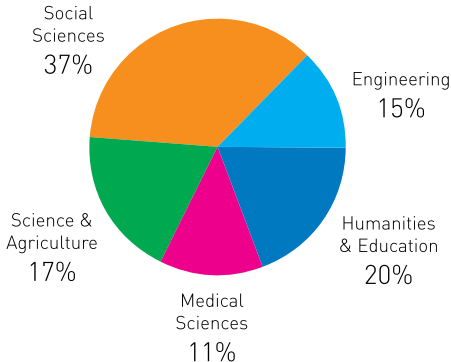
2011/2012

# FACTS & FIGURES

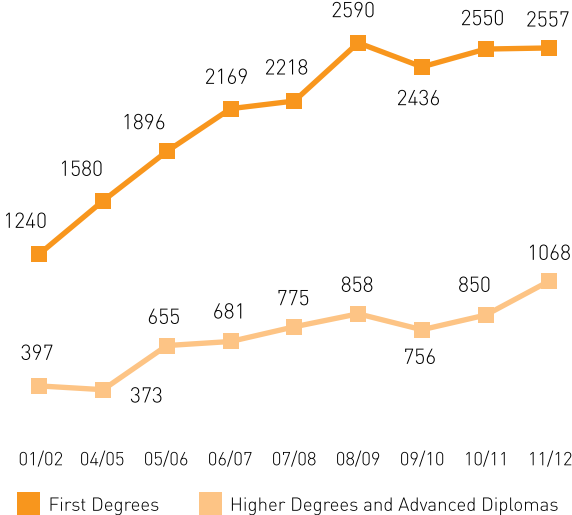
GRADUATES BY PROGRAMME  
2011/2012



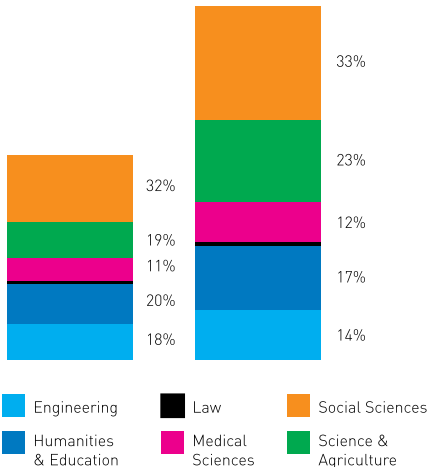
GRADUATES BY FACULTY  
2011/2012



OUTPUT OF GRADUATES  
2001-2012



COMPARATIVE DISTRIBUTION OF  
CAMPUS ENROLMENT BY FACULTY  
2001/2002 & 2011/2012



# PEOPLE



*Matriculation 2012*

## Students

Figures for the 2011/2012 academic year show that student enrolment has doubled over the last decade. At the beginning of the new millennium, total enrolment at the St. Augustine Campus was just 9312 students across five faculties. At that time, recognizing the close link between tertiary education and regional development, the Campus made a commitment to increase enrolment by making tertiary education more accessible and more relevant to the needs of the Caribbean and to the personal aspirations of individuals. In 2011/2012 total enrolment across six Faculties rose to 19,590 students, an increase of almost 51%. Among the Faculties, growth was slowest in the Faculties of Engineering (35%) and Humanities & Education (43%), and highest in the Faculty of Law (82%) which now offers all three years of the degree programme.

Year on year comparisons show that overall enrolment at the St. Augustine Campus increased by 5.83% in 2011/2012.

Almost half of that increase was attributed to the rise in the number of students in the Faculty of Social Sciences, which remains the largest faculty on the campus, accounting for one third of total enrolment.

In comparing undergraduate and postgraduate figures, we find that enrolment in higher degrees and diplomas is growing at a faster rate. Knowledge creation, particularly through postgraduate research has been one of the key areas of focus for the St. Augustine campus in the past three years. A key element of that thrust has been to increase enrolment in postgraduate programmes, particularly for research degrees- MPhils and PhDs.

For at least the first half of the last decade, the campus focused on increasing the undergraduate population and most of the increases in enrolment were among students at that level. With the recent commitment to increase the number of postgraduate programmes and to attract more students, Postgraduate enrolment is climbing and the rate of growth is quickening. In 2011/2012, while undergraduate enrolment showed a steady increase at 3%, the number of postgraduate students grew by 11% compared with 7% over the previous year.

In 2001, postgraduate (PG) students accounted for 24% of on-campus enrolment. Ten years later, 30% of the student population is enrolled in postgraduate programmes. However, comparing enrolment in research and taught programmes we see that 10 years ago, 36% of all PG students were enrolled in research programmes. In 2011/2012, with the increase in the number of taught programmes the figure is 19%.

### Student Awards and Achievements

In sports, the arts, technology and medicine, UWI students shone on national and world stages. Below are the accomplishments of just a few of our students who made us proud during the 2011/2012 academic year:

At just 19, information technology student, **Kyle Mitchell** was named Youth of the Year 2012 at the National Youth Awards Ceremony 2012 hosted by the Ministry of Gender, Youth and Child Development in August of that year. Kyle, a Nature Seekers tour guide, also captured the Environmental Excellence Award in the 18-29 category for his work in conservation.

*Ms. Amrita J. Annamunthodo, signed the symbolic register on behalf of the students as then Campus Registrar, Mr. Jeremy Callaghan and Assistant Registrar (Admissions), Mrs Pat Brown look on.*





*Final year student, Anil Waithe was featured in the February 2012 issue of UWI Today. With the help of ASDLU and CITS he overcame his sight impairment to master MS Outlook, a CoCurricular Course offered by the Microsoft Academy. A few months later he proudly crossed the stage to receive his BSc Information Technology.*

Students from the Department of Mathematics and Statistics swept the top three awards in the 2011 **Teleios 'Code Jam'** competition. The overall winning submission was an SMS-based system which combined RSS data and advanced database techniques to share information about events taking place in the community.

Film student, **Renee Pollonais'** production, **Sweet Fries** won the award for **Best Local Short Film** at the 2011 Trinidad & Tobago Film Festival.

**Kirie Ishmael**, a student of the Visual Arts Unit of the DCFA, showed her ibis-inspired jewellery at the Design Caribbean Show in September 2011 in Santo Domingo, and flew off with the award for "Best Young Designer".

**The Jouvay Ayiti** project, the mas presentation '**50 Years: Mud, Fete and Tears**', which is a compulsory project for all 'Critical Readings' students, placed first in both the Downtown and Uptown J'ouvert small band categories during the Trinidad Carnival in 2012.

**Janine Seetahal**, PhD Molecular Genetics candidate, won the 2011 **George Baer Latin American Investigator Award**, which is given to a researcher from a Latin American country for outstanding work in the field of rabies research.

Our BSc Management Studies students placed second in the FCIB Regional Business Case Competition.

## Sports

Student and Olympian, **Jehue Gordon**, placed 6<sup>th</sup> in the Olympic final of the men's 400m hurdles held in London in 2012. The 20-year-old undergraduate student clocked a time of 48.86 seconds – 0.44 seconds under the time which won him gold in the same event at the World Junior Championships in Canada in 2010. Jehue's Olympic showing captured the sports spotlight on the campus and across the country, but our sportsmen and sportswomen generally gave us much to cheer for throughout the year.

- The **UWI SPEC International Half-Marathon** attracted 1,000 local, regional and international athletes. First Citizens was the Presenting Sponsor and other category sponsorship was

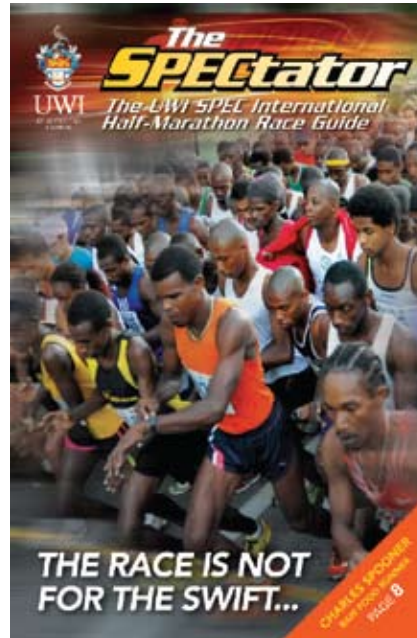
solicited from many well positioned corporate bodies in Trinidad and Tobago.

- The first issue of the "SPECTator" race day magazine was published
- The **UWI Men's Football Team** won the UTT Tertiary Football League for the third consecutive time.
- The **Netball team** captured titles in the UTT Tertiary Netball League and the Courts All Sectors League (Alternate Division).
- The **Track and Field team** produced medal winners at the Hampton International Games and the NAAA National Cross Country Championship.



*Jehue Gordon with Professor Clement K. Sankat*

- The **Women's Tennis Team** also captured the East Zone Club Championship title
- The UWI SPEC Endurance Team competed in Fusion and placed first in the mixed category of competition
- UWI Students were part of Trinidad & Tobago's National Under-23 Dragon Boat Race Team that won a gold medal at the 10th International Dragon Boat Federation World Dragon Boat Racing Championships held in Tampa Florida in August 2011.



### Graduation 2012

The output of graduates grew this year by 7.3% to 3,974. While the number of undergraduate degrees awarded remained almost unchanged, figures show that postgraduate awards rose by more than 30% over the previous year. Thirty persons were awarded PhD degrees. Graduates included the first cohort from the MA Human Communications, the second of

the MSc in Occupational, Environmental and Safety and Health, and the final students to be presented by the Faculty of Science & Agriculture. The campus also celebrated its first graduates from the PhD Business Administration programme - Dr. Meena Rambocas and Dr. Ramchand Rampersad - and from the MSc Sports Management.

### Valedictorians

Six outstanding students were selected to be the valedictorians of the Class of 2012:



**Mr. Denilson Christopher**  
Faculty of Engineering



**Ms. Nayaatha Taitt**  
Faculty of Humanities & Education



**Ms. Maryam Mohammed**  
Faculty of Medical Sciences



**Mr. Sameer Alladin**  
Faculty of Social Sciences



**Ms. Nara Anderson-Figueroa**  
Faculty of Social Sciences



**Mr. Kiron Neale**  
Faculty of Science & Agriculture

As an historical note, the representative for the Faculty of Science & Agriculture – the last for that faculty, went on to be awarded a Rhodes scholarship later that year.

## Honorary Degrees

The campus recognised eight distinguished Caribbean personalities representing diverse fields at the graduation ceremonies held in October 2012.



**Therese Mills** became the first female editor of a national newspaper in Trinidad and Tobago when she was appointed Editor-in-Chief of the **Trinidad Guardian** in 1989. After decades as a journalist—

from reporter to senior feature writer to editor—she retired from that newspaper and began another chapter in her career. In the paper she founded in 1993, **Newsday**, Mrs Mills injected not only formidable energy, but her considerable experience. Almost 20 years later, the paper's phenomenal success is a tribute to her.



The recipient of a Humming Bird Gold medal for his cultural contribution, **Deokinanan Sharma**, was a founder of the Divali Nagar and was a major force in the birth of the National Council of Indian Culture, where he has served as President since 2000.



**Davan Maharaj** began his career in journalism at the **Trinidad Express** in 1980. After tertiary studies in the U.S. in Political Studies, he settled at the **LA Times** in 1989 as a staff writer.

Two years later, he was promoted to Africa Bureau Chief, where he ran the Nairobi and Johannesburg bureaus, and wrote the award-winning series: "Living on Pennies" about life in poverty for hundreds of millions of Africans. He then spent a year as Assistant Foreign Editor, where he edited stories about Russia that won the Pulitzer Prize for international reporting. For two years, he was Deputy Business Editor before taking over as the **Times'** Business Editor in 2007.



**Ronald Harford** is chairman of Republic Bank Ltd, where he has worked for 47 years. Apart from being a career banker, for which his contribution was recognised in 2010 with the Chaconia Medal (Gold), Mr Harford

has been an exemplar in terms of mobilising corporate support for national development programmes.



As parish priest in East Port of Spain, **Father Clyde Harvey** worked tirelessly to help communities in the fight against crime and violence. He is well known for his powerful social commentaries,

bringing a voice of wisdom and reason to a society that often needs it. He was ordained as a priest by Archbishop Anthony Pantin in June 1976 and is deeply involved in community services and issues. In 1979, he co-founded LIFELINE, now a hotline for suicidal and distressed people. He founded two HIV support organisations, Community Action Resource (CARE) and South AIDS Support. He chairs the Morris Marshall Development Fund, which provides educational and personal development opportunities to the Laventille Community, as well as Community Intervention for Transformation and Empowerment, a partner in the Pride in Gonzales Initiative.



**Alloy Lequay** has been a sports administrator since the 1940s and has given political service to this country for many years. He has documented these periods in the genres of autobiography,

sport history and political narrative, leaving useful and informative accounts for posterity. He has contributed towards the organisational structure of table tennis and cricket, being one of the founders of the Table Tennis Association, a member of the West Indies Cricket Board of Control and head of

the Trinidad and Tobago Cricket Board of Control. He has served as a Member of Parliament (South Naparima 1966), and was twice nominated to the Senate.



**Maureen Manchouck** is the current president of NIHERST (the National Institute of Higher Education, Research, Science and Technology). She has been a driving force behind the popularisation

of science and non-formal science education, and was key in developing national statistics on science, technology and innovation, which feed international and hemispheric databases, and which had not been done before in the English-speaking Caribbean.



**Michael Mansoor**, a former Chairman of the Campus Council at UWI St. Augustine, is a banker by profession. He is currently the Executive Chairman of CIBC First Caribbean International Bank Ltd,

and is based in Barbados. A chartered accountant, Mr Mansoor has worked in very senior positions at Ernst & Young and ANSA McAl Ltd, as well as CIBC West Indies Holdings. He also served as an Independent Senator from 1987 to 1995, where his main area of concern was legislation relating to economics, financial and business matters.

### Graduation Coverage Online

In the past, the graduation ceremonies have been featured on television, either as live broadcasts or as packaged programmes after the event. Short interviews with valedictorians and honorary graduates had also been conducted by staff of the Marketing & Communications Office and uploaded to Youtube as supplementary coverage of the important and prestigious annual event.

This year, through the efforts of Campus IT (CITS) all six graduation ceremonies were streamed live over the internet and on the digital screens across the campus, allowing friends and family around the world to share the moment with their loved ones being honoured. The live streams were promoted primarily on the campus' Facebook page, managed by the Marketing & Communications Office. Updates from the ceremonies were posted at regular intervals over the three days, with each post seen by an average of 5000 persons.



In addition to the live video stream, each ceremony was followed by a short video produced by the Marketing & Communications Office and the Film Programme of the Faculty of Humanities & Education. The six videos consisted of post-graduation interviews with honorary graduates, valedictorians, graduates and supporters as they basked in the pride of the moment and their achievements. Two months after they were uploaded, the six videos had been viewed a total of 2,933 times, with the two most popular clips viewed between 800 and 900 times each.

To see these and other videos from the St. Augustine Campus, visit <http://www.youtube.com/uwistaugustine>.

### Staff

#### Recruitment & Retention

At the end of the 2011/2012 academic year the total staff compliment for the Campus stood at 2,863, an overall increase of 4%. The number of Academic and Professional staff grew this year by 6% and 7% respectively and the number of Academic Support staff rose by 31%. The Campus filled 43 vacancies this year, including 29 Academic positions. There were 75 resignations and 56 staff members retired this year. Among those retirees was the division's own Director, **Mr. Hollis Nicholas**. The campus welcomed **Mr. Stephen Sheppard** to the position.

#### Training and Development

Loyalty, pride, energy, passion and love are all hallmarks of the engaged employee. The University recognises the importance of fostering these

attitudes and the Human Resources Division has been leading that initiative. One important activity is the annual series of staff workshops hosted by the Division. During the review period, staff members were invited to learn how to cope, as parents, with the stress of the Secondary Assessment Examination (SEA); workplace boundaries; and to develop their mediation skills.

### Staff Awards

Staff on the campus continues to receive recognition for the impact of their work on The University, the region and the world. Below we recognise some of their sterling achievements:

#### **Professor Rhoda Reddock (Deputy Principal)**

received an Honorary Doctorate from the University of the Western Cape in Bellville South Africa in recognition of her scholarship and community service. Past honourees of the University of the Western Cape include Nelson Mandela, Basil Davidson, Oliver Tambo and Graca Machel.

### Independence National Awards 2012

Professor Reddock also featured among the recipients of national awards issued in honour of Trinidad & Tobago's 50<sup>th</sup> Anniversary of Independence. The full list of UWI awardees is as follows:

MEDAL FOR THE DEVELOPMENT OF WOMEN (GOLD) For Outstanding Contribution to the Development of Women's Rights and Issues

#### **Professor Rhoda Reddock**

Deputy Campus Principal

CHACONIA MEDAL (GOLD)

For Long and Meritorious Service to Trinidad and Tobago

#### **Dr. Hamid Ghany**

Senior Lecturer and Former Dean, Faculty of Social Sciences

#### **Professor John La Guerre**

Emeritus Professor, Faculty of Social Sciences

#### **Prof. Selwyn Ryan**

Former Director, Sir Arthur Lewis Institute of Social and Economic Studies

HUMMING BIRD MEDAL (BRONZE)

For Loyal and Devoted Service

#### **Mr. Victor Cowan**

UWI Development and Endowment Committee

PUBLIC SERVICE MEDAL OF MERIT (GOLD)

For Outstanding and Meritorious Service

#### **Dr. Joycelyn Rampersad**

Lecturer, School of Education

### University Awards

Two from the St. Augustine Campus were among the seven outstanding University staff members honoured at the presentation of Vice-Chancellor's Awards for Excellence held in October 2011. The recipients from the St. Augustine Campus were:



**Dr. Anna-May Edwards-Henry**  
Director of the Institutional Development Unit (IDU)



**Professor Vijay Naraynsingh**  
of the School of Medicine, Faculty of Medical Sciences

In July of the following year it was learned that the award for Excellence in Teaching would go to **Dr. Grace Sirju-Charran**, Department of Life Sciences, St. Augustine Campus and the award for Public Service would go to **Professor Zulaika Ali** of the Faculty of Medical Sciences.

**Ms. Geeta Kissoon** a User Support Technician with the Campus IT service, copped awards in two of the five categories at the **Employee Recognition Award Ceremony 2012** – the first place award for Customer Service and second place for Innovation & Creativity.

### NIHERST Awards

**Dr. Shirin Haque** was recognised with a Woman in Science and Technology Icon – medal award from National Institute of Higher Education, Research, Science and Technology, 2011.

### UWI Guardian Life Premium Teaching Awards – September, 2012

**Dr. Geraldine Skeete**  
Department of Literary Cultural and Communication Studies;

**Dr. Gelien Matthews**  
Department of History;

**Professor Surendra Arjoon**  
Department of Management Studies;

**Dr. Sandra Reid**  
Psychiatry Unit,  
Department of Clinical Medical Sciences; and

**Dr. Chalapathi Rao**  
Pathology and Microbiology Unit  
Department of Para-Clinical Sciences.



### Other

**Dr. Carlisle Pemberton**, Professor of Agricultural Economics and now Dean of the new Faculty of Agriculture, was honoured for his 35 years of service to the Caribbean Agro Economics Society (CAES) in January 2012.

**Professor Neela Badrie** was elected to a fellow of the Third World Academy of Sciences (TWAS; Italy) and was featured in the Prominent Women in Science -Biography project of Interamerican Network of Academies of Sciences (IANAS) (2012).

**Koshina Mohammed** (FSS DMS) – recipient of two awards for Outstanding Research from the Global Institute for Business and Finance Research

### Obituaries

The campus was saddened at the passing of **Professor Julian Kenny** on August 9, 2011. Professor Kenny was Professor of Zoology here at UWI St. Augustine where he made a significant contribution to the development of this discipline. He had been a two-term Independent Senator and up to the time of his death, a regular and respected columnist on environmental matters.

Artist, musician, cultural icon, Caribbean woman and 1994 UWI Honorary Graduate **Ms. Pat Bishop** died suddenly on August 20, 2011. Ms. Bishop had lectured at both the St. Augustine and Mona campuses of The UWI during her career as an educator. The campus joined the nation in mourning her passing with some personal recollections and tributes coming from members of staff. Read them

in the September 2011 issue of UWI Today, available online at <http://sta.uwi.edu/UWIToday/>

In February 2012, the Faculty of Medical Sciences lost **Professor Harinath Maharajh** of the Department of Clinical Sciences. Professor Maharajh was regarded as one of the top psychiatrists in Trinidad and Tobago.



*1994 UWI Honorary Graduate Ms. Pat Bishop*

**Staff Movements**  
**Re-Appointments**



**Professor Funso Aiyejina**  
Dean, Humanities & Education

**New Appointments**



**Professor Indar Ramnarine**  
Dean, Science & Technology



**Dr. Carlisle Pemberton**  
Dean, Food & Agriculture



**Mr. Errol Simms**  
Dean, Social Sciences



**Dr. Kusha Haraksingh**  
Dean, Law

Four members of staff were promoted to the rank of Professor during the review period. **Anderson Maxwell** is now Professor of Chemistry in the Faculty of Science & Technology while **Christopher Starr** was appointed Professor of Entomology in the Department of Life Sciences in what is now the Faculty of Science and Technology. **Christine Carrington** is now Professor in Preclinical Sciences, Faculty of Medical Sciences and **Shivananda Nayak** was promoted to Professor of Biochemistry in the same faculty.

**Professor Kit Fai Pun**, Professor of Industrial Engineering and Management in the Department of Mechanical & Manufacturing Engineering, has been named Campus Coordinator in the Office of Graduate Studies and Research. He replaced **Professor Patricia Mohammed** of the Institute of Gender and Development Studies, whose term of office had come to an end.

*\*ERRATA – in the 2010/2011 report our list of newly appointed professors omitted mention of the elevation of then Dr. Neela Badrie to the rank of Professor. The editor of the Annual Report regrets the error and extends belated congratulations to Professor Badrie on her success.*

## Anniversaries

The Cocoa Research Unit, now the Cocoa Research Centre, celebrated 50 years of research and contributions to the local and global cocoa industries with an exclusive evening of entertainment, fine dining and, of course, fine chocolate. The celebration marked 82 years of research in Cocoa and Chocolate, begun when the campus was the Imperial College of Tropical Agriculture (ICTA). It was also meant to excite invitees to the tremendous international possibilities for the cocoa and chocolate industries of Trinidad and Tobago.

The Department of Creative and Festival Arts turned 25 this year and to mark the milestone and as part of its contribution to the national celebration of 50 years of independence, the DCFA mounted a series of performances titled **Nation Dance**. Mounted by the students of the Production II class, the production was held over two weeks at seven locations across the country, including two in Tobago.

# ADMINISTRATIVE TRANSFORMATION

## New Faculties & Academic Departments

In February 2012, a special meeting of The University Strategy Planning Committee at the Mona Campus, ratified various plans involving the Faculties of Humanities & Education, Science & Agriculture and Medical Sciences. All changes were scheduled to take effect from August 1, 2012, the start of the new academic year.

The Faculty of Science & Agriculture, St. Augustine, was split to make way for two new faculties: the **Faculty of Food and Agriculture** and the **Faculty of Science and Technology**. This change reflects a realignment of The University's academic and research focus with regional needs in these areas.

This year also marked the establishment of the Faculty of Law at the St. Augustine Campus, allowing students to pursue all three years of the degree at the campus. Previously, students could

pursue only the first year at St. Augustine and had to relocate to the Cave Hill Campus in Barbados to complete the final two years of the programme.

Within the Faculty of Humanities and Education, St. Augustine, the Department of Liberal Arts, which offered some 12 programmes, was divided to form two smaller and more manageable departments - the Department of Modern Languages and Linguistics (MLL) and the Department of Literary, Cultural and Communication Studies (LCCS). Matters concerning Literatures in English, Communication Studies and Cultural Studies fall under LCCS and all language matters (French, Spanish, and Portuguese) and Linguistics under MLL.

## New Names – New Functions

Two important changes took place in the area of administrative transformation. The Business

*The UWI Team racing against Breast Cancer.*



Development Office underwent a name change to become the **Research Development and Knowledge Transfer Office** (ORDKT) and the International Office was renamed the **Office of Institutional Advancement and Internationalisation (OIAI)**. The OIAI was created to widen and deepen the relationships between the campus and major stakeholders such as the private sector, regional and international agencies, governments and alumni and to facilitate philanthropy. The ORDKT is mandated to help the campus realise the commercial potential of its research projects. Both offices are part of a larger vision of self-sufficiency for the campus. The Works Department is now known as the **Division of Facilities Management**, and is headed by **Mr. Suresh Maharaj**. While the division's core responsibilities remain the maintenance and development of the physical plant of the St. Augustine Campus, it is now responsible for the execution of smaller capital projects.

### Employee Engagement

As part of the preparation of the new strategic plan, the Campus Principal hosted three staff engagement sessions over two days in December 2011. It was an opportunity for staff to get more information on the strategic planning process, and to share their views on the future of UWI – particularly over the next five years; the three things they value most about working at UWI and the three things they would change about The University. In July 2012 staff was invited to come together again, this time for an event titled **Coffee with the Principal** to discuss the strategic plan and the outlook for the new academic year.

### Technology

Major technology projects undertaken during the review period included the deployment of an expanded CCTV video surveillance system, and the installation of 20 additional digital signage LCD screens across the campus. University-wide, the student portal was upgraded so that with a single login, students can seamlessly access several information services and resources including our campus virtual learning environment - my eLearning, our student administration system (Banner), as well as email and the Library's research database services. The Campus IT Service (CITS) also implemented a new IP/Voice PBX solution in 2011, saving the campus approximately 40% on its annual telephone costs.

Within the student portal itself, the Campus launched a new Live@EDU service from Microsoft which gives our students access to an impressive suite of online communication tools. In addition to email, they can engage in online document sharing, calendaring, access private, secure online storage as well as collaborate with Lecturers and classmates by forming online groups.

Administratively, software was expanded or introduced to improve electronic document management, the handling of students' Leave of Absence and Change of Status requests, and general reporting. Meanwhile, the HR team together with Campus IT piloted a new system to allow employees to register online for staff development courses while the system for online vacation leave applications of was fully implemented. Other systems were piloted to track the non-teaching activities of faculty and staff, as well as employee accomplishments such as degrees, competencies, research areas, licenses and certificates; and to support online employment applications.

# TEACHING & LEARNING



## New Programmes

### UG Programmes

- BSc Insurance & Risk (developed in partnership with the Trinidad and Tobago Insurance Institute and the local insurance industry)
- BEd Primary (General)
- Pre-Service BEd Programme
- Certificate in Journalism (developed with the support of the Media industry)

Approvals were received for the following programmes:

- BSc Nursing (generic)
- BSc Dental Hygiene/ Dental Therapy

### PG Programmes

- PG Diploma in Tropical Crop Protection
- MSc in Tropical Crop Protection
- Master of Education in Inclusive and Special Education
- MPhil/PhD in Project Management
- MSc in Medical Microbiology
- MPhil/PhD Human Ecology
- MSc in Biodiversity Conservation and Sustainable Development
- In-Company Executive MBA in Guyana (Lok Jack GSB)

Approvals were received for the following programmes:

- MSc Palliative Care
- Diploma HIV Management
- DM Otorhinolaryngology
- MA in Leadership in Technical and Vocational Education and Training (TVET) and Workforce Development (WFD)

### Accreditation

The **Arthur Lok Jack Graduate School of Business** was awarded Institutional Accreditation by the Accreditation Council of Trinidad and Tobago (ACTT) in March 2012 for the maximum period of seven years. The School also earned accreditation from the Association of MBAs (AMBA) for two new programmes – the MBA in Sustainable Energy Management and the In-Company Executive MBA which is offered in Guyana.

The **School of Medicine** (MBBS programme) underwent the statutory accreditation exercise by the Caribbean Accreditation Authority for Education in Medicine and other Health Professions (CAAM-HP) and was granted an extension of accreditation for five years (2012-2017). This is the first time that CAAM-HP has awarded this accreditation for a duration of this length. The accreditation was a joint effort of all UWI campuses. The **School of Veterinary Medicine** accreditation was extended for an additional two years without the need for a site visit, and the School of Dentistry's accreditation was extended for an additional one year, also without the need for a site visit.

This is testimony to the fact that the Faculty is offering students a quality experience, one which is internationally recognized. This is even more so, since the CAAM-HP has been officially recognized by the World Federation of Medical Education (WFME). The School of Veterinary Medicine is currently seeking accreditation by the AVMA (American Veterinary Medicine Association). Should this be successful, the School will be in better position to attract international students, as they will more readily qualify for international loans and grants.

In the Faculty of Engineering, five programmes were accredited during 2011/2012: the BSc Geomatics programme by the Chartered Institution of Civil Engineering Surveyors up to February 28, 2017; the BSc and MSc programmes in Mechanical and Manufacturing Engineering by the Institute of Mechanical Engineers for the 2011-2015 intakes; the MSc in Petroleum Engineering by the Energy Institute for the 2009-2013 intakes; and the Institute

of Materials, Minerals and Mining for the 2010-2014 intakes. The Institution of Chemical Engineers (ICHEME) accredited the BSc Chemical & Process Engineering for the 2011-2015 intakes and the MSc Chemical & Process Engineering for the 2010-2015 intakes. Additionally, the BSc Petroleum Geoscience programme was accredited by the Energy Institute for 2009 to 2013 and, at the same time, by the Geological Society for 2010 to 2016.

### Instructional Development

The St. Augustine Campus supports the idea of teaching and learning as deeply professional work in which teaching effectiveness is tied to learning accomplishment, teaching skill development, professionalism, and practice grounded in research and reflection. For this reason, the IDU's training programmes addressed specific skills development for teaching and learning as well as research skills and teaching scholarship.

### Scholarship of Teaching & Learning

Thirty staff members successfully completed the CUTL programme in May 2012, bringing to 73 those who have successfully completed the programme. Thirty-four lecturers were accepted into the CUTL programme that commenced in September 2012. Five persons graduated from the MEd programme in October 2012 and seven tenured staff members successfully completed the UBC Faculty Certificate Programme on Teaching and Learning in Higher Education.

Due to the overwhelming response, the MEd and CUTL programmes are likely to be primarily delivered online within the next two years. This would ensure the maximum number of teachers/lecturers be trained at any given time and avoid clashes between teaching and meeting (training) schedules.

### Workshops

The IDU conducted over 39 workshops in the reporting year. There were 899 participants, more than double the average number of participants over the previous four years. This increased attendance may in part be attributed to the heightened interest in using the campus' Blended Learning Programme and in developing individual research skills. The Unit also hosted a very well received graduate seminar where 12 postgraduate students presented their research to a campus audience.

### Research and Scholarship Agenda

The second Teaching and Learning Research Day, a biennial presentation of the IDU, was held in December 2011 on the theme "**The Scholarship of Teaching and Learning: Maximising Teaching Effectiveness**". Feature Speaker was Professor Ian Robertson, former Dean of the Faculty of Humanities and Education and current head of the Evening University.

### Quality Assurance

The Academic Quality Assurance Committee (AQAC) reviewed 495 courses individually and as programme components and, for the first time, similar reviews were carried out on all of the student services units.

### The Fresher's Guide

The IDU launched the Fresher's Guide to Learning at The UWI to help students manage their learning and their learning environment. It touches on learning styles, provides graphic organisers and introduces students to concepts such as reading for the degree, research and plagiarism. The guide was prepared to support the Student Orientation and First Year Experience programmes as well as the training provided by IDU to staff so they can help students manage their university experience.

### Blended Learning

Implementation of the approved Blended Learning Policy began with a series of IDU training workshops. The 14 workshops taught participants how to use myElearning for teaching, Turnitin to detect plagiarism and how to create audio and video podcasts. One lecturer alone in the Faculty of Social Sciences has developed more than 100 podcasts on topics in Finance and the faculty together with the IDU is re-designing the UWI/FIFA/CIES Postgraduate Diploma Programme for blended delivery of the programme in September 2013.

### Beyond Academics

Reviews of global best practices among tertiary level institutions reveal that students get greater satisfaction when their academic programmes are complemented by activities that expand their vision beyond their own disciplinary pursuits. Students have also expressed the need for activities that raise student consciousness and promote the holistic development of the university student. During the review period, Student Advisory Services (SAS) introduced the **Service Learning and Community Engagement**. This programme was set up to provide volunteer opportunities for students by creating and maintaining links with volunteer organisations and NGO's. In its start-up year the programme offered opportunities with groups such as Goodstart Mentorship, Lifeline, Habitat for Humanity, the Cyril Ross Nursery (tutors), the Caribbean Forest Conservation Association and SUMMON (Shalimar UWI Motivated Mentors Outreach Network). The programme attracted 115 students.

### Revamping the Co-curricular Programme

Co-curricular credit courses address student development issues that fall outside the ambit of a particular discipline and serve to highlight the development of characteristics attributable to the 21st century UWI graduate that are often outside the goals of disciplinary courses/programmes. A Working Group reviewed and revised the existing co-curricular programme and led to the implementation of a number of activities particularly related to improving communications strategy for the programme. The goal is to increase student enrolment in all courses in the following academic year.

# GRADUATE STUDIES

One important driver of both the outgoing and incoming strategic plans is the need for the regional university to produce more impacting research through faculty-led research and innovation as well as graduate studies and student research. The Office for Graduate Studies and Research at the St. Augustine Campus has been particularly focussed on enhancing graduate studies, increasing enrolment of full-time graduate research students and postgraduate research output, and improving throughout (graduation rates) of research students. Part of the response to this mandate was the publication in May 2012 of a **Manual of Procedures for Graduate Studies and Research** by the OGSR, outlining the functions and procedures of the Office to promote efficiency.

Six new programmes were approved by the Board for Graduate Studies and Research at its meetings in 2011/2012. Half were in the areas of Food

*Graduation 2012* PHOTO: BENEDICT CUPID





*Postgraduate Forum 2012*

Production and Agriculture and two were research degrees. The Campus offers 118 taught master's degree programmes and 120 research degrees. Students enrolled in taught programmes account for over 80% of PG enrolment and while enrolment in research programmes did grow by 6% that figure was outstripped by the 14% growth among taught programmes.

The Campus provides financial support for Postgraduate students by placing them in research assistant and teaching assistant positions administered by the faculties. Scholarships nevertheless remain important incentives to research students. The UWI Postgraduate Scholarships for 2011/2012 were

valued at TT\$60,000 per annum. In all, 34 UWI PG scholarships, two Elsa Goveia Scholarships and one Eric Williams Memorial Scholarship were offered to persons enrolled in MPhil/PhD research programmes. In addition, 36 requests of renewals and/or extensions of scholarship were made.

In the upcoming academic year the Campus will experiment with rolling applications in keeping with global trends. As enrolment continues to grow, so too does the need for more staff to support our students and the School for Graduate Studies & Research recognises the growing need for a dedicated room outfitted for the holding of PhD orals either face-to-face or via video/teleconferencing or Skype .

# RESEARCH & INNOVATION



*The Lok Jack GSB launched a business incubator - Biz Booster - along with the Centre for Entrepreneurship & Innovation. For more, go to [www.lokjackgsb.edu.tt/bizbooster/](http://www.lokjackgsb.edu.tt/bizbooster/)*

As at May 2012, just over TT\$2 million had been granted to support 76 staff research projects across all faculties on campus. The Faculty of Humanities and Education received the highest level of funding (TT\$640,708.50) for 24 projects. The Alma Jordan Library received TT\$381,069 for 11 projects and the Faculty of Engineering secured TT\$305,385.11 for 15 projects. Another TT\$2M had been granted to support 131 student research projects, with more than half a million dollars allocated to 36 projects in what is now the Faculty of Science & Technology.

To spur Research and Innovation the campus concentrated on putting in place support structures, increasing the research output and improving access to funding. One major initiative was the launch in March 2012 of the **UWI-Trinidad and Tobago Research and Development Impact Fund (RDI Fund)**. The RDI Fund is specifically geared towards producing more relevant research by providing funding for projects that address pressing issues in six thematic areas: Climate Change and Environmental Issues, Crime, Violence and Citizen Security, Economic Diversification and Sector Competitiveness, Finance and Entrepreneurship, Public Health, and Technology and Society. The Fund awarded 11 research grants amounting to over TT\$9 million for projects in these areas.

Another important change intended to spur the commercialisation of the research conducted on the campus, was the creation of a new Office of Research Development and Knowledge Transfer (ORDKT) to replace the old Business Development Office (BDO) and with a fresh focus on the commercialisation of research.

## Library Services

The Campus Libraries continued to streamline its services and products to provide research support for the university clientele, **anywhere, anytime**.

Below are some of the important activities and achievements for the year.

### Technology

In October 2011 the Library network formally launched **UWiliNC**, a new search and discovery tool that provides access to the information resources of all four campuses. Student computer labs were upgraded and 80 new computers purchased along with other equipment and software for use throughout the system. Library computers have also been outfitted with webcams so that staff can use services such as Gmail Chat and Skype to communicate with users for services such as thesis consultations.

### Acquisitions

The Libraries of the UWI St. Augustine are already home to an impressive collection of historical material chronicling the breadth of development of Trinidad and Tobago and the region. One of this year's prized acquisitions was **The Alan Lomax and Jacob D. Elder Collection** of folk recordings of aspects of local and Caribbean culture was created in 1962, by Lomax, an ethnomusicologist and Elder, the great Tobago-born scholar. Together they captured recordings on traditional life and folk music in 12 Windward and Leeward Islands, including Grenada, Anguilla, St Lucia, St Kitts/Nevis, Carriacou, Dominica, Martinique, St Barthelemy and Guadeloupe with a particular focus on Trinidad and Tobago.



*Researchers from the Faculty of Science & Technology are examining the impact of emissions from the Guanapo landfill and the economic value of the Caroni Swamp.* PHOTO BY DION BOUCAUD

A complete copy of the 1962 recordings resides in a digital archive at UWI's St Augustine campus. Of the 20 groups from Trinidad and Tobago that participated in those ground-breaking sessions, four - the Mount Pleasant Baptist Church Singers (Tobago), The Cantique Singers (Maraval), Rose of Sharon Singers (Blanchisseuse), and San Jose Serenaders - answered a call to perform at the symbolic hand-over ceremony in June 2012.

### Other Special Collections

- The **Lise Winer Papers** on linguistics and Caribbean culture;
- The **Chris Mana Waite Carnival Research** material of manuscripts and audio taped interviews by carnival practitioners;
- The **Edghill Thomas Photograph Collection** highlighting carnival in the 1960s;
- The **Dominica Diary, 1929-1930**;
- The **Jamaica Military Journal, 1895-1896** which provides an account of the daily life of Corporal James McBride Robbins, a British soldier serving in Jamaica;
- The **Carlisle Chang Orchid Manuscript** of his orchid collection;
- The **Wesleyan Missionary Society, Letter, 1823** which was released from embargo; and
- The **Sir Ellis Clarke Manuscripts on Federation** which records his thoughts and recommendations for the way forward for Trinidad and Tobago after the Jamaica referendum on Federation.

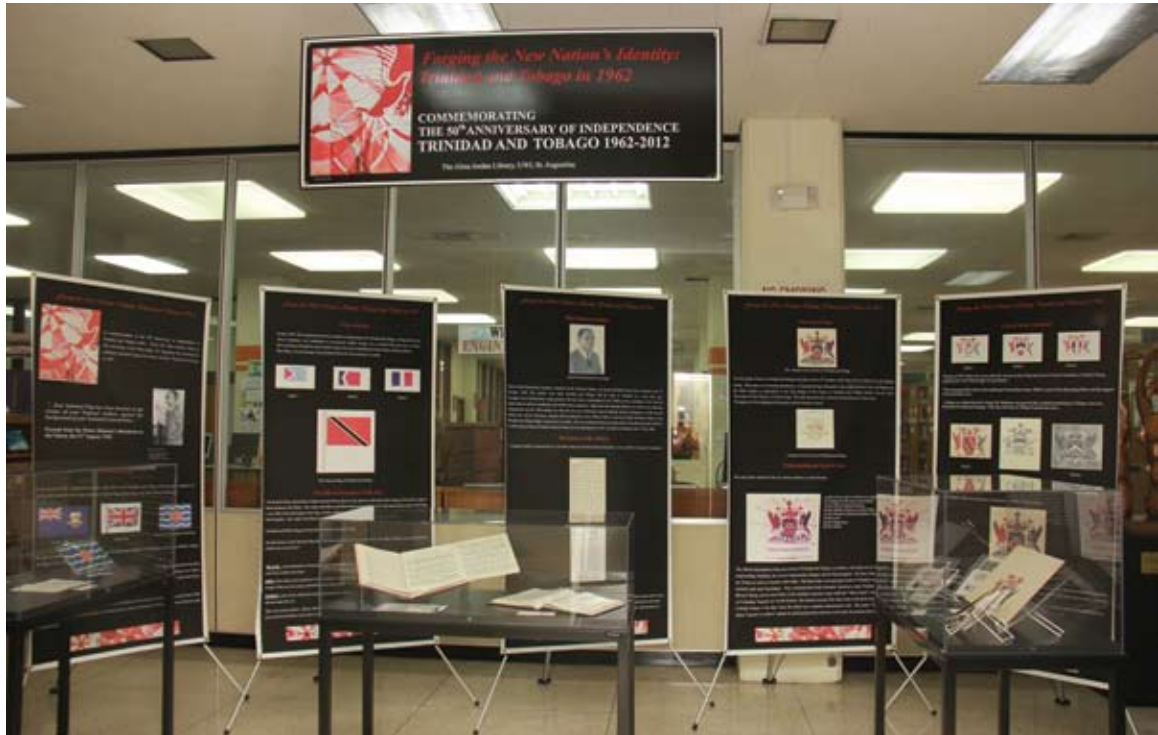
The addition of 16,622 eBooks more than doubled the Library's complement of eBooks bringing the total number of eBooks available to users to approximately 30,933. In addition, The University successfully negotiated agreements to allow wide access to all eBook titles purchased by the individual campuses, thus expanding access and eliminating duplication.

### Exhibits

The Library conducted several activities to celebrate Trinidad and Tobago's 50th Anniversary of Independence including the mounting of a physical and online exhibition entitled **Forging a Nation's Identity: Trinidad and Tobago in 1962**. There was also collaboration with the National Library Information Service (NALIS) for a travelling exhibit depicting local icons who have been named to the National UNESCO Memory of the World Register.

### Digitisation of Resources

The digitisation of the Library's resources is an important project for widening access to both the university community and the general public and a new planetary scanner was an important addition to the programme. Among this year's highlights were the successful migration of over 1800 sound and photo files from **the Alan Lomax Caribbean Collection** to the Alma Jordan Library; and the completion of the project to digitize and prepare metadata for over 5000 items in the **Michael Goldberg Postcard Collection**.



*“Forging a Nation’s Identity: Trinidad and Tobago in 1962” exhibition at The Alma Jordan Library*

### Online Resources

During the review period the Faculty of Social Sciences published the inaugural issue of the **Department of Behavioural Sciences E-Journal**. This plus other online journals published by the Department of History, the former Department of Liberal Arts, and the IDU can now be accessed through the main library website following an upgrade exercise this year. Other changes include an interface for a Campus Libraries portal; the LibGuides interface which is used to disseminate research guides and other information to library users and researchers; and the Open Journal Publishing System (Harvard University) which would serve as the electronic publishing platform of journals produced at the UWI.

# COMMUNITY & PARTNERSHIPS

## Observing T&T's 50th Anniversary of Independence

The Campus' observance of Trinidad & Tobago's 50<sup>th</sup> Anniversary of Independence was spearheaded by the Department of History. Their focus was on the development and execution of a yearlong series of events/ public lectures around the theme "In the Fires of Hope".

The main objectives were to engage the population in informed discussion and to involve all age groups and all social groups. To achieve this, the

Department "took our University to the People" and carried the flame from "The Fires of Hope" to Port of Spain, Arima, Caroni, San Fernando and Tobago. The themes discussed were **50 Years of Mas –How Yuh Feel?, Arima's History, The Last Train to San Fernando, Caroni Revisited, The Military Speaks** and **The Tobago Independence Experience**. Attendees heard from outstanding leaders as well as ordinary citizens - the heart and soul of the communities.

These sessions were recorded and there is now a rich oral collection as well as several papers. These will form the basis for the publication of the histories of these communities which it is hoped will capture the spirit of these communities just as these sessions did.

*Community giving is part of the vacation internship programme offered by Methanex Trinidad Limited. This year, Engineering interns spent an afternoon with the children of the Inter-Disciplinary Child Development Centre in Couva.*



**Nation Dance: The Pilgrimage**, put on by the Department of Creative & Festival Arts, also celebrated the Independence Jubilee. Based on the concept of journeying to communities that made “sacred investments in this country”, the DCFA partnered with groups such as the Elders’ Council of the Warao, Karina Community of Arima, Hindu Prachar Kendra of Chaguanas, the Culture and Community Development and Division of Culture – Tobago House of Assembly, Northwest Laventille Cultural Performers, Desperadoes Steel Orchestra and Trinidad and Tobago Tassa Association - Bis Hoosay Yard. Performances of ‘Nation Dance’ were held at Naparima Hill, San Fernando; the Temple in the Sea Grounds, Waterloo; Desperadoes Pan Theatre, Laventille; Golden Lane, Tobago; Pembroke Heritage Park, Tobago; Calvary Hill, Arima; and at the DCFA, UWI.

#### Other 50th Independence Anniversary Events

The Alma Jordan Library marked the 50th anniversary of Trinidad and Tobago’s Independence with a special display titled, ‘**Forging the Nation’s Identity: Trinidad and Tobago in 1962.**’

A commemorative tree planting ceremony marked the beginning of The UWI’s commitment to plant one tree for each year of national independence.

COTE, the annual economics conference, focused on the theme “**50 years of Managing for Development in an Ever Changing Economic Environment: Lessons learnt and the way forward,**”

The Open Lectures Committee at The UWI, St. Augustine hosted a panel discussion titled “Trinidad

and Tobago: Our Place in the Region.” The event featured a mix of Trinidadian & Tobagonian and Canadian panellists.

The Office of the Campus Principal hosted a Distinguished Panel Discussion, on the topic **Trinidad and Tobago 50 Years of Achievement**. Panellists included Dana Seetahal, Father Clyde Harvey, Professor Brinsley Samaroo and Robert Riley.

#### Business Forum

The Campus created further links with the local private sector when it hosted a **Business Forum** at the end of January 2012. Members of the business community met with campus leaders to discuss a new vision of The UWI, relevant research, and opportunities for mutually beneficial partnerships. Key topics included the “employability” of UWI graduates, The University’s role in nurturing entrepreneurship, and knowledge transfer.

In May of the same year, the Arthur Lok Jack Graduate School of Business officially launched the first Caribbean commercial business incubator called the **Biz Booster**. At the launch, Lok Jack GSB Director, **Professor Miguel Carrillo** said that the Biz Booster differed from similar programmes in that it would support entrepreneurs through all stages of growth – holding their hands until they are capable of generating their own growth and attracting investors. The key stakeholders from the private and public sectors working collaboratively with the business school, signed a memorandum of understanding pledging to pool human and other resources for the project. The programme is open to the public, not just students of the ALOJ GSB.

### Building a Bridge to Ecuador

The Ecuadorian Minister of Foreign Affairs, Trade and Integration, **His Excellency Ricardo Patiño**, accompanied by his delegation, visited the St. Augustine Campus in July 2012, to meet with the Campus administration as well as with representatives of Trinidad and Tobago's Ministry of Foreign Affairs. The meeting was the first step towards establishing diplomatic relations between the two countries.

Ecuador especially wants to develop its "human talent," by providing its students with learning

opportunities in other countries, hence the effort to cultivate strong ties with UWI. Of particular concern is the deficiency of English language teachers in Ecuadorian schools. They were also interested in The UWI St. Augustine's strengths in the areas of science, sports administration and tourism. On the flip side, Ecuador also has much to offer Trinidad and Tobago. Mr. Patiño cited examples of his country's prospering shrimp, banana and flower industries. The UWI is also interested in Ecuador's University of Excellence project, which would support the movement of students between Trinidad and Tobago and Ecuador.



*Ecuadorian Minister of Foreign Affairs, Trade and Integration, His Excellency Ricardo Patiño receives a warm welcome from then Acting Principal, Professor Dyer Narinesingh. PHOTO BY ANEEL KARIM*



*Regional participants at the FDCRC's second Institutional Study Visit, in Tobago.  
The theme of the ISV - Learning through Nature.*

### Engaging Farmers in Conservation

The Cocoa Research Unit (CRU) launched a novel programme of partnership with communities of farmers, called **Partnership in Conservation**. Farmers and others involved in the cocoa industry were invited to participate in a series of activities designed to encourage the conservation and use of genetic resources, by demonstrating how livelihoods can be supported through conservation. The programme promoted best practices in conservation and sustainable development. The long-term goal is to establish a practical learning school of shared experiences.

As part of this programme, a project entitled "A Participatory Approach to Sustainable Cocoa Genetic Resource Management," was undertaken by the CRU. Initially, 50 groups of farmers were selected to receive planting material of different cocoa varieties from its central collection in the La Chaguaramas Estate at La Reunion for conservation purposes.

### UWI-FDCRC Annual International Study Visits

The UWI's Family Development & Children's Research Centre hosted early childhood educators from around the world during two International Study Visits (ISVs) this year. The first ISV, held in September 2011 in Trinidad attracted participants from 11 countries - Antigua and Barbuda, St. Kitts and Nevis, St. Lucia, Guyana, St. Vincent and the Grenadines, Jamaica, India, Sweden, Holland, Venezuela and Trinidad and Tobago. They came to observe projects undertaken by the UWI-FDCRC's children and staff and to share ideas and experiences around the theme, **Intellectual Emergencies in Early Childhood Environments: An Assessment of Theory, Culture and Practice**.

Seven months later, in April 2012, the FDCRC welcomed participants from Guyana, Mexico, St. Vincent, Suriname and Trinidad & Tobago to its second ISV, this time on the theme **Learning through Nature**. With the focus on how to use



nature to support curricular goals; identify children and adult roles in outdoor learning environments; and how to promote preservation, protection and restoration of natural environments in early childhood teaching, it was only fitting that the 2-day event was held in Buccoo, Tobago. It was conducted in partnership with the Trinidad & Tobago Ministry of Education, The University of the West Indies, UNICEF and the Tobago House of Assembly.

### **India – Long Distance Learning**

The Campus Principal was part of a Trinidad and Tobago delegation that accompanied Trinidad & Tobago Prime Minister, **Mrs Kamla Persad-Bissessar** on a 12-day State visit to India in January 2012. The trip included a visit to the Indira Gandhi Open University, which uses distance learning to deliver courses and programmes to some two million students and which the Principal noted, could help the UWI improve its own distance learning programmes.

The trip allowed the Principal an opportunity to visit leading institutions in the fields of engineering, management, law, information technology, film and medicine such as the Indian Institute of Technology in New Delhi and Mumbai, the Indian Institute of Management in Bangalore, the Indian Film Institute in Poona, and the All-Indian Institute of Medical Sciences in New Delhi.

Among the tangible outcomes would be the setting up of demonstration laboratories at The UWI in the near future. The principal also signed a Memorandum of Understanding with the Government of India through its Department of AYUSH on January 6th, 2012 for the provision of a Professor in Ayurveda (holistic medicine) to The UWI. The visit opened up immense possibilities for building capacity at The UWI through the training and exchange of staff and students.

### UWI Discovers

Six months after Professor Sankat's voyage to India, a group of senior faculty, administrators and alumni of The University of the West Indies (UWI) made their own journey to the subcontinent for a three-week academic immersion programme. The experience is the first of a new series started at the St. Augustine Campus titled **UWI Discovers**, where groups of university students, staff and alumni will be led to Brazil, Russia, India, China and South Africa (BRICS countries), over the next four years. Participants are responsible for their own travel expenses.

Organized by The UWI St. Augustine Office of Institutional Advancement & Internationalization, the group was led by **Professor Kapil Kumar**, a visiting lecturer holding the post of Chair of Contemporary Indian Studies, funded for The UWI by the Government of India. According to a report in the **Times of India**, "The delegation visited premier educational institutions in Delhi, Shimla, Ahemdabad, Bangalore, Cochin and Gwalior."

### CARPIMS

The UWI was selected to manage the approximately €2 million of funding from the European Union under its Intra ACP Mobility Scheme, which is designed to facilitate the movement of Masters and PhD students and staff between a consortium of six universities from the Caribbean and Pacific regions. The primary goal of the **Caribbean-Pacific Islands Mobility Scheme (CARPIMS)** is to build the research and teaching capacity of each participating institution and their respective regions. The

project is managed out of the Office of Institutional Advancement and Internationalisation (OIAI).

### Partnership with Portugal

In 2011 The University of the West Indies joined the University of Porto, Portugal in a partnership with the European Commission to fund graduate studies in countries such as Belgium, France, Germany, Italy, Portugal, Spain and Sweden. The **Erasmus Mundus 2009-2013 Programme** facilitates cooperation and mobility in higher education through partnerships between higher education institutions (HEIs) in Europe and African, Caribbean & Pacific (ACP) countries. The University of Porto manages the Mundus ACP II project, which falls under the umbrella of the Erasmus Mundus and the OIAI serves as the contact point for the St. Augustine Campus. The scheme involves the disbursement of approximately €4 million for the movement of graduate students and researchers from HEIs in ACP countries to study at Mundus ACP European partner institutions. The Department of Management Studies hosted two PhD students from Dresden University Germany (Marianna Trim and Angela Francke) under the ACP MUNDUS Scholarship programme.

### Medical Internships – for Secondary School Students

In July 2012 The University partnered with the Arthur Ashe Institute for Urban Health in New York, through the J. William Fulbright NEXUS Scholarship Programme, and local NGOs, to establish the Social Determinants of Health Internship Training Programme for secondary school students. This

internship targets fifth and sixth form students specifically.

Twenty interns spent four weeks between July and August working with NGOs in their communities to understand the impact of social determinants on health outcomes, developing skills in conducting and communicating relevant community-engaged research and being exposed to research in areas including diabetes, substance abuse, literacy, environment and HIV/Aids. The programme included weekly visits to UWI's Faculty of Medical Sciences at Mount Hope for lectures and workshops



*Executive Director, ALJGSB, Miguel Carillo with Malcolm Gladwell.*

### Conferences, Lectures, Books & Performances

- The Campus hosted the first two instalments of its four-part series of Conversations with Prime Ministers. Former Prime Minister and President, **His Excellency Arthur N.R. Robinson** and former **Prime Minister Basdeo Panday** attracted large audiences at each of their events held in November 2011 and January 2012 respectively.
- The Governor General of Canada, **His Excellency the Right Honourable David Johnston**, on a State visit to Trinidad & Tobago in May 2012, paid a brief visit to the St. Augustine Campus. His Excellency delivered the keynote address on **Educating and Innovating in a Connected World** at a panel discussion arranged for the occasion.
- The internationally acclaimed journalist, author and speaker, **Malcolm Gladwell**, was the feature speaker at **the 10th Distinguished Leadership and Innovation Conference (DLIC)** organised by the Arthur Lok Jack Graduate School of Business (ALJGSB) in March, 2012. Themed **"What Makes the Great Ones Great?"** the conference aimed to positively reshape business and society by examining how talent is shaped and how to create opportunities to achieve success in any field.



*His Excellency  
the Right Honourable David  
Johnston, Governor General  
of Canada is greeted by  
Professor Clement Sankat*

PHOTO: ABIGAIL HADEED

- The Arthur Lok Jack Graduate School of Business also hosted the **Women in Leadership Conference 2011: Advancing Women in Business**, in October, 2011. This conference also featured world renowned speakers, **Dr. Carol Kinsey Goman** and **Dr. Lois Frankel**, offering insight into how women can excel in the workplace and assume even greater leadership roles.
- The Institute for International Relations (IIR) hosted a guest lecture in January 2012 by British MP **Jeremy Browne**, Minister of State at the Foreign and Commonwealth Office. Minister Browne spoke on the topic **Britain, the Caribbean and the Americas: Historic Friends and Future Partners**, focusing on the UK-Caribbean relationship.
- The Institute of International Relations (IIR) hosted a Distinguished Lecture by **Professor Anthony Maingot** in September, 2011, on the topic, **The Cuba-Venezuela Geopolitical Alliance: Implications for the Region**.
- **Mr. Marco Gonzales**, Executive Secretary of the Ozone Secretariat to the Montreal Protocol, delivered the UWI/GORTT/UNEP Premium Open Lecture, in October 2011. Mr Gonzales discussed the Montreal Protocol and Substances that Deplete the Ozone Layer.

# SERVICE TO UWI 12 & OTHER UNDER-SERVED COMMUNITIES

## South Trinidad

The Faculty of Social Sciences was the leading contributor to the Evening University's South Campus Initiative in 2011-2012. This entailed the offering of Level I courses from the Department of Management Studies, the Department of Economics and the Department of Behavioural Sciences to students registered in several Evening University programmes.

## Tobago

The School of Education began delivery of the in-service Diploma in Education programme in Tobago in 2009. The school expanded delivery of three curriculum areas during 2011/2012 and introduced Social Studies in 2011/2012.

## UWI 12

The Department of Management Studies continues to service the Arthur Lewis Community College (St. Lucia) and the Clarence Fitzroy Bryant College (St. Kitts) with respect to their undergraduate programmes. Through a pilot Summer Programme with the Open Campus sites in St. Kitts and in Nevis, lectures conducted at St. Augustine in ECON 1003 – Introduction to Mathematics and ECON 1005 – Introduction to Statistics were simultaneously streamed to fee-paying students in St. Kitts and

in Nevis by live videoconference. It is intended to broaden this initiative to include St. Lucia, St. Vincent and other countries and to increase the number of classes delivered via videoconferencing in the near future.

The Faculty equipped Room 103 located on the Ground Floor of the Faculty of Social Sciences/ Faculty of Humanities and Education building as a "Smart Classroom" so as to be able to stream lectures to the South Campus and to the franchised sites in St. Kitts, St. Lucia and St. Vincent. The Faculty also embarked on the upgrading of the Management Lecture Theatre with the purchase of audio-visual and other electronic aids for the delivery of courses utilising internet technology.

## SALISES Forums

The Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) continued to provide a space to unravel knotty issues. Topics treated during the 2011-12 academic year included **The State of Emergency: A Necessary Evil?, The Commonwealth: its Relevance, its Future** and **The Caribbean Court of Justice: an idea whose time has come?**, The panellists were all distinguished personalities in their own field and the events were always extremely well attended.

In April 2012 the Institute co-hosted an international conference on the theme **Trinidad and Tobago at 50: a Model Nation?**. Participants came from all over the world and some 30 papers were presented. The Acting President of the Republic of Trinidad & Tobago opened the conference and presented a paper.

### Professorial Inaugural Lectures

Speaking at the Inaugural Lecture of Professor June George, Principal Sankat noted that “the title of Professor is the highest accolade that can be bestowed upon any academic member of staff and therefore it is not a title that is easily attained. It requires a great deal of hard work, dedication and passion for a particular subject area. It is also testimony to an individual’s perseverance, discipline and resolve in the pursuit of academic excellence”. Three distinguished academics who were elevated to the rank of Professor last year were celebrated by the Campus community at their Professorial Inaugural Lectures.

#### Professor June George

“Border Crossing: Implications of the Information Highway for Caribbean Education”

#### Professor Terence Seemungal

“The Rise of Non-Communicable Diseases – definitely not a breath of fresh air!”

#### Professor Hariharan Seetharaman

Keeping ICU patients alive – at all costs?



## Conferences & Forums

- Fifty years after the Jamaican referendum that resulted in the secession of Jamaica from the Federation of the West Indies, the three Deans of the Faculties of Social Sciences (FSS) at The University of the West Indies (UWI) hosted a public forum to examine the state of affairs in the West Indies over the past fifty years. **The Deans' Forum** took place in October 2011, at the Daaga Auditorium, UWI St. Augustine Campus.
- The Bicameralism Lecture Series was launched in recognition of 50 years since the Parliament of Trinidad and Tobago first sat as a two Chamber legislature in 1961. The initiative was spearheaded by a Planning Committee consisting of Members of the House of Representatives and the Senate, led by the President of the Senate and Speaker of the House. **Professor Rhoda Reddock**, Deputy Campus Principal, UWI, St. Augustine, delivered the third lecture in the series in October 2011, addressing the topic, **the effectiveness of Parliament as an organ of the State in scrutinizing executive action**. **Professor Emeritus Selwyn Ryan** delivered his lecture on **The Role of Political Parties in the Development of Democracy in Trinidad and Tobago** in November.
- The UWI /Guardian Life Premium Open Lecture 2011 took place in September 2011 at the Daaga Auditorium. The theme was **Maximum Impact: Using Feedback to Drive Assessment**. **Dr. Maryellen Weimer** was the featured speaker.
- The Annual Conference on the Economy entitled **Managing for Development in a Volatile Economic Environment: Addressing the Challenges Before Us** was held in October 2011.
- The Faculty of Social Sciences hosted a public seminar on **Gang Violence and Security in the Caribbean and Central America**, in January, 2012. Presenters included **Professor Thomas Bruneau**, Distinguished Professor of National Security Affairs, Naval Postgraduate School, Monterey, California, USA; and **Daurius Figueira**, Lecturer at the Department of Behavioural Sciences, UWI St. Augustine Campus.
- The Department of Management Studies hosted the UWI's 2nd International Tourism Conference, themed **Tourism, Culture and The Creative Industries: Exploring the Linkages**, in January, 2012. The conference was co-hosted by The Ted Rogers School of Hospitality and Tourism Management, Ryerson University, Canada and London Metropolitan University, UK..
- The Sociology Unit of the Department of Behavioural Sciences in collaboration with the Ministry of Community Development, Community Development Fund, hosted a **Conference on Poverty**, in October 2011.
- The Caribbean Centre for Money and Finance (CCMF) hosted its Caribbean Business Executive Seminar in May 2012, on the theme



*Dental students get primary school children excited about dental hygiene. PHOTO: DEXTER SUPERVILLE*

**The Future of the Pension Industry in the Caribbean.**

- The Trade and Economic Development Unit, a research cluster at The UWI's Department of Economics, hosted a conference on **Revenue Management in Hydrocarbon Economies**, in June 2012.
- The Campus Libraries co-hosted the 57th Annual SALALM Conference, **Seminar on the Acquisition of Latin American Library Materials**, with NALIS and the Library Association of Trinidad and Tobago.
- The UWI Department of Liberal Arts hosted the 30th Annual West Indian Literature Conference, in October, themed **I Dream to Change the World: Literature and Social Transformation**.
- The Caribbean Association of Clinical Microbiologists (CACM) Trinidad & Tobago Chapter hosted the 7th Annual CACM Scientific Symposium in November 2011, around the theme **Combating Antibiotic Resistance**.
- The UWI also collaborated with the Forestry Division to host the 2nd Annual National Biodiversity Research Poster and Paper Symposium, in February 2012.



*Kees Dieffenthaler*

- UWI's School of Education (SOE) hosted a symposium, titled **Mathematics Education in the 21st Century: Embracing Possibilities**, in June 2012. The event focused on the contribution of the SOE to mathematics education over 50 years of independence and provided a forum for teachers to share best practices in mathematics teaching – including the use of information and communication technology.
  - The International Office (IO) presented Global Citizenship Dialogue: **One on One with Kees**, in December 2011, featuring singer and musician, Kees Dieffenthaler and producer Klase . In addition to looking at Kees' life and music, the event featured a 'Jam session'.
- ### Productions
- Must Come See Productions (MCSP), the production arm of The University of the West Indies' (UWI) Arts Chorale, presented the Broadway classic **Hairspray** in June and July 2012.
  - Arts-in-Action was commissioned by the OWTU and Lord Street Theatre to direct a series of productions for the OWTU's 75th anniversary celebrations. The **June 19th re-enactment** presented in Fyzabad on Labour Day, June 19th 2012, directed by Marvin George and Tony Hall, with Laurence Richardson of the DCFA Visual Arts department as properties designer
  - June 2012 - **Monster March**, a play written by Tony Hall, Dennis Hall and Errol Sitahal, was presented at Palms Club, San Fernando. The play was directed by Arts-in-Action's Marvin George and featured the talents of Brendon Lacaille, Patrice Briggs and Camille Quamina
  - Arts-in-Action was commissioned by **BHP Billiton**, to develop a 3-year arts education project for all primary and secondary schools in Toco and Mayaro and their environs. The project would utilise participatory drama and theatre strategies in facilitating workshops on visioning

and goal-setting for students; introductory training in arts strategies for the classroom for teachers; and child/ward support and guidance for parents. Arts-in-Action completed year 1 in July and moved on to year 2 of the project in September 2012

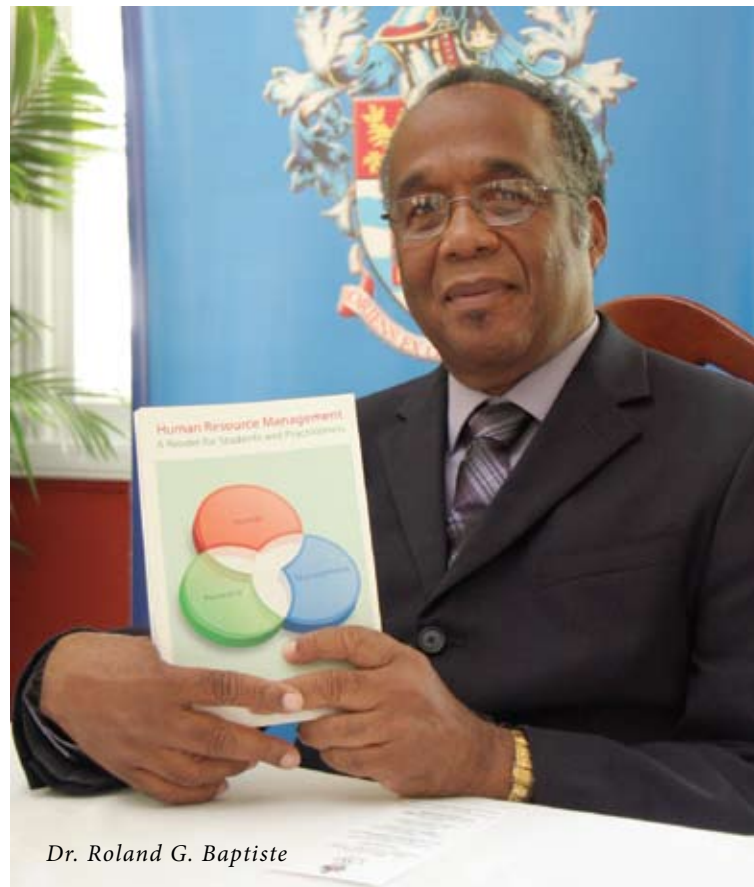
- In 2012, the YWCA continued its collaboration with Arts-in-Action to deliver workshops in **Gender Based Violence and Adolescent Sexuality** for teenagers at homes across Trinidad. Arts-in-Action was also invited to the YWCA's cookout competition in April 2012, as the only non YWCA centre. AiA placed 4th in the competition.

### Books

- **Dr. Roland G. Baptiste**, Senior Lecturer in the Department of Management Studies, Faculty of Social Sciences, UWI, launched his new book, **Human Resource Management: A Reader for Students and Practitioners** in September 2011.
- In October, 2011, The UWI Seismic Research Centre (SRC) launched **Island of Fire: The Natural Spectacle of the Soufriere Hills Volcano, Montserrat**, a photographic collection of the volcano taken by staff and colleagues of the Montserrat Volcano Observatory.
- **Dr. Abrahams Mwasha** unveiled his book, **Practical Guide to Green Technology for the Ground Engineering**, in November, 2011. The book explores the application of both vegetable and man-made fibres in situations where there is a requirement for short-term ground

reinforcement. The use of vegetable fibre geotextiles, particularly in erosion control and soil reinforcement, is covered on detail.

- **Where the Journey Began: A Journey to Roots** was written by **Mr. Ramesh Ramcharan**, Campus Management Auditor at the St Augustine Campus. The book is based on 12 years of extensive research, visits to several ancestral villages in Uttar Pradesh India and the banks of the Hooghly River in Kolkata. The launch took place in May 2012 in commemoration of Indian Arrival Day.



*Dr. Roland G. Baptiste*

# SERVICES

## Quality Assurance

The Academic Quality Assurance Committee (AQAC) for the first time carried out reviews on all of the student services units with the exception of the Health Services Unit which had already undergone such a review. Reviews were conducted for Student Advisory Services (SAS); the Student Activity Centre (SAC); the Sport, Physical and Educational Centre (SPEC); Counselling and Psychological Services (CAPS) and the Pharmacy of the Health Services Unit; the Academic Support/Disabilities Liaison Unit (ASDLU); and the Halls of Residence. One important recommendation emerging from the final report was the need to integrate Student Services for maximum benefit to the student population.

## Academic Advising

All first year students are required to attend an academic advising session before registering for classes in their first semester. For Level II and III students, academic advising is optional. It's an invaluable exercise which can prevent much disappointment and save time for both students and the administration – if done correctly. This year, the Campus Service Quality Committee, chaired by the Deputy Principal, identified the issue of Academic Advising as an area in need of improvement.

The IDU therefore organised a series of training workshops targeting academic and senior administrative staff between March and June 2011. In a survey of participants, 82% of respondents said that they were able to make positive changes in their approach to student advising as a result of the workshop. Student feedback about the academic advising experience will be obtained and will provide input for a proposal to restructure academic advising processes on the St. Augustine Campus

## More than Orientation – an Experience!

This year the campus adopted an integrated approach to student orientation, starting with the development of one single calendar of orientation events and activities. The approach included plans for a **First Year Experience (FYE)** programme. FYE consisted of activities to be implemented throughout the academic year. Regular features of



the orientation programme, **Meet and Greet** and Check In, continued to provide valuable settling in services to first time international and regional students. This year 114 students from 17 countries took advantage of the airport pick-up provided by Meet and Greet. Eighty-four students from 19 counties participated in the more immersive Check-In programme.

### World of Work

For students in their final year of study on the campus, the UWI Experience includes what is for many, their first exposure to the **World of Work**. The WOW programme, sponsored annually by Republic Bank Limited and run by Student Advisory Services with support from the Alumni Association, gives students the tools they need to successfully enter the job market. Workshops on attire, etiquette, networking and résumé writing culminate with mock interview sessions and recruitment fair. This year the workshop on résumé writing proved most popular, attracting 1200 students. Almost 1000 students from across all faculties attended all six sessions.

At the St. Augustine Campus, career advice and preparation starts from a student's first year on campus. The **Career Advice Programme (CAP)** for first year students was originally a structured programme conducted by faculties to help with résumé preparation. During the review period the SAS introduced **Walk In Thursdays** where students were free to "walk in" without an appointment and have their résumés critiqued. Four hundred students participated in the structured programme and 231 took advantage of the new Walk-In initiative.



*Professor Samuel Ramsewak (centre) celebrating with students at the Medical Sciences Sports Day*

More than 300 first year students also used the interactive web-based career guidance programme available at the SAS' Career Builder Facility.

One hundred and sixteen second year students registered for the **Executive Transition Programme**. This consists of five workshops covering topics such as professional communication, résumé and cover letter writing, creating a career portfolio, and effective networking strategies. The top participants, whose work ethic and professionalism were found to be exemplary, were invited to become **Student Career Facilitators**. The 15 students who accepted the invitation were trained to administer career assessment tests to incoming first year students and to critique résumés. They also became the backbone of the new Walk-In Thursday programme, working alongside SAS staff.

### Alumni Relations

As of February 2012, administration of the **Alumni Office** was shifted from Student Advisory Services to the newly established Office of Institutional Advancement and Internationalisation (OIAI). Membership in the **TT Chapter of the UWI Alumni Association** grew by 8% in 2011. The Chapter awarded five bursaries of TT\$5000 each, bringing the total amount awarded over the life of the programme to TT\$455,000. The Mentorship Programme which brings together students and alumni attracted partial sponsorship this year from Energy Company, bpTT.

### Security

After two years of decline there was a spike in the number of crimes reported to the Campus Security unit. The number of larceny cases increased from 59 to 106 this year, break-ins rose from 4 to 7, the number of robberies on-campus doubled from 4 to 8 and there were 26 reports of off-campus robberies compared with 23 the previous year. On the positive side, no motor vehicle larcenies were reported this year.

Collaboration between the State Police and The UWI Estate Police was intensified. Investigations, information sharing and joint patrols on and off campus have yielded successful results in the detection and prevention of crimes, despite the increase in the number of crimes committed. After a few teething problems, the use of C.C.T.V. technology as an investigative and crime prevention and detection tool was integrated into our Campus

Policing Operations this year, providing useful information to the State Police in pursuit of criminal investigations. The result has been increases in the number of crimes solved and offenders either convicted in Court or facing disciplinary action.

### Health Services

In October 2011 Campus management approved an Alcohol Policy. The policy is meant to “encourage personal responsibility and mutual respect in the consumption of alcoholic beverages on the Campus,” especially as existing legislation regulates the sale, but not the consumption of alcohol.

Its genesis lay in the findings of a 2009 survey “Prevalence of Alcohol Use Disorders on The UWI St. Augustine Campus,” conducted by the HSU.

The new policy sets out 19 items to guide the use of alcohol on Campus premises. It includes recognition of the age of 18 as the drinking age, prohibits alcohol use in public spaces (unless permission is granted) and defines private spaces to include rooms on the halls of residence, the Campus Bar, the Senior Common Room and the Staff Social Club. It also sets out other conditions for alcohol use and disciplinary measures. To educate the campus community on the rules and regulations now covering alcohol use on the campus, the Head of the HSU in his capacity as deputy chair of the Alcohol Policy Committee conducted a series of presentations were conducted for staff, students and stakeholders.

### Differently Abled Students

Since its establishment in 2006, the Academic Support/Disabilities Liaison Unit (ASDLU) has sought to provide academic support to all students at all stages of their academic career and to ensuring equal access – both infrastructure and academic – to all students of The University who enter with or acquire a disability. Two quality assurance reviews highlighted a need for data management system, records management, human resource management, research and a succession planning system within the ASDLU.

Despite these challenges there were a few successes, chief among them the training of 21 students from the Faculty of Medicine in the Unit's Basic Sign Language programme. The Unit arranged the purchase of the JAWS 13 Computer Software for a blind student wanting to pursue a Co-curricular course in Microsoft Office Word. Working with Campus IT (CITS), the software was installed at the Faculty of Social Sciences computer lab and the Alma Jordan Library. The student successfully completed the course examination and went on to graduate in October 2012.

### UWI Development & Endowment Fund

The Fund has granted a total of TT\$9.6 million in bursaries over the last 23 years and currently distributes 160 awards annually, totalling TT\$800,000. The largest number of awards, 64 was presented to students in the Faculty of Medical Sciences in 2011/2012. The bursaries are funded primarily through the proceeds of the UWI All Inclusive Fete and The UWI Golf Challenge. They range in value from TT\$5,000 to TT\$15,200 and are available to all CARICOM nationals.

### Financial Assistance

Apart from bursaries and scholarships, students may apply for assistance through a variety of programmes – the Hardship Loan, Hardship Grants, Emergency Loans and the Principal's Discretionary Fund (first year students only). All of these are one-time disbursements. In all, 16 students applied for and were approved for assistance through these programmes. For applicants identified as needing more sustained support, there is the Adopt-a-Student programme. Made up of monthly voluntary contributions from staff, this year the programme was able to provide 55 students (up from 32 last year) with monthly assistance of TT\$300 each month.

# MARKETING & BRANDING



Visit: <http://sta.uwi.edu/stan/>

Event management, advertising, media relations, publishing and social media management are just some of the outputs and functions of the Campus' Marketing & Communications Office. The core function however is the management of The UWI brand. A positive brand image helps the university and the campus attract well-qualified staff, strong students with the potential to become great graduates, and local and international partners. While promotion and protection of that brand is everyone's concern, at the forefront of that effort is the **Marketing & Communications Office** which oversees the flow of information between the campus and the general public.

The Campus uses a variety of media and communication outlets including digital screens on campus, our flagship publications – **UWI Today** and **STAN magazine**, editorial opportunities in the print and electronic media, advertising and online social media such as Facebook, Twitter, Flickr and YouTube. During the review period the Office recruited specialised staff and developed systems for a more integrated approach to marketing the campus. As a consequence, many more functions were carried out in-house, greater demands on staff and highlighted a need to rationalise the marketing and communications activities being undertaken. The Office adjusted its processes to support a more integrated, multi-platform approach to the communications and marketing needs of the campus, emphasizing individual ownership of whole projects as opposed to just particular functions, and regular structured communication and collaboration among project leaders. The Office also embarked on an exercise to codify its processes, policies and procedures.

One challenge facing the marketing efforts of the campus is that of finding the most efficient and effective blend of new and old media. The response from the Marketing & Communications Office has been to encourage faculties and departments to make greater use of their online presence and other “free” media channels while using printed materials in particular more efficiently.

During the review period our Facebook page attracted 7000 new followers for a total of 36,559, still primarily between the ages of 18 and 34 years, while our Twitter following continued to grow. The daily news analysis conducted by staff at M&C showed that during the review period, more than 90% of the press coverage generated about the campus and The University was either positive or neutral. In addition to the numerous official releases issued by the campus weekly, we continued to create and facilitate opportunities for staff to serve as expert resources for the media, leading to an 86% increase in media coverage overall.

### University Marketing & Communications

University Marketing & Communications (U-M&C) is currently based at the St. Augustine Campus, as the Director maintains dual responsibility for the University-wide and St Augustine functions. During the period under review U-M&C shifted focus to operational effectiveness with a work agenda centred on supporting a number of key projects related to strategic planning, stakeholder and staff engagement and effective internal and external communications, and all of which held direct impact on the future of the institution.



Visit: <http://sta.uwi.edu/uwiToday/>

The team led the **Be Engaged, Be Informed, Be Empowered** communication campaign to support the University’s strategic planning process and was involved in two major transformation initiatives commenced in the review period: the **Leadership Development Initiative (Institutional Strengthening Programme)**; and the **Employee Engagement exercise**—both aimed at fostering a new culture of employee relations and leadership at UWI.

Institution-wide, as the M&C offices continued to explore new ventures in digital/online marketing, cross-campus M&C team discussions in the period under review were strategically centred around establishing benchmarks and best-practices in web development, social media and email marketing

projects, with the overarching aim of balancing the task of effectively reach key target audiences in an increasingly digital/social-media driven world and simultaneously protecting and strengthening the UWI brand reputation online.

The reporting period also saw several U-M&C collaborations with key internal stakeholders on a tactical level all targeted toward positioning UWI regionally and globally as the Caribbean’s leading higher education institution. Among the headlining joint initiatives linked to the institution’s strategic bids to create a single virtual university space, to strengthen regionality, and to establish UWI as an internationally recognised centre of excellence in Caribbean-related matters was the launch and promotion of the UWI Libraries Information Connexion (**UWILinC**), the **virtual university library**

**space** which linked all UWI campus libraries into one online network. Another was the collaborative work with the Office of Internationalisation and Institutional Advancement (at St. Augustine) on the various EU-funded student mobility schemes including Erasmus Mundus, Intra ACP and the first ever **Caribbean-Pacific Mobility Scheme (CARPIMS)**, designed to facilitate movement of Masters and PhD students and staff between the Caribbean and Pacific regions to build research and teaching capacity. M&C support not only enabled UWI as the coordinating institution to meet its participation targets in its maiden CARPIMS mobility scheme, but also helped the institution earn one of the highest application response rates from across all partner universities involved in the other Erasmus Mundus and Intra ACP mobility programmes. UWI’s marketing and communications efforts have been lauded by the international monitoring and scientific committees for these mobility schemes.

Further, as it relates to raising the University’s global profile, in the review period, U-M&C continued to support UWI’s international fund-raising and outreach efforts. In the year in review in particular it assisted the British Foundation for UWI with its re-branding effort, which included development of new identity and communication materials to help build awareness and support for UWI among the Caribbean Diaspora and other key networks in the United Kingdom.



Visit: <https://www.facebook.com/UWISTA>

# SPACES

Starting the UWI St. Augustine South Campus – Penal/Debe project and advancing the work on the Teaching and Learning Complex project, which had stalled further to the failure of the original contractor **China Zhejiang Ningbo Construction Group**, were major areas of focus in the year under review. Funding constraints limited the number of projects that could move to the construction phase during this year.

In May 2012 The University announced that **China Jiangsu International Economic Co-Operation Corporation (CJI)** had won the bid for the design/build of The UWI St. Augustine, South Campus, Penal - Debe (Phase 1A). CJI was one of seven pre-qualified applicants and one of four which

submitted tenders. Their successful tender was worth TT\$499.5 million. The three nearest bids were worth between TT\$770 million and TT\$1 billion. This project will be managed by the contracted project managers **Acuitas Caribbean Limited** under the guidance of the Campus Projects Office of The UWI St. Augustine.

CJI identified three local firms - CO-RD Limited, CEP Limited and RAMPS Engineering Services Limited as members of the Design/Build Project Team.

The Students' Accommodation Facility at the San-Fernando General Hospital was officially opened by Prime Minister, the Honourable Kamla Persad-Bissessar, and has provided much needed accommodation, lecture and study areas for students in clinical clerkships at San-Fernando General Hospital. An official sod-turning ceremony



*Professor Clement Sankat chairs the first meeting with the consultants and construction team for the South Campus, Penal/Debe.* PHOTO: ANEEL KARIM

was held for the Students' Recreation Centre at Mt. Hope. Construction is in progress and the building is expected to be completed in the next academic year. Renovations began at the former El Dorado Girls' Youth Camp to accommodate the Academy of Nursing which will comprise the UWI (SANE) and COSTATT. The Faculty has been allocated the entire second floor of the Chancery Lane Complex in San-Fernando. The space is being completed by local contractors and outfitted by Austrian firms. It is scheduled to be ready for occupation in the second half of the next academic year.

### **Challenges**

The major challenges faced by the Campus in the implementation of projects were the slow release of public funding for capital projects and the under-performance of contractors on one of our major projects - the Teaching & Learning Centre, which is re-scheduled for completion in the 2012/2013 academic year.

### **Construction works commenced on the following projects during this period:**

- Main Library – Upgrade of Administrative Suites
- Enclosure of Ground Floor – Humanities and Education Main Office Building
- FMS Student Study and Recreational Facility
- New Building for Seismic Research Centre (Implementation handed over to DFM)

### **Construction works ongoing during this period:**

#### **UWI ST. AUGUSTINE SOUTH CAMPUS, PENAL/DEBE**

This project represents a major expansion of the St. Augustine campus to the southern part of Trinidad. The Government has allocated lands in the Debe area for this project which will be implemented in phases. This first phase will include accommodations for The Faculty of Law, A Campus Library, A General Academic/ Administration Building, Student Union Building, a Students' Halls of Residence and Playing Fields. A project management firm, Acuitas Caribbean Ltd., was hired in February 2011 to prepare conceptual designs and tender documents for inviting Design-Build proposals. Construction works were scheduled to commence in September 2012 and completion expected in academic year 2014/15.

#### **TEACHING AND LEARNING COMPLEX**

Multi-storey building which includes 4 Lecture Theatres seating from 200 to 400 students, 2 Lecture Rooms seating 90 students each, 8 Tutorial/ Seminar/Teaching Rooms, each seating 20 to 25 students, Offices for the IDU and Specialized Biology and Chemistry Science Labs. A contract was awarded in July 2008 and construction commenced on site in September 2008. Construction works were expected to last 24 months with an expected completion date of August/September 2010. The original contractor fell behind schedule and could not complete the project. The contract was therefore terminated in January 2011 and new contractors and a Construction Manager engaged by UWI to complete the project. Progress to July 2012 was 80%

completion. The total project estimate is currently \$120 million, including FF&E, Multi-Media/Audio-Visual and Consulting fees and the facility should be ready for academic year 2014/2015.

#### **CANADA HALL EXPANSION AND RENOVATION**

The project includes the upgrading of the existing North and South Blocks and the construction of a new Post Graduate block to accommodate some 70 students in hotel type rooms. Common facilities such as kitchens, study rooms, dining area and computer rooms, will be included in the new Post Graduate building which is to be located to the west of the existing south block. The current budget for this project is \$60.0 million (\$28.0 million for the renovations and \$32.0 million for the new Post Graduate Block). The project is being implemented in Phases as follows:

- Phase 1 – South Block, North & South Wing
- Phase 2 – North Block, North and South Wings
- Phase 3 – New Post Graduate Building

Contracts were awarded for work on Phase 1 and construction commenced in July 2011. Upon completion, students will be relocated into the south block and works can commence on Phase 2, North Block.

#### **STUDENT RECREATIONAL/STUDY FACILITY – FMS**

This project is intended to service the needs of the students at the Faculty of Medical Sciences. The building will include a mini-mart, recreational area, gymnasium, computer laboratory, meeting/ study rooms and associated services. A Design-Build contract for the construction works was awarded in early 2012. Construction commenced in March 2012.

#### **NEW FAMILY DEVELOPMENT CENTRE**

This project involves the construction of a two storey building to accommodate the expansion of services at the UWI Family Development and Early Childhood Centre. It includes meeting/counselling rooms, library/ resource centre and staff offices. Tenders were invited for construction works in early 2011 and a contract was awarded in mid-2011. Construction commenced on site in late-2011 but experienced some delays. Funding is being provided through the Ministry of Education's PSIP budget.

#### **SENIOR COMMON ROOM UPGRADE AND EXPANSION**

This first phase involves the construction of a two storey building with 12 hotel rooms. A Design-Build contract was awarded in early 2011. Construction commenced on site in April 2011 and completion carded for late 2012. The estimated cost for this project is TT\$6.5 million including FF&E.

#### **ENCLOSURE OF GROUND FLOOR – HUMANITIES AND EDUCATION MAIN OFFICE BUILDING**

Enclosure of existing undercroft area to create much needed additional Lecturers' offices, administrative spaces and meeting rooms. A contract for construction works was awarded in early 2012. Construction commenced in April 2012 and should be completed by. The construction works are estimated to cost \$4.5 million.

**NEW OPEN CAMPUS  
(FORMALLY SCS) BUILDING – TOBAGO**

This is a three storey building intended to accommodate science laboratories, classrooms and a new Library. It is being constructed on the Signal Hill Open Campus Site and will facilitate the expansion of enrolment in the Open Campus programmes in Tobago. The original contractor commenced construction in December 2007 but could not complete the project. A new contractor was engaged in early 2011.

**INTERNAL RE-ORGANISATION  
OF MAIN LIBRARY - GROUND FLOOR OFFICES**

The project includes the relocation of the executive offices into currently unutilized space and the reconfiguration of the existing spaces to increase the number of administrative offices available. A contract for construction works was awarded in early 2012 and construction began in March 2012.

**CENTRE FOR WORK FORCE  
RESEARCH AND DEVELOPMENT**

This is a two storey building which includes staff offices and a conference room. It will be occupied by the Work Force Research and Development Unit that is to be funded initially by the EDF (European Development Fund). A Design-Build contract was awarded for this project in mid-2012 and works commenced on site in July 2012.

**UWI/HEU BUILDING  
– 1ST AND 2ND FLOOR FINISHES**

This project is for the completion of the first and second floors of the HEU building. These floors will accommodate teaching spaces and related offices on the first floor and, offices for The Faculty of

*New Facilities  
Management Building*



Medical Sciences (FMS) including Masters in Public Health (MPH), Masters in Health Management (MHM) and others on the second floor. Contracts for fitting out and furniture were recently awarded.

### Projects to commence within the next 2 years

Other major projects that as of August 2011 were in their planning or design phases and on which construction work is expected to commence within the next 12 to 24 months are:

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

Progress on some of these projects depends on the Government's approval and release of funding while the others hinge on the ability of The University to find other sources of funding.

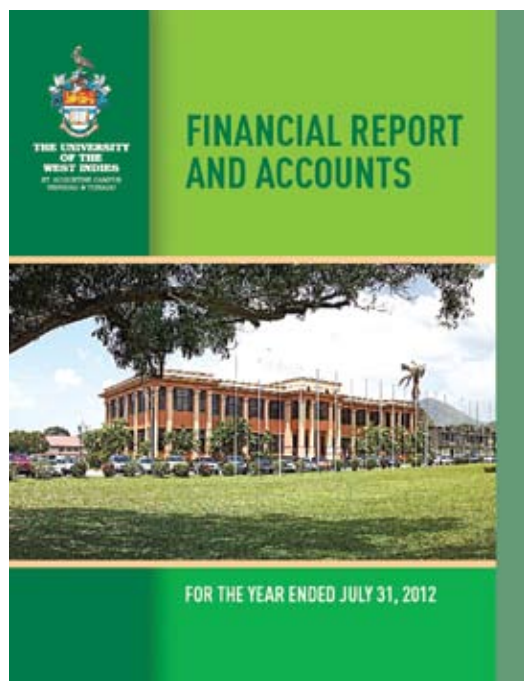
### Department of Facilities Management

#### Capital Projects

While major capital projects are managed by the Campus Projects Office, a number of smaller projects now fall under the purview of the Division of Facilities Management (DFM). DFM projects undertaken in 2011/2012 are as follows:

- Construction of St Augustine Inn - 12 guest rooms
- Construction of building to house Film Program
- Completion of the 180-seat Noor Hassanali Auditorium at the Faculty of Law building
- Completed fencing of 200 acres of land at Orange Grove
- Completed fencing of property North and South of School of Education
- Refurbishment of 4 University staff Houses
- Completed student Housing and teaching facility at San Fernando General Hospital
- Major roof repairs on two buildings at Joyce Gibson Hall
- Repaved the entire roadway and car park at Open Campus/Creative arts
- Refurbishment of washrooms at JFK Auditorium
- Building extension and car park at HR
- Relocation of Department of Optometry to the CABI building
- Construction of Computer lab for School of Education

# FINANCES



## Income

Total income earned during the year was TT\$1,040.02 million, 51.3% of which was from contributing governments. A further 34.2% was provided for special projects by external donors for teaching and research. There was a decrease of 1.5% due primarily to the lower income received by the Faculty of Medical Sciences. Tuition and examination fees accounted for 9.5% of revenue and 5% came from commercial operations and other miscellaneous sources. The detailed breakdown is as follows:

## Campus Expenditure

This year expenditure increased by 2% to TT\$963.2 million. Staff costs continue to be the single highest costs at TT\$687.7 million, an increase of 4%. The main areas of expenditure were:

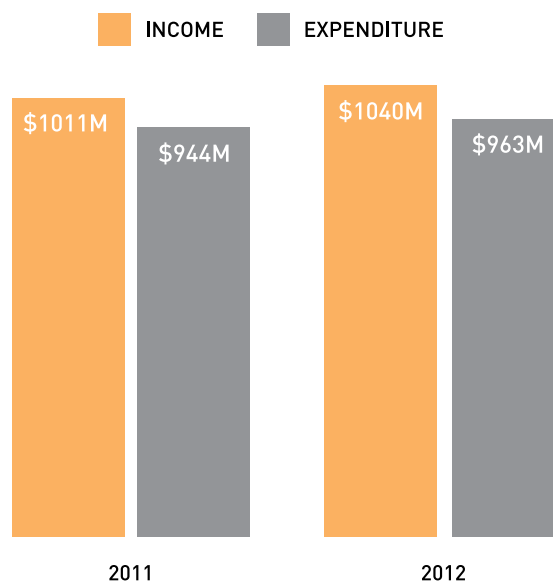
## Statement of Financial Position

Current assets grew by TT\$200 million mainly due to increase in cash and cash equivalents, which resulted from an increase in restricted funds due for Special Projects and a reduction in Accounts receivable balance. However, it should be noted that of the ending cash balance of TT\$581.1 million, TT\$227.5 million are funds held in trust for Special Projects and Affiliated Institutions from external donor agencies. A further TT\$125.1 million of Government remittances, GATE and other tuition fees were received in late July 2012.

	2012		2011	
<b>CAMPUS INCOME</b>	<b>TT\$M</b>	<b>%</b>	<b>TT\$M</b>	<b>%</b>
Government Remittances	533.7	51.3	509.9	50.4
Special Projects Funds	355.8	34.2	361.3	35.7
Tuition Fees	98.8	9.5	93.4	9.2
Commercial Operations	31.0	3.0	29.4	2.9
Other Income	20.7	2.0	16.9	1.7
	<b>1,040.0</b>	<b>100.0</b>	<b>1,010.9</b>	<b>100.0</b>

	2012		2011	
<b>CAMPUS EXPENDITURE</b>	<b>TT\$M</b>	<b>%</b>	<b>TT\$M</b>	<b>%</b>
Departmental	412.8	42.9	407	43.1
Administrative	67.3	7.0	65.9	7.0
Central	94.2	9.8	113	12.0
Special Projects Funds	304.6	31.6	276.7	29.3
Commercial Operations	29.7	3.1	28.8	3.1
Other Costs	54.6	5.7	52.5	5.6
	<b>963.2</b>	<b>100.0</b>	<b>943.9</b>	<b>100.0</b>

The Accounts Receivable balance as at July 31, 2012 was TT\$237.1 million, 31% lower than last year (2010/11:TT\$343.9 million). Again this year, "Advances" is the highest valued receivable item at TT\$99.2 million which is approximately 20% lower than last year TT\$124 million and is due from the Government of Trinidad & Tobago for capital projects. The second highest receivable of TT\$77.4 million is due from the Government of Trinidad and Tobago for the Government Assistance for Tuition Expenses (GATE). The highest reduction in receivable came under "Contributions due from Government" as the Trinidad and Tobago Government paid all outstanding commitments under the recurrent budget.



### **Research and Special Project Funds**

In the 2007-2012 Strategic Plan The University continued to emphasize graduate studies, research and innovation as part of its commitment to knowledge creation and building capacity in the region. The St Augustine Campus through the UWI Trinidad and Tobago Research and Development Fund continued to support relevant and impacting research through the creation of clusters and pillars identified after consultation with stakeholders. Special Project income of TT\$355.8 million includes an amount of TT\$149.6 million which represents funds received from international agencies and other donors for research and other programmes. Funding from such agencies is important given the relevance, impact and the scale of the projects and the global recognition of The University. During the period August 1, 2011 to July 31, 2012 the Campus lobbied and received funding from external donors for 46 new projects with a total value of \$TT95.1 million. The largest overall project was for Biosafety and was funded by the United Nations Environmental Programme in the amount of TT\$38.4 million.

### **Project Cost Containment**

When it comes to project cost, the Campus Projects Office (CPO) has reviewed its procurement processes and now applies the Design/Build approach to most project implementation. We have also expanded the preferred list of contractors that are invited to tender. This has resulted in some cost reduction on projects; however, we note an increase in CPO monitoring requirements to ensure that projects proceed in accordance with our requirements.

The capital projects listed earlier will provide much needed space for the campus, but two are expected to also be commercially viable and to lead to new income streams for the campus. These are The UWI Staff Housing and JFK Cafeteria Expansion. Both are to be implemented using the Design-Finance-Build or the Design-Finance-Build-Operate-Transfer (DFB or DFBOT) models.

### **New Procurement Policies**

The updating of the Procurement Policies and Procedures for the campus was completed during this period. The revised manual is now before the Campus Finance and General Purposes Committee (F&GPC) for final approval. Once approved, the manual will need to be rolled out to the campus

### **Prequalification of Contractors for Construction Works and related Services**

The main aim was to prequalify small and medium contractors to undertake building and associated works and services on the campus. Over 120 firms responded to the advertisements and now that staff is in place, albeit temporarily, this prequalification exercise should be completed in early-2013.

### **Project Management Procedures**

The intention is to streamline and document the process to improve project delivery. This Manual will outline the project management process to be used on the St. Augustine Campus for the implementation of Capital Projects, covering the various phases of the project such as; Initiation, Planning, Implementation, Completion and Handover. It will also highlight the roles of the various stakeholders.

Work also began on a new database on Projects and Procurement to assist in the monitoring and control of Project and Procurement activities. It will also facilitate a faster generation of the various reports required of the Campus. Campus IT and the Camps Projects Office made significant progress on this initiative during this academic year. The main body of the database is now completed and is being tested. Training on the use of the database is to commence shortly and data input for all projects should commence by end of 2012.



*Teaching and Learning Complex*

# PRINCIPAL OFFICERS

## THE UNIVERSITY OF THE WEST INDIES

### CHANCELLOR

#### **Professor the Honourable Sir George Alleyne**

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

### VICE-CHANCELLOR

#### **Professor E. Nigel Harris**

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

### CHAIRMEN, CAMPUS COUNCILS

#### **Paul Bernard Altman – Cave Hill**

GCM, BCH, JP, BBA Mia, Hon. Lld UWI

#### **Marshall Hall - Mona**

CD, BSc Col, PhD Wis

#### **Sir Dwight Venner - Open Campus**

KBE, CBE, BSc, MSc UWI

#### **Ewart Williams – St. Augustine**

BSc, MSc UWI

### PRO-VICE-CHANCELLORS

#### **Sir Hilary Beckles**

BA, PhD Hull, Hon DLitt, Hull, Hon DLitt Knust

#### **Wayne Hunte**

BSc UWI, PhD UWI,  
Post Doctoral Fellow Dalhousie, Canada

#### **Andrew Downes**

BSc (Hons), MSc UWI, PhD Manc

#### **Gordon Shirley**

BSc UWI, MBA, DBA Harv

#### **Professor Alan Cobley**

BA Hons (Manc), MA (York), PhD (SOAS)

#### **Yvette Jackson**

BSc, PhD UWI, FRSC

#### **Hazel Simmons-Mc Donald**

BA, DipEd UWI, MA Ling, MA DevEd, PhD Stanford

#### **Clement Sankat**

BSc, MSc UWI, PhD Guelph,  
MASAE, MAPETT, FIAgreE

### CAMPUS PRINCIPALS

#### **Sir Hilary Beckles - Cave Hill**

BA, PhD Hull, Hon DLitt, Hull, Hon DLitt Knust

#### **Gordon Shirley – Mona**

BSc UWI, MBA, DBA Harv

#### **Hazel Simmons-Mc Donald - Open Campus**

BA, DipEd UWI, MA Ling,  
MA DevEd, PhD Stanford

#### **Clement Sankat - St. Augustine**

BSc, MSc UWI, PhD Guelph,  
FIAgrE, CEng, FAPETT

### DEPUTY CAMPUS PRINCIPALS

#### **Eudine Barriteau - Cave Hill**

BSc UWI, MPA NYU, PhD Howard

#### **Archibald McDonald - Mona**

MBBS, DM (Surg) UWI, FRCSEd, FACS

#### **Rhoda Reddock - St Augustine**

BSc UWI, MSc ISS The Hague, PhD Amst

#### **Vivienne Roberts – Open Campus**

BSc, DipEd UWI, MEd Tenn, PhD UWI

### UNIVERSITY REGISTRAR

#### **C. William Iton**

BSc UWI, LLM Essex

### UNIVERSITY BURSAR

#### **Archibald Campbell**

BSc, MSc UWI, FCA

### UNIVERSITY LIBRARIAN

#### **Jennifer Joseph**

BA, Dip LS UWI, MLS Columbia, Dip (HR) UWI

### DEPUTY UNIVERSITY REGISTRAR

#### **Cecile Clayton**

BA UWI, Dip (For Service) Oxf, MSc Amer Univ

## ST. AUGUSTINE CAMPUS

### CAMPUS PRINCIPAL

#### **Professor Clement Sankat**

BSc, MSc UWI, PhD Guelph, FIAgrE, CEng, FAPETT

### DEPUTY CAMPUS PRINCIPAL

#### **Professor Rhoda Reddock**

BSc UWI, MSc ISS The Hague, PhD Amst

### CAMPUS REGISTRAR AG.

#### **David Moses**

BSc (UWI), MSc (Wayne State), MBA (Sheffield), AICSA (UK), C. Dip. A&F (ACCA)

### CAMPUS BURSAR

#### **Patricia Harrison**

BSC, MBA (UWI ),FCCA, FCA

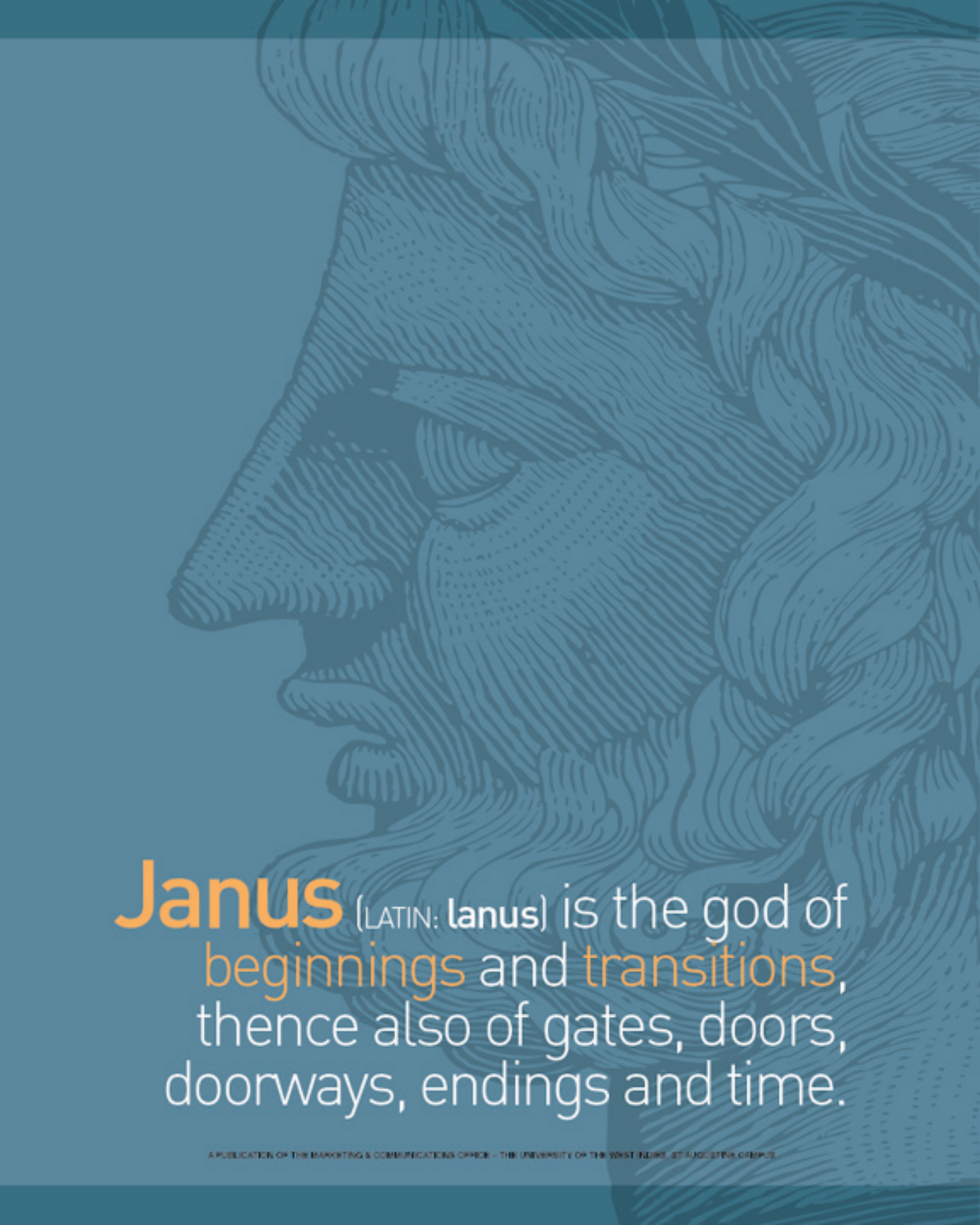
### UNIVERSITY & CAMPUS LIBRARIAN

#### **Jennifer Joseph**

BA, Dip LS UWI, MLS Columbia, Dip (HR) UWI







**Janus** (LATIN: **lanus**) is the god of beginnings and transitions, thence also of gates, doors, doorways, endings and time.