



STAff

THE EMPLOYEE NEWSLETTER OF
THE UNIVERSITY OF THE WEST INDIES ST. AUGUSTINE CAMPUS
JULY 2015

Welcome
to **STAff**
Your Employee
Newsletter!



IN THESE PAGES we will focus on the women and men who work at the St Augustine Campus. Among them are friendly and familiar faces like Officer Noel Burnett, one of the winners of the Employee and Service Excellence Awards 2014. PHOTO BY ANEEL KARIM

CELEBRATING 55 YEARS AT ST. AUGUSTINE

OCTOBER 12, 2015 marks five decades and five years since the establishment of The University of the West Indies (UWI) St Augustine Campus. Born from the Imperial College of Tropical Agriculture, the renowned regional heart of agricultural research in the early 20th Century, UWI St Augustine has grown from its original focus to becoming a massive, multi-faculty campus. Today we have become a Commonwealth Caribbean centre for academic pursuits in agriculture, engineering and medicine, as well as providers of education and research in the humanities, law, the natural sciences, the social sciences and education.

As employees of the St Augustine Campus, you are part of a 55-year legacy of higher education and research that has produced Caribbean leaders and artists in a host of fields, helped to shape our regional policies and identity and placed the Caribbean on the map as a world contributor in ideas and innovation. Employees, past and present, have played a vital role in the development of the campus.



Our 55th anniversary commemorative activities were launched at UWI fete 2015 on January 18. Throughout the year the campus will recognise this important anniversary. We ask

that all employees use this milestone to reflect on the values and mission of our campus. And of course, take part in our anniversary activities. This anniversary belongs to all of us.

A CAMPUS MUSEUM OF OUR OWN

THE DREAM OF ESTABLISHING a campus museum at The UWI St Augustine is coming closer to reality and the Museum Committee wants you to get involved.

"The principal purpose of the proposed Campus Museum is to display and celebrate our rich history," said Emerita Professor Bridget Brereton, specialist in Caribbean History.

The plan for a campus museum at St Augustine goes all the way back to the Imperial College of Tropical Agriculture (ICTA), the institution from which the campus was developed. Early floor plans for the Administration Building of ICTA included space for a museum. In modern times, Deputy Principal Rhoda Reddock started the process of establishing a museum. She was instrumental in setting up a working Museum Committee, which reports to her. The committee is chaired by Dr Glenroy Taitt of the Alma Jordan Library and Deputy Chair Mike Rutherford, who runs the Zoology Museum.

Plans for the Campus Museum include a permanent exhibition illustrating the history of the campus. Items such as documents, paintings and photographs, and physical objects (artifacts) will be the museum's main features.

The Museum Committee is working hard to develop a historical collection. With help from student assistants, inventories have been drawn up for several departments and units, as well as a partial listing of works of art owned by the campus. This work is still ongoing. The committee



Dr Glenroy Taitt (left) and Shazaad Ali Shah, Chief Laboratory Technician in the Physics Department, with a science artifact.

is soliciting artifacts and memorabilia owned by individuals, especially alumni and former staff. These include items such as old ID cards, hall menus and sports gear. The committee's goal is to digitise as much as possible, creating a bank of digital images of interesting objects in the historical collection.

The ultimate aim is to have a building, or part of one, dedicated to the Campus Museum. One possibility is to house the museum in an existing, older structure, perhaps dating from ICTA days (1922-60). Another option is for the building of a new, state-of-the-art structure.

The Museum Committee wants to involve the campus community in its work. If you own interesting things related to the history of St Augustine, know where such items may be located, or if you just want to help—please contact glenroy.taitt@sta.uwi.edu or mike.rutherford@sta.uwi.edu

STAFF IS YOUR PUBLICATION

WELCOME TO THE FIRST EDITION of **STAFF**, the employee newsletter of the St Augustine Campus of The University of the West Indies. We are pleased to introduce this internal publication which aims to inform and entertain, and help you feel connected to the campus. **STAFF** will be used as a means to keep employees informed about new developments, to provide useful information, as well as to raise awareness of the activities of their colleagues and co-workers at all levels across the institution.

It takes hundreds of people to make UWI St Augustine the institution that it has become over its half century in existence. People to provide assistance at the library; people to design academic programmes; people to guard the campus; people to manage departments; people to treat the injured and ailing; people to guide and support research; people to keep the campus clean and the grounds trimmed; people at every level in every lab, department, division and office – without them the university could not function.

That it is why we at both the Marketing and Communications Office and the Human Resources Division take great pleasure in launching this employee newsletter. In these pages the focus will be on all of our campus personnel. **STAFF** is your publication. We therefore welcome any comments on the content, and also suggestions on articles to be published and written. You can also submit



Members of the editorial team (from left) Dave Sahadeo, Assistant Registrar – Industrial Relations; Wynell Gregorio, Manager, Marketing and Communications; Stephen Sheppard, Director, Human Resources; Christine Nanton, Marketing and Communications Officer – Communications; and Cheryl Carter, Assistant Registrar – Training and Development.

your own articles. Although we may not be able to publish all the materials we receive, we will certainly read all submissions and give them fair consideration.

This year marks the St Augustine Campus's 55th anniversary, which makes it a more than fitting time to launch our employee newsletter. We hope, with your support, to create

an employee newsletter worthy of the capable and hardworking personnel of the St Augustine Campus.

THE EDITORIAL TEAM

Send your submissions to:
wynell.gregorio@sta.uwi.edu



IN CELEBRATION OF CAMPUS COMMUNITY

IT IS WITH GREAT PLEASURE that I welcome you to the first issue of **UWI STAFF**, the employee newsletter of our campus community. This publication, launched in the 55th anniversary year of the St Augustine Campus, is dedicated to all staff at every level. It is of great significance that our Marketing and Communications Office and Human Resources Division have embarked on this project as we celebrate the establishment of the campus in 1960.

St Augustine's achievements are built on the contributions of its employees. Through **UWI STAFF** we will have a vehicle to highlight the many people that serve the needs of the campus and students.

As Campus Principal, I believe we are truly fortunate to be employed in this institution. We have been blessed with the opportunity to be part of an organisation with an over five-decade legacy of contributing to the growth and development of the region. The UWI is one of the Caribbean's most vital institutions and as we enjoy the contents of this newsletter we should reflect on the grand purpose that brings this campus community together. Let us share our stories and take pride in who we are – the staff of the St Augustine Campus of The University of the West Indies.

Professor Clement K Sankat

Pro Vice-Chancellor and Campus Principal

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CAMPUS OPERATIONAL PLAN

WHAT DOES IT MEAN FOR YOU?



THE UNIVERSITY OF THE WEST INDIES has embarked on its Strategic Plan 2012-2017. This sweeping plan is the essential blueprint for the university and affects every campus, faculty, student, employee and all other stakeholders. Designed to take The UWI forward into a future with rapidly changing dynamics like decreased funding from regional governments and greater competition from regional institutions of higher education, the Strategic Plan also addresses the university's ambitions to become an international force for education, research and policymaking.

But what does that mean for you? As employees of The UWI you are critical to the success of any plan or initiative of the university. The Campus Operational Plan takes the Strategic Plan and brings it down to the operational level – including the university's strategy as it relates to its employees. We sat down with **Mrs Reanti Singh**, Head, Campus Office of Planning and Institutional Research (COPIR), to discuss the Campus Operational Plan and what employees should know about it.

STAff: How does the operational plan relate to the strategic plan?

RS: The Strategic Plan 2012-2017 is the framework for the entire university and each campus has its own operational plan to guide the direction of the strategy. Our Campus Operational Plan is aligned to the six strategic perspectives of the university's strategic plan. The operational plan outlines the process through which the strategic plan is implemented by finding actions and initiatives to meet specific objectives that will create meaningful transformation in the university's core functions of teaching, research and service.

STAff: What are the key points for the campus in this operational plan?

RS: The plan covers all of the strategic perspectives but places more emphasis on enhancing the financial sustainability of the campus through diversifying revenue streams to reduce our reliance on government funding. The campus will also look closely at the support to its staff and students as major stakeholders in the system and will strive to improve the level of engagement and training that it provides to them.

STAff: How do we know it's going to work for the Campus?

RS: The plan was developed by meeting and coming to agreement with the campus stakeholders - campus management,

deans, senior administrators and heads of departments, representatives of ATSS, unions and students. The university is committed to working on projects that can create significant improvements in the quality of what we produce and the way we operate in the near term. We are also building on our older plan, recognising its gaps and learning from past experience to enhance our new plan.

Our goal is to make St Augustine a better campus for employees, students and all other stakeholders for this and the generations to come.

STAff: What's in it for employees?

RS: Many things – to work in a more efficient and responsive environment that understands the needs of its stakeholders; to be part of an institution that is recognised as the premier higher education provider in the region; and to be able to make a difference in your nation and region by providing outstanding service to this institution. If we all play our part in achieving the plan's objectives our legacy will be a more robust and competitive St Augustine Campus that can measure itself against any institution of higher education in the world.

STAff: Where can I get more information on the Operational Plan?

RS: For further information on the Campus Operational Plan and how it is being measured and evaluated, go to the campus Intranet.



TECH TIPS

IT SUPPORT WILL NEVER ASK FOR YOUR PASSWORD. Never email your password to anyone.

MAKE SURE YOUR EMAIL INCLUDES A COURTEOUS GREETING AND CLOSING.

It helps to make your message not seem demanding or terse.

ADDRESS YOUR CONTACT with the appropriate level of formality and make sure you spelled their name correctly.

SPELL CHECK – emails with typos are not taken as seriously.

READ YOUR EMAIL OUT LOUD to ensure the tone is that which you desire. A few additions of the words "please" and "thank you" go a long way.

TECH TIPS PROVIDED COURTESY OF CAMPUS IT SERVICES (CITS)

TEA AT UWI

ASCC 2ND TEA PARTY AND FASHION SHOW FUNDRAISER

IT WAS A FASHIONABLE AFFAIR INDEED.

Staff members from the St Augustine Campus came together in 2014 for the UWI After-School Care Centre (ASCC's) 2nd Tea Party and Fashion Show fundraiser. The event, dubbed "Hat's Off", was held at The UWI SPEC. Members of the campus community wore their most stylish outfits and even competed for a prize for the best hat.



THE FEAR OF CRIME

By Professor Derek Chadee



On May 26, 2015, Professor Derek Chadee, Head of the Department of Behavioural Sciences, gave a Professorial Inaugural Lecture at the Learning Resource Centre of the St Augustine Campus. The lecture, entitled "Fear of Crime: To Be or Not to Be Afraid", looked at the difference between perceptions of crime in Trinidad and Tobago and actual crime statistics. Below is an excerpt from the lecture. For a full summary please read the May 2015 edition of *UWI Today*.

IS IT IDEALISTIC TO THINK of a society in which we have no fear of criminal victimisation? Do we have a right to demand safety for our family and neighbours or are we far removed from the ideals enshrined in Article 3 of The Universal Declaration of Human Rights (Everyone has the right to life, liberty and security of person)?

The expansion of the security industry, emergence of gated communities, increased budgetary allocation to security and crime, discourses in parliament and the media, send a clear signal, that crime is a major concern in our society. Over the last four years the annual average budget allocation to the Ministry of National Security was TT\$5.5 billion.

The findings of a recent survey conducted by the ANSA McAL Psychological Research Centre showed that over 50% of citizens in Trinidad saw crime as a major national problem. Preliminary results from an ongoing 2015 Crime Victimization and Fear of Crime Survey funded by the T&T Research Development Impact (RDI) Fund have shown that 44% of respondents were afraid of being victims of crimes. It suggests that for every 100,000 persons within the adult population of Trinidad, about 44,000 persons are fearful of being criminally victimised. This lecture explores possible explanations of these findings.

Understanding Fear of Crime

Fear is usually considered a negative emotion associated with high physiological arousal, creating a flight or fight response. This emotion is functional since we are biologically wired to respond to danger cues as a means to protect ourselves and members of our group. Fear of crime is one of these functional responses.

A classic definition is that fear of crime is an emotional response of dread or anxiety to crime or symbols that a person associates with crime (Ferraro, 1995). Several factors may help us to understand our fear of crime levels. Among these, the actual crime rates and the perceived crime rates are two extremely important factors that affect fear levels. Crime rates that are absolutely or relatively high send a signal to citizens that those in authority may not have control over the crime situation.

It seems obvious that perception of and confidence in the police are other factors. Higher confidence in the police is associated with lower fear levels. However, citizens' confidence is also bolstered when the criminal justice system efficiently and expeditiously responds to criminal matters. In addition, neighbourhood disorders, including quality of life in the community, levels of poverty, orderliness of surroundings, and other measures of community civility are associated with fear levels. An interesting observation is that the power of rumour in close-knit communities informs residents of criminal violations and they often develop protective responses via informal conversations. Studies have shown that persons in rural areas are more likely to be fearful than those in urban areas, in anticipation of being a victim of crime. However, there are no consistent findings in the literature on the association between the rural and urban dichotomy and fear levels. Among other factors associated with fear of crime is the severity. Crimes differ in their severity and consequences, such as the consequences of murder against burglary. Another is person and group vulnerability: some groups and persons are more vulnerable than

others, gender/age/shift workers. Persons who have been victimised or are indirect victims of crime, that is their relative or friend has been a victim, are more likely to be afraid.

Paradoxes of Fear

A number of fear-of-crime paradoxes require acknowledgment. These paradoxes suggest that groups that are least likely to be victimised are more likely to be fearful. To appreciate them we need to assess official police data and crime victimisation survey data, where available.

The Gender Paradox suggests that besides sexual assault and domestic violence, females are less likely to be victims of crime but are more likely to be fearful of victimisation than males.

The Age Paradox suggests that older persons are more likely to be afraid than younger persons but less likely to be victims of crime.

The Ethnic Paradox suggests that certain ethnic groups may be less likely to be victims but more afraid.

The literature suggests that a major factor influencing fear of crime is official crime rates. The official crime rates in 2013 for some crimes against person and property per 100,000 were 30.4 incidents for murder, 40.5 incidents for wounding and shooting, 15.9 incidents for rape, 221.3 incidents for robbery, 221.8 incidents for burglary and break-in. However, the fear of crime rates per 100,000 as approximated from the RDI Fear Survey's preliminary data far exceed the official victimisation rates. For example, while the crime rate per 100,000 for murder is 30.4, the fear of crime for murder rate per 100,000 is 38,757.

EMPLOYEE AWARDS

UWI COMMUNITY NEWS FROM THE ST. AUGUSTINE CAMPUS

EXCELLENCE ON DISPLAY EMPLOYEE AND SERVICE EXCELLENCE AWARDS 2014



WINNERS, finalists and senior campus officials at the 2014 Employee Awards.

THE DATE WAS DECEMBER 19, 2014 and the purpose was the celebration of outstanding staff performance. Hosted by Pro Vice-Chancellor and Campus Principal Professor Clement Sankat, UWI St Augustine held its Employee and Service Excellence Awards 2014 at the Learning Resource Centre.

Nominated by their colleagues and judged by a campus awards committee, some 12 employees won awards in categories such as employee excellence and service. Allyson Logie-Eustace, Hall Supervisor of Trinity Hall, took the award for Overall Employee Excellence. Other big winners on the night included Noel Burnett (UWI Estate Police), Stacy Richards-Kennedy (Office of the Campus Principal), Jacqueline Huggins (Academic Support/Disabilities Liaison Unit) and Sandra Gift (Quality Assurance Unit). (See full list of winners below).

– EMPLOYEE AND SERVICE EXCELLENCE AWARDS 2014 WINNERS –

OVERALL EMPLOYEE EXCELLENCE AWARD

Allyson Logie-Eustace

ADMINISTRATIVE, TECHNICAL AND SERVICE STAFF

Employee Excellence

First: Allyson Logie-Eustace

Second: Leslie Ann Archibald

Third: Ekana Mc Alister

Service Excellence

First: Noel Burnett

Second: Jacqueline Williams

Third: Vishwanath Samsundar

SENIOR ADMINISTRATIVE / PROFESSIONAL STAFF

Employee Excellence

First: Stacy Richards-Kennedy

Second: Sandra Gift

Third: Linda Steele

Service Excellence

First: Jacqueline Huggins

Second: Linda Steele

PRINCIPAL'S AWARD FOR ADMINISTRATIVE LEADERSHIP EXCELLENCE

First: Sandra Gift

Other Finalists included

Jennifer Joseph and Sharan Singh

SPECIAL AWARD FOR OUTSTANDING SERVICE TO THE CAMPUS COMMUNITIES

Campus Events Team

Shelley-Ann Patrick-Harper

Tessa Horne

Vinod David Narine

Sharon Armour

EMPLOYEE AWARDS

UWI COMMUNITY NEWS FROM THE ST. AUGUSTINE CAMPUS

ALLYSON LOGIE-EUSTACE

HELPING STUDENTS BECOME LIFE SMART

FOR MRS ALLYSON LOGIE-EUSTACE, Hall Supervisor of Trinity Hall and winner of the Overall Employee Excellence 2014 award and the Employee Excellence award for Administrative, Technical and Service Staff, the moment of transformation came in 2006.

"I spoke to a young woman at the hall who was packing up to leave at the end of the year," she recounts. "I asked her how her year had been and she said it was the worst year of her life. She told me she had been mistreated while on hall and the physical and mental bullying had taken a toll on her. I said to myself, never again on this hall."

Already Hall Supervisor since 2000, Allyson was determined to dramatically expand her knowledge not only of hall management but of the developmental challenges that young students face while attending university.

"I needed to figure out what I could do to create change on Trinity Hall," she says.

This drive led her to first complete a master's programme in Student Personnel Administration at UWI Mona and then even further at the Hazing Prevention Institute in

Indianapolis, USA; Florida State University (for an internship); and the University of Delaware, where she held the post of Residence Director.

It was while completing her master's that she discovered her passion and the way to improve the university experience for students on hall:

"It's really about student development. People think a hall is like a hotel but it should be much more than that. What we do here at Trinity Hall is to help students make the connection between what you learn and how you live. We teach them life skills."

Hailing originally from South Trinidad, Allyson currently resides in St Joseph. A widow, she has two adult daughters, both doing very well, a testimony to her ability to teach life skills to the young people closest to her. Her warm smile, sociability and fruitful career at UWI St Augustine point to her own prowess in navigating the path between academic knowledge and practical living.

Besides her major objective of contributing to the development of students, the position of Hall Supervisor is filled with responsibilities.

"I oversee staff, interact with students and their parents, and interact with personnel from the different departments that we rely upon for things such as maintenance and Internet access. I deal with health and safety agencies and professionals like OSHA (Occupational Safety and Health Authority), the Fire Service, psychologists and medical doctors," she says.

Allyson is pleased that her work and the ethic she brings to her position have been acknowledged through her outstanding performance at the 2014 employee awards:

"I feel very honoured and pleased to be recognised by the awards committee on the work that I have done," she says. "I appreciate the gesture and wish to thank my staff, and all those that supported me through the years, especially my family and Dr Jacqueline Bridge (the Trinity Hall Resident Manager).

Pull quote: 'It's really about student development. People think a hall is like a hotel but it should be much more than that. What we do here at Trinity Hall is to help students make the connection between what you learn and how you live.'

PHOTOS BY ANEEL KARIM



It's really about student development. People think a hall is like a hotel but it should be much more than that. What we do here at Trinity Hall is to help students make the connection between what you learn and how you live.

EMPLOYEE AWARDS

UWI COMMUNITY NEWS FROM THE ST. AUGUSTINE CAMPUS

NOEL BURNETT

AN OFFICER AND A GENTLEMAN



"WHEN THEY HAND YOU LEMONS, make lemonade. When they hand you limes – oh man you make a cocktail," says Noel Burnett, member of the UWI Estate Police Service and winner of the Service Excellence Award for Administrative, Technical and Service Staff.

Since joining the UWI Police five years ago, Noel's positive outlook, friendly manner and dedication to service have made him one of the campus's most popular personalities.

"My motto is 'above and beyond'. I want to help people," he says in his distinctive accent, a product of his upbringing in both Canada and T&T. "I'm here to give back to the UWI family for giving me this opportunity to work here."

Raised by a single mother in Canada, Noel says his ethic came from her strong parenting, even in the face of the alienation he sometimes felt because of his distance from his father in Trinidad and his own identity as a "Canadian Trini" with an admittedly eccentric personality. Today, Noel, a 37-year-old Morvant resident, is

married and has five children of his own.

Noel describes his feelings about the university: "UWI to me is paradise. I've worked in places where security is looked down upon. That does not happen here. I really love being a campus police. It makes me feel like a superhero without the mask and costume."

During his five-year career Noel has helped many students, including possibly saving a student's life by performing the Heimlich maneuver on her when she was choking.

"I looked the other day and saw that she had graduated and it made me feel really good inside," he says.

Officer Burnett is also eager to point out that he is a member of the UWI Estate Police team and could not do his job without the support of his fellow officers.

"It's a team effort. I actually donated the trophy to the campus police so they know that I represent all of us."

My motto is 'above and beyond'. I want to help people... I'm here to give back to the UWI family for giving me this opportunity to work here."

JACQUELINE HUGGINS

ADVOCATE FOR STUDENTS AND THE DISABLED



FOR STUDENTS, LIFE AT UNIVERSITY can be overwhelming. Imagine how much more difficult it can be for students with a greater than average need for academic support or with disabilities. As Coordinator of the Academic Support/Disabilities Liaison Unit (ASDLU), Ms Jacqueline Huggins has become a champion for students in this vulnerable demographic. Her performance has been so outstanding that she is the award winner for Service Excellence in the Senior Administrative/Professional Staff category.

"I have a passion for what I do," Jacqueline, hailing from Pleasantville, San Fernando says.

Established in 2006, the ASDLU's core services include providing academic support for students at all levels and ensuring equal access to the university's infrastructure and academic offerings to students with disabilities. As Coordinator, Jacqueline's duties entail managing the activities of the unit, working with students, developing programmes for students, and advocacy and awareness building for students with disabilities.

"I have many responsibilities," she says, "but the thing I enjoy most is working one on one with students, seeing them move from one level to the next, and seeing them develop and ultimately graduate."

Jacqueline, the mother of a 14-year-old, high-achieving son (academics, Young Leaders' programme and pianist), knows how to encourage young people to strive to do better. This ethos guides her career performance:

"I am a stickler for high quality. Whatever we (at ASDLU) do we must do it to the best of our ability. I think that we have made the ASDLU a unit that the students want to use, that they feel comfortable coming to and spending time. Service is what we give and it must be of a high level."

Jacqueline says the ASDLU has its challenges but they are able to overcome them because of their recognition of the importance of their work.

"We succeed because the staff comes together and gets things done when we have to," she says.

WHAT IT MEANS TO BE DEAN

PROFESSOR AIYEJINA, DR. CATEAU SPEAK ON LEADERSHIP AT A GREAT INSTITUTION



Dr Heather Cateau
Dean of Faculty of
Humanities and Education

"CHANGE IS THE LAW OF LIFE," US President John F Kennedy once said, and for the Faculty of Humanities and Education (FHE) an important change has come. Professor Funso Aiyejina, who for the last six years led the faculty as Dean, retired in August of 2014. A well-loved lecturer with an over two-decade career at the St Augustine Campus, Professor Aiyejina's tenure as Dean included numerous initiatives to increase FHE's public profile and spread its influence far beyond the campus grounds.

"We want to remain central to the intellectual, philosophical and cultural development of the community," Professor Aiyejina says of his vision for the faculty. "As the Faculty of Humanities and Education, we see ourselves as the ethical centre of the society."

It's an ambitious vision. Most importantly, it's a vision shared by the new Dean of FHE, Dr Heather Cateau: "At the end of it all I would like to position this faculty to be a major player in the development of the university, T&T and the region."

Dr Cateau, who has been a member of the faculty management team (as Deputy Dean and Head of the History Department) since the beginning of Prof Aiyejina's appointment, recognises that the position has its challenges, but she is determined to succeed.

She says, "My approach is going to be simply – work hard. I intend to work extremely hard. I intend to respect others and I intend to focus on the issues and not get side-tracked. I intend to take advice. I have a former dean whose support is there even though he is determined not to interfere. I have my colleagues."

Prof Aiyejina is confident in the new Dean's ability to continue and expand on the progress that the faculty has made under his leadership.

"She is a very dedicated worker, very focused and she shares the vision that all of us have at the faculty," he says. "So I am positive that she is going to take the faculty forward to greater heights."

One of the main concerns of FHE is that it is not seen as a "dollars and cents" faculty, as Prof Aiyejina phrased it. Because of this the faculty is sometimes challenged in finding its place alongside some of the other faculties and in some cases doesn't have the necessary resources for its mission. While Dr Cateau and the FHE management team intend to work hard to strengthen the faculty, she also sees the need for greater support from the university.



Professor
Funso Aiyejina

She says, "We at the faculty know what we have to do and we accept that responsibility. But it can't just be up to us. The university has to understand as well – the importance of new positions, the importance of something like philosophy, how these things deepen, not just the Humanities, but every other faculty in The UWI. The space we occupy is important. Staff working in the humanities must feel valued. Therefore there has to be investment in the faculty in terms of human resources and the nature of the space."

It's a challenging, time-consuming position which can take Dr Cateau away from her academic work; nevertheless she is fully committed, especially because of her almost life-long relationship with the university.

"I have literally grown up in this institution," she says. "I love this university. I love my faculty. I believe in what my faculty does."

As to Prof Aiyejina, although he is still dedicated to the success of FHE, he is free of the responsibilities (and stresses) that come with command. The former Dean is looking forward to getting back to creative writing – both his own and as a teacher within the faculty.

In closing, he spoke about what it means to be a dean at The University of the West Indies:

"I believe UWI is a great institution. I think that anybody in a leadership position at UWI must always keep that at the forefront of their mind – this is a great institution that people have sacrificed to build and we have to make our own sacrifices to ensure that the future inherits something that is greater than what exists now."

ARTIST IN RESIDENCE

By Joel Henry

DARRON SMALL GREW UP in old Tunapuna. Not the paved and well-populated town it has become, the Tunapuna of his youth was fenceless and forested, fertile ground for his youthful imagination.

"I came from a place where the imagination was facilitated," Darron says. "You could go off in the bush and create a whole new world from your imagination."

This childhood experience was a major contributor to his passion for art, a passion that has allowed him to blossom into a talented and prolific artist in several mediums. One of the recent highlights of his artistic career was the presentation of his painting **Merchandise** by the Government of Trinidad and Tobago to Cuban President Raul Castro on his visit to T&T in December 2011.

But Darron has another career – library assistant in the West India Division of the Alma Jordan Library.

"Library assistants are liaisons between the students and the library," he explains. "We are here to assist them in locating resources for their research."

And though the quiet and contemplative environment of a library is very different to the outdoors, Darron has received a different kind of inspiration during his more than 15 years on the St Augustine Campus.



"Merchandise", Darron's painting that was presented to Cuban President Raul Castro by the Government of Trinidad and Tobago.

"Working at the university has opened worlds for me. It has expanded my horizon," he says during our interview in the secluded Rare Books and Special Collections section of West India.

"We have artifacts, documents, maps," he says, gesturing around the room at its contents, "a plethora of information and items that aid in the understanding of West Indian history and the Caribbean way of life. Anything that has to do with the Caribbean and its people will be found here."

Darron's experience at the library, as well as his completion of both the certificate and masters' programmes in Visual Arts at The UWI, has contributed to the development of his art.

He says, "very early in my career, like many artists schooled here, I did still life work. But as my career progressed I engaged various topics and social issues. For a long time, ten years I think, one of the major focuses of my work has been the transatlantic movement of people and slavery."

Darron's interests come through in works like **Yemayah**, **Slave Ship** and the aforementioned **Merchandise**. He creates in several mediums – pen, chalk pastel, photography and even film. But acrylic paint is his favourite:

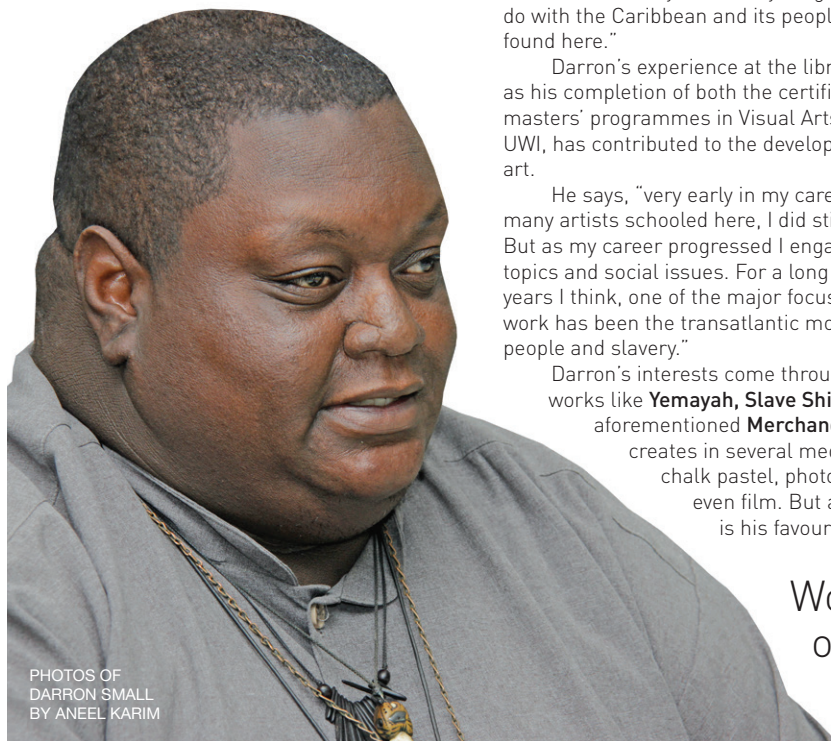
"By inclination I am a painter. I rather enjoy working with acrylics because they are more versatile and forgiving."

Darron enjoys other aspects of his job. Speaking on a career at the university that began in July of 1999, he smiles, "yes, a long-serving sentence. As with any job there are challenges but you rise to the occasion. My favourite thing about working here is my interactions with the public."

He adds, "it's interesting. I've learned quite a lot during my time here and I have been given access to information that ordinarily I would not have. It's been a great education. The opportunities for education and self-advancement are one of the biggest benefits that working at The UWI has given me."



A pen and ink study titled **Yemayah**



PHOTOS OF DARRON SMALL BY ANEEL KARIM

Working at the university has opened worlds for me. It has expanded my horizon.

ON THE LEADERSHIP PATH By Joel Henry

WHEN WE THINK OF TRAINING in the workplace, we most times imagine programmes that enhance a person's ability to complete tasks. But there's something much better – training that leads to the overall development of the person, making them more effective not only at work but in life as well.

These personal and professional development programmes are available to The UWI staff through the Human Resources Division of the St Augustine Campus. And as one staff member attests, they can be life-changing.

"It was truly transformational. I walked out of there a better human being," says Jeevan Persad, an engineering technician in the Department of Electrical and Computer Engineering.

Jeevan took part in the university's "Talent Development Workshop" held in 2010. The workshop's purpose was to "develop participants in a range of competencies" with the end goal of preparing them to "compete for and assume higher positions" within the university. In other words, the workshop sought to develop the future leaders of The UWI.

But when he entered the workshop, Jeevan did not have such lofty dreams for himself:

"I was at a point in my career where I was lost. This came from the fact that I had received an education in a technical skill but had not (like most people) been taught things like career planning and financial management."

It was its focus on such topics that attracted him to the workshop.

"What really stood out to me were the components of the programme – emotional intelligence, financial planning,

communications – topics that I had never heard anybody speak about before."

The workshop consisted of over 15 modules covering 12 topics. Jeevan and other participants worked with personal coaches. They learned from a host of facilitators and took part in lectures, audio-visual presentations, role-play and even meetings with campus management.

"We really got to touch base with the university management – the principal, the deans, the heads of departments," Jeevan says. "Through these conversations we actually got to appreciate what motivates these people, their passion for the university."

That passion in turn has helped him to better understand the university's purpose and the contribution he can make towards achieving its mission.

"When I work with students and peers I'm no longer thinking of it as a daily job. I am thinking about how can we make things better for the next generation? UWI is a portal through which we can make national and regional change," he says.

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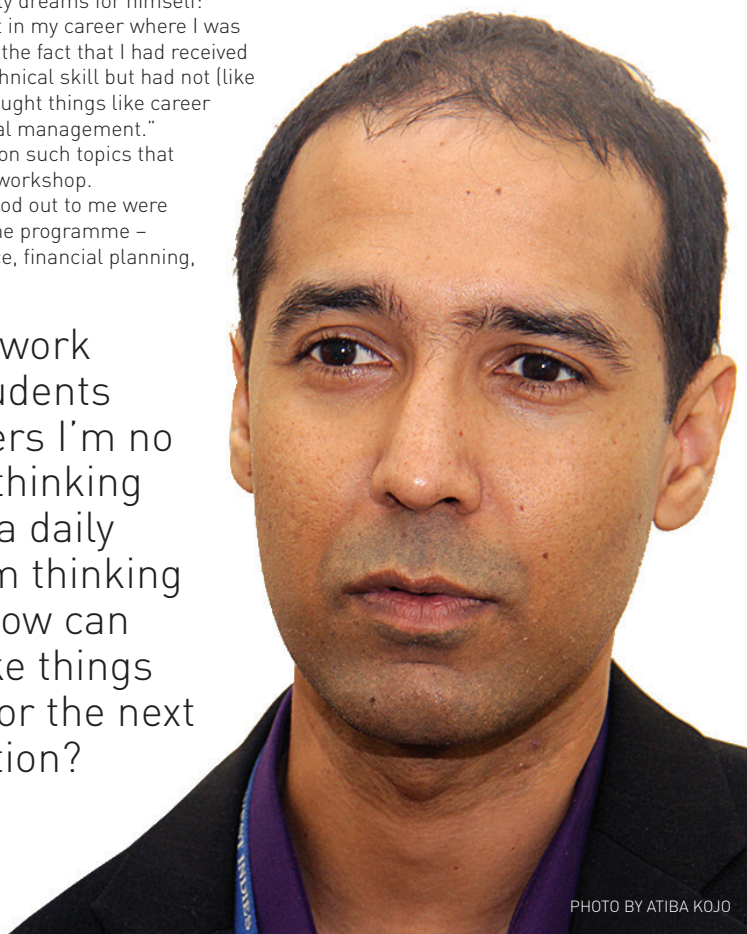


PHOTO BY ATIBA KOJO

T&D OPPORTUNITIES

PERSONAL AND PROFESSIONAL growth is an ongoing journey. Acquiring new skills can not only open up fresh career opportunities it can also spark new passions, expand outlooks and ultimately lead to greater contentment. UWI, through the Human Resources Division, continues to strive for greater employee engagement and contentment by providing a host of opportunities for training and development. These opportunities include academic and professional programmes, skills courses in areas like business writing and first aid, and work and study exchange programmes at foreign universities.

There are numerous available courses. Here is a small sample:

Future Leaders Programme

The FLP is designed to provide a framework for succession planning within the organisation by honing the strengths of employees who have displayed the potential to assume leadership positions. The programme will involve a series of interventions designed to enhance their skills and knowledge.

Career Management

This programme is designed to assess participants' career direction, redefine professional and personal goals and plan steps to enhance their career. Participants will be able to reflect on their ambitions, interests, qualifications and abilities. It will enable them to develop their career management skills, to have an appreciation of the labour market and the education system and relate this to what they know about themselves.

Public Speaking and Presentation

This course is geared to expose participants to the various elements of public speaking and the techniques used to effectively deliver and present one's message.

At the end of this workshop participants will:

- Develop critical thinking skills.
- Fine-tune verbal and nonverbal skills.
- Overcome the fear of public speaking.

Stress Management

This workshop is designed to assist employees in maintaining effectiveness in the face of stress. Participants will learn the effects and the characteristics of stress and better understand why stress is considered the invisible disease. Participants will be able to increase their awareness of the mind's role in the stress cycle, how perception, paradigms and self-talk contribute to stress and how habitual thinking can be re-directed. They will also learn how to keep issues and situations in perspective and react appropriately.

For more information on opportunities for training and development contact the Human Resources Division at 662-2002, ext. 82313. For online enrollment, logon to <https://intranet.sauwi.uwi.tt>.

STAFF ON THE PITCH

UWI STAFF KNOW HOW TO WORK – and play. Employee teams from the various departments, faculties and administrative and support offices gather to compete in sports like football and cricket. Included in these activities are Inter-Departmental wind ball cricket and football.

CRICKET PHOTOS BY ESMOND TELESFORD



GET FIT, STAY FIT

FOR EMPLOYEES of the St Augustine Campus, maintaining (and improving) your level of fitness is incredibly convenient through The UWI's Sport and Physical Education Centre (SPEC). SPEC offers students and staff some of the most comprehensive sports, exercise and training facilities in Trinidad and Tobago. Not only do you have access to outstanding equipment and facilities, you also enjoy the expertise of highly qualified physical training professionals, including SPEC Director Major David Benjamin, who previously held the position of Physical Training Officer of the T&T Defence Force.

SPEC provides a wide range of sport and fitness training for staff at a very low annual cost. The list is long but here are some of the fitness-focused activities available to staffers.

AEROBICS

Around since the late 1960s, aerobics are a well-established fitness discipline for those seeking to burn fat, gain flexibility and build endurance in a lively and dynamic atmosphere. Although there are many different degrees of difficulty in aerobics, they make a great starting point for those new to fitness and are especially good for those wanting a good cardio workout to lose weight.

ZUMBA

Zumba is aerobics' saucy younger sister. Created in the 1990s by Colombian dancer Alberto Perez, this activity combines aerobics with dance styles like salsa, meringue, hip hop and even soca. A Zumba class is a high-intensity, hip-shaking good time that not only provides cardio, strengthening and flexibility training, it also greatly improves coordination.

AQUA AEROBICS

The name says it all. Aqua aerobics (also called water aerobics) are aerobic exercises carried out in the swimming pool, normally at about waist deep water. Like aerobics it offers cardio training but with the additional advantage of resistance training. This makes aqua aerobics excellent for combining fat burning with body strengthening. Aqua aerobics are also great for those with or prone to injuries – making it excellent for beginners and mature exercisers.



BOOT CAMP

Rough and rugged, boot camp is all about achieving fitness while unleashing your inner warrior. Based on military boot camps (but not as difficult), boot camp combines activities like calisthenics (push-ups, sit-ups, burpees, etc.) with runs, obstacle courses, lifting objects and even yoga-style stretching. Filled with dynamic routines that build strength, burn fat, boost confidence and foster teamwork, boot camp is an outstanding way to strengthen your character along with your body.

HITTING THE GYM

For those who prefer a more personalised and somewhat solitary workout, there's no meditation like the gym. SPEC's fitness centre has all the equipment you need – treadmills, bikes (spin and stationary), and a host of machines. If you are not sure what to do or how to do it, SPEC's trainers are on hand to provide assistance through the development of your own fitness plan after an assessment of your needs.

SPEC provides a wide range of sport and fitness training for staff at a very low annual cost.

For more information on these or any other sporting or health facilities offered by SPEC you can visit them on the Web at www.sta.uwi.edu/spec, email them at specinfo@sta.uwi.edu or call them at (868) 645-9239. Contact them today.

WHAT HSU HAS FOR YOU

WHILE THE HEALTH SERVICES UNIT (HSU) is geared mainly towards student health and wellness that doesn't mean they do not offer services and programmes for UWI employees. HSU offers the following services for staff:

- **Dietetic and Nutrition Services**
Employees receive nutrition counselling for weight loss and other conditions. Staff pay only \$100. Message [hsu.dietitian@sta.uwi.edu](mailto:dietitian@sta.uwi.edu) for more details.

- **Free HPV (Human papillomavirus) vaccines**
Email nurse@sta.uwi.edu for more information. Staff must walk with their immunisation cards.

- **Pharmacy Discounts**
The HSU pharmacy is a member of the Guardian Life Provisor Programme (pay only 20% of the cost of prescription medication). HSU also takes part in CDAP. Send any questions to hsu.pharmacy@sta.uwi.edu

- **Yoga and Meditation Classes**
Classes are held on Wednesdays from 5-6:30 pm at the Critical Thinking Institute (2nd Floor) and Thursdays from 2-3:30 pm at the JFK Auditorium.

HSU also wishes to remind staff about their **Counselling and Psychological Services (CAPS)** for students. Any employees who know students in distress should feel free to encourage them to seek free and confidential support at CAPS. Email counsellor@sta.uwi.edu for more information.



Come check out the **HEALTH SERVICES UNIT**

FACES OF CAMPUS

UWI COMMUNITY NEWS FROM THE ST. AUGUSTINE CAMPUS

ENDING THE YEAR IN STYLE

2014 WAS A GOOD YEAR FOR THE ST AUGUSTINE CAMPUS. The campus community came together in celebration at an End of Year Event hosted by Pro Vice-Chancellor and Campus Principal Clement Sankat. Staff from all levels came out to enjoy the season with their colleagues.



Staff from all levels came out to
enjoy the season with their colleagues.

ST. AUGUSTINE CAMPUS EVENTS

JULY – DECEMBER, 2015

JULY

July 5-10	International Breadfruit Conference
July 13	Summer Semester Examinations Begin
July 24	Summer Semester Examinations End/Semester Ends

AUGUST

August 9-14	Bioinformatics Workshop 2015 VEME
August 28	UWILIFE
August 23	Semester 1 Begins
August 23-29	Caribbean Environmental Law Conference

SEPTEMBER

September 17	Matriculation Ceremony
September 1	Semester 1 Teaching Begins
September 24-25	Human Communication Studies Conference

OCTOBER

October 1-3	UWI/NGC Research Expo
October 10	UWI Open Campus Graduation 2015
October 17	UWI Cave Hill Campus Graduation 2015
October 22-24	UWI St Augustine Campus Graduation 2015
October 25	UWI SPEC International Half Marathon
October 30-31	UWI Mona Campus Graduation 2015

NOVEMBER

November 4-8	Conference of the Caribbean Economic History Association (Asociación de Historia Económica del Caribe, AHEC)
November 27	Teaching Ends

DECEMBER

December 2	Semester 1 Examinations Begin
December 18	Semester 1 Examinations End
December 18	Semester Ends



SOCKS OUT – Employees of the St Augustine campus community came together on March 21, 2015 to commemorate World Down Syndrome Day by taking part in “Lots of Socks”. Staffers wore their most colourful and creative socks in recognition of this disability that affects many people across the globe.



Twenty five years ago, the Faculty of Medical Sciences (FMS) opened its doors to its first intake of medical students. Here a cross-section of the staff at the Faculty celebrates that milestone with a reception and awards ceremony.