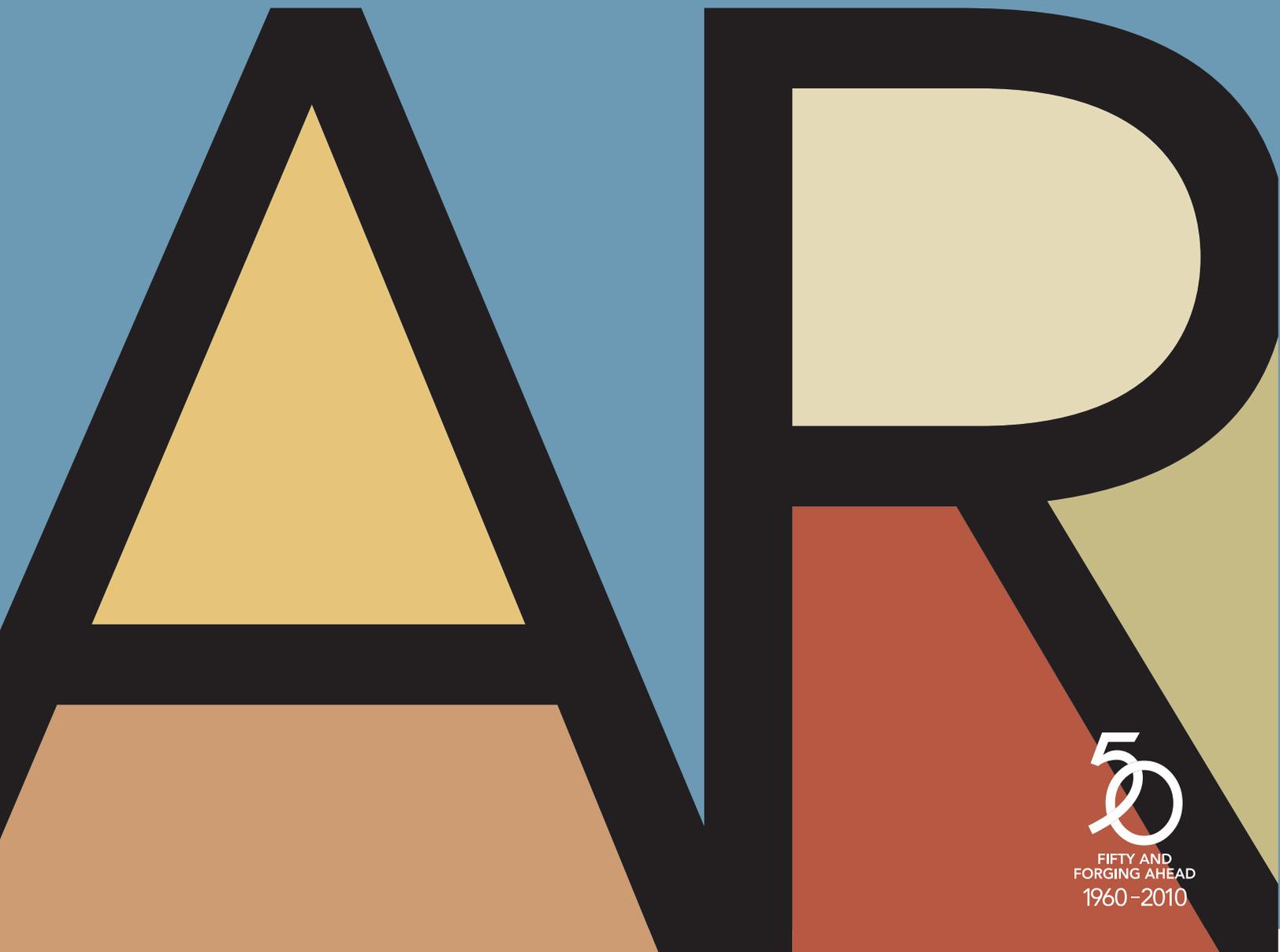


# ANNUAL REPORT 09/10

THE UNIVERSITY OF THE WEST INDIES, ST AUGUSTINE CAMPUS



**50**  
FIFTY AND  
FORGING AHEAD  
1960-2010



# CONTENTS

<b>02</b>	Chairman's Review
<b>05</b>	Principal's Review
<b>12</b>	Executive Summary
<b>19</b>	Management Team
<b>20</b>	People & Process
<b>31</b>	Teaching & Learning
<b>35</b>	Graduate Studies
<b>36</b>	Research & Innovation
<b>41</b>	Outreach
<b>50</b>	Engagement – National Regional & International
<b>58</b>	Support Services
<b>66</b>	Spaces & Infrastructure
<b>74</b>	Funding the Enterprise
<b>78</b>	Facts & Figures
<b>81</b>	Principal Officers ( <i>online only</i> )

# CHAIRMAN'S STATEMENT

The St Augustine Campus entered its fiftieth year during this reporting period. This milestone provided the occasion for the national community to reflect on the significant contribution that this campus has made in supporting the economic, social and cultural development of Trinidad and Tobago and the wider region. UWI, St Augustine graduates now occupy leadership positions in both the public and private sector in Trinidad and Tobago, involved in finding solutions to the challenges faced by our society. These graduates showcase the academic quality, excellence and dedication to service, the values that define the UWI brand that we all cherish.

Last year, like universities elsewhere, UWI, St Augustine has had to face the challenge and uncertainties inherent in the current difficult economic environment. I am pleased to note that we have faced up well to the new realities, thanks to the continued support of the Government of Trinidad and Tobago and the unstinting commitment of our staff which has risen to the challenge of doing more with less.

Among the many initiatives undertaken during our fiftieth year, two of particular significance was the unveiling of the commemorative plaque to officially signal the development of the UWI, St Augustine,

South Campus and the commission of a self-study report in support of the institutional accreditation of the St Augustine Campus. The South Campus, when completed will expand the opportunities for quality tertiary education to more remote communities, in much the same way as the St Augustine Campus heralded the expansion of university education fifty years ago. The self-study report, which has now been completed, provided a basis for deeper reflection and an in-depth appreciation of our considerable strength as well as the identification of several opportunities for improvement.

As we lay the foundation for the next fifty years, let us re-commit ourselves to our noble purpose – the consolidation of UWI's reputation as an internationally recognized centre of excellence, deeply rooted in the Caribbean and committed to creating the best possible future for all our stakeholders.





**Ewart Williams**  
*Chairman - Campus Council*





**Professor Clement Sankat**  
*Principal & Pro Vice Chancellor*

# PRINCIPALS REVIEW

## *Building Capacity in a Changing Environment*

The year 2009/2010, was particularly important for the UWI St. Augustine Campus, as it was the midpoint year of our strategic plan, STRIDE 2007-2012. It was therefore a time for measuring our progress and redoubling our efforts to achieve the goals we had set for ourselves. It was marked with several accomplishments – steadily increasing student enrolment, particularly at the graduate level, exceeding 17,000 overall, as well as initiatives to expand the physical capacity and human resource capabilities of our institution; building financial stability, capacity in quality and delivery and partnerships with our stakeholders.

Despite the financial uncertainties and challenges, the work towards achieving our strategic objectives continued to be advanced. Indeed, the global economic crisis had a negative impact on the economies of the region and as stated in the World

Bank's 2009 Annual Report for Latin America and the Caribbean, the crisis abruptly halted the steady economic growth averaging 5.3%, which had been experienced by Latin America and the Caribbean over the previous five years. This resulted in severe fiscal constraints for tertiary institutions in many countries and a contracting labour market for university graduates. Although the Campus' financial position showed some improvement as compared to the deficit



of TT\$56 million recorded in 2008/2009, in 2009/2010 we still experienced an income shortfall of TT\$4 million. The improved financial position in 2009/2010 was primarily due to the financial performance of the Faculty of Medical Sciences, where income exceeded expenditure by TT\$71.7 million as the result of the recovery of arrears of TT\$35 million and an increase in tuition fees in September 2009. We increased our fees for all our programmes in Medical Sciences for the first time since the establishment of the Medical Sciences Faculty more than 20 years ago so as to bring them more in line with what is charged by our other Campuses. Nevertheless the new fee for the UWI St. Augustine Campus Medical Sciences programmes was still below those at the campuses at Mona and Cave Hill. This uplift in financial resources was however counter balanced due to the expenditures funded by regional governments being slightly higher than planned and as a result, offsetting the positive variance and ending 2009/2010 with a shortfall of TT\$4 million. The uncertainties in cash flow and major fiscal constraints meant expenditure based on available cash and many initiatives that had been previously approved had to be put on hold.

Nevertheless, as a Campus we have continued to forge ahead as best as possible, focused on being resourceful, resilient and doing more with less. Both Academic and Administrative Departments adopted innovative, cost-effective solutions that would allow us to continue making strides in our teaching and research commitments, and advance the implementation of our Strategic Plan and effectively serve our various stakeholders while continuing on this path.

As Principal, I must say that despite the challenges, we continue to work steadily at building a robust and sustainable institution. Thanks to the support of our stakeholders: the Government of the Republic of Trinidad and Tobago (GORTT), public sector agencies, the private sector and our civil society organisations, we continue to make our mark in society. Some of our noteworthy accomplishments for 2009/2010 included the appointment of our first Director in the School of Agriculture with a view to a repositioning of the School in an era where food security for our country and region must be paramount; the restructuring of the Works Department into a Division of Facilities Management so as to bring efficiency into our services as we look to implementing our Master Plan; the introduction of Online Exams for Foundation Courses and expanding our reach; the launch of an Employee Assistance Wellness Programme; the award of \$1 million in bursaries to our students as we celebrated the 20th anniversary of the UWI Development and Endowment Fund; the completion of some key major infrastructural projects such as the renovation and re-dedication of the Administration Building; and of course, preparing for the celebrations of the 50th Anniversary of the UWI St. Augustine Campus.

The 50th Anniversary of the UWI St. Augustine Campus brought us to a critical juncture in our history – a time to reflect on our accomplishments and chart a course for the future, to assess new ways of meeting

and surpassing stakeholder expectations and to renew our commitment to achieving our strategic goals in an increasingly dynamic and competitive environment. The commemoration of our 50<sup>th</sup> Anniversary was launched with the re-dedication of the refurbished Administration Building in March 2010 in the presence of His Excellency President George Maxwell Richards and our Chancellor Sir George Alleyne, and continued with a rich calendar of 50<sup>th</sup> anniversary initiatives, including a publication and film on the history of the Campus, a research publication, a historical exhibition, a series of historical markers across the Campus that would form part of a Heritage Tour, a ceremony to recognize outstanding alumni, a series of distinguished lectures, an inter-faith service, a panel discussion and an event to recognize the contribution of our staff, as well as a celebratory event entitled “The Gathering,” to bring our staff, students, alumni and well wishers and supporters together.

In keeping with our strategic goals, our focus for 2009/2010 was very much centred on the following developmental areas, which are all linked to what I have often referred to as the 4Ps: people, plant, processes and partnerships:

- ***Strengthening Quality*** – Our registration with the Accreditation Council of Trinidad and Tobago (ACTT) for institutional accreditation and the expeditious advancement of the Self Study Process are testament to our commitment to enhancing quality, efficiency and competitiveness. The Self Study process involved the engagement of a wide cross section of staff, students and external stakeholders via the work of a Steering Committee as well as various Working Groups and Townhall Meetings. The UWI St. Augustine Campus was the first Campus of The UWI to launch its candidacy for institutional accreditation and is now being viewed as a model to guide the accreditation processes that will be undertaken by our sister Campuses. We continued our efforts to build quality at the programme level true through programme accreditation, for eg, in Dentistry, and quality reviews of our programmes in Departments. An initiative to review service quality has also been progressing, with the development of a policy document that would serve as the foundation for designing and implementing a service quality management process for the Campus.

- **Transformation of Organisational Processes and Culture** Dedicated activities were implemented to support the development of leadership and management competencies as well as change and transformation in a variety of areas. Developmental programmes were conducted for members of Extended Campus Management as well as specific Departments and staff retreats and teambuilding sessions were organised in many Faculties and Departments. I was very pleased with the retreat that we had in July 2009 for the Extended Senior Management of the Campus.
- **Reinvigorating the Campus' Research Agenda** – By engaging our professoriate and academic staff, work has begun on developing a new approach to intensify the impact of our research and promote innovation, including the establishment of multi-disciplinary clusters. This was achieved after extensive consultations with all our internal and major external stakeholders.
- **Advancement of the Campus Master Plan** – We were very pleased to see the completion of the Campus Master Plan by the International Architecture Consultancy Firm, Hanbury Evans Wright Vlattas + Company. With the aim of providing more space and better facilities for teaching, learning and research during the 2009/2010 academic year, the Campus Projects Office was able to advance eight projects; six were completed in 2009/2010 amounting to TT\$224.3 million and two nearing completion amounting

to TT\$73.3 million. The six completed projects were the Sir Arthur Lewis Hall of Residence, St John Road, which will house 470 students, HEU Building (Health Economics Unit) that will also support programmes for the Faculty of Medical Sciences, SCS Building in Tobago – Open Campus, renovation and expansion of the Block 13 Chemical Engineering Building including a new 450-seat Auditorium, the new Milner Hall Dormitory and the **Daaga Auditorium**. Those nearing completion included the Administration Building renovation and extension and the Teaching and Learning Complex. Funding constraints continue to limit the number of projects that were able to move to the construction phase but significant projects are in the pipeline including a new building for Film, a Convocation Hall and a small hotel facility for the Campus, Canada Hall Expansion and Renovation, a Gated Staff Housing Complex and a Medical Student's facility for the San Fernando General Hospital. A phased refurbishment of The Office of the Campus Principal was also initiated in this period, to upgrade the facilities of the oldest occupied building in the country (built in the early 1860s); a key historical structure on the Campus, which was the official residence for all six Principals of The Imperial College of Tropical Agriculture (ICTA) and the first four Principals of UWI St. Augustine.

- ***Enhancing financial sustainability, prudent fiscal management and entrepreneurship*** – In an environment characterized by significant fiscal challenges, intense competition for our students and potentially challenging absorptive capacity by local public and private sector industries, the Campus sought to increase research funding, commercialization and business development, while at the same time, containing costs, particularly in the area of human resources by reducing the number of temporary workers, exploring new financing arrangements for infrastructure and capital projects and working towards decreasing our dependence on government funding. This also involved the promotion of several new self financing Graduate Programmes, eg, the FIFA Postgraduate Diploma in Sports Management and the Masters in Sports Management, the Masters in Public Health with the University of Alabama, TT\$2 million for the Certificate in Local Government from Ministry of Local Government and the approval of tuition fees increases for the Faculty of Medical Sciences.
- ***Building partnerships and connecting with our stakeholders*** – Whether it was high-level meetings with our government Ministers, with Heads of State from neighbouring countries such as Guyana and as far away as Tonga, with visiting government officials such as the Assistant US Secretary of State, Arturo Valenzuela, or discussions with members of the diplomatic corps, the executive of the Guild of Students, trade union representatives or national scholarship winners, building strong partnerships for the Campus continues to be a strategic priority for me as Principal. Through participation in diverse forums off-Campus such as the Private Sector Forum for the Fifth Summit of the Americas and the Commonwealth Business Forum as well as by personally supporting a wide range of events organized on Campus, including the Institute for International Relations Mentorship brunch for staff, students and alumni, the UNICA Conference, WAVES Conference, launch of Habitat for Humanity, and UWI STAT Awards, among many others, I have sought to ensure that the St. Augustine Campus not only plays a leading role in shaping the discourse at leading national, regional and international conferences but that it also provides a forum for engaging the wider community on important public policy issues. I was equally pleased to support the many distinguished Open and Professorial lectures including that given by Professor Joseph E. Stiglitz, 2001 Nobel Laureate in Economics which was also very well received.

- **Lending support to the region** – Several Caribbean countries were, unfortunately, seriously affected by natural disasters. One of the most devastating was the earthquake in Haiti in January 2010. Like many other institutions, The University of the West Indies offered immediate support to Haiti and in particular, to Haitian universities to assist with providing Haitian university students with opportunities to complete their degree programmes at The UWI and subsequently, contribute to re-building the Haitian economy and society. The UWI St. Augustine Campus welcomed 54 Haitian students from the State University of Haiti and through its various fund-raising initiatives, was able to raise TT\$1,492,384.08 for our Haiti Relief Fund, from generous donations by students, staff, private sector companies and the Ministry of Science, Technology and Tertiary Education. I especially want to thank the Chair of our Campus Council, Central Bank Governor Ewart Williams for his leadership in this matter.
- **Strengthening collaborations with the Government** – At the national level, Trinidad and Tobago experienced change in its political administration following the country's general elections in May 2010. The new Government led by the Hon. Kamla Persad-Bissessar, the first female Prime Minister of Trinidad and Tobago and an alumna of The UWI, with the support of Minister of Science, Technology and Tertiary Education, Senator the Hon. Fazal Karim, also an alumnus of The UWI, has expressed a firm commitment to the continued growth and development of the UWI St. Augustine Campus. As Campus Principal, I am thankful for this and look forward to further strengthening our partnerships with the government, as well as our private sector and civil society organizations.

As I reflected on the composition of our new parliament I was filled with pride by the number of UWI Graduates elected as Members of Parliament, and many of whom were appointed Cabinet Ministers. I also recognize the appointment of Dr. Keith Rowley, a UWI alumnus and a former member of staff as Opposition Leader. Some of our then staff members were also service appointed as senators, including, Mrs. Therese Baptiste-Cornelis and Mr. Fazal Karim. Professor Patrick Watson, head of SALISES has also been appointed to the Senate. The UWI St. Augustine Campus continues to provide leadership for our country with several members of our staff having been appointed to important positions on State Boards. I am also pleased with the recognition that some of our staff members have received in the Annual National

Awards, such as the late Professor Dennis Pantin, Professor Zulaika Ali and Dr. Naseer Mustapha, and I salute them.

Without a doubt, 2009/2010 compelled us to take stock of our external and internal environment, to be creative and strategic in our approach, and to work even harder to ensure that we continue to position ourselves as the pre-eminent tertiary institution in Trinidad and Tobago and the region. With the support of the Government of Trinidad and Tobago, we began in earnest the preparations for launching a new South Campus in Penal/Debe, which would house the flagship Faculty of Law, and subsequently deliver programmes from other disciplines. This is an accomplishment of which we can all be proud as it will provide students from more remote areas with increased opportunities for personal and professional development and serve as an impetus for the growth and development of communities, businesses and industries in South Trinidad. Planning for this Campus is proceeding at full pace.

The UWI St. Augustine Campus is “Fifty and forging ahead” and as we work towards expanding our reach and enhancing teaching and learning, financial sustainability and competitiveness, we will continue to deliver on the promise that is embedded in our Strategic Plan – to propel the development of West Indian society and to create the best possible future for all our stakeholders in Trinidad and Tobago and the region.

A handwritten signature in black ink, appearing to read "UWI Debe", with a horizontal line underneath.

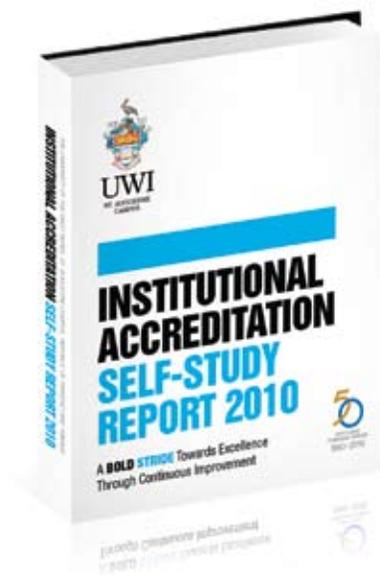
# EXECUTIVE SUMMARY

The 2009/2010 academic year marked the 50<sup>th</sup> anniversary of the St Augustine Campus as a part of The University of the West Indies. In October 1960, the Campus was born out of a merger between the Imperial College of Agriculture (ICTA) and the University College of the West Indies. Over the years, a population of just over 30 students has grown to almost 20,000, and the range of programmes and services currently available would have been unimaginable to students back then. This Campus, with its roots in research has remained a source of new knowledge on and for the Caribbean and a resource for the people of Trinidad & Tobago and the region. The activities undertaken during the 2009/2010 academic year were meant to ensure that the Campus continues to live up to that important role as it forges ahead through the next 50 years.

## Accreditation

It was with this in mind that in mid-2009 the Campus made a bold commitment to improving quality by starting its institutional accreditation process.

The Campus had registered with the Accreditation Council of Trinidad and Tobago (ACTT) in 2008, becoming one of the first tertiary institutions of its size and reach to bid for accreditation. The process was completed by the end of 2010 and was used as an opportunity to conduct a self study assessment of its entire operations within the framework of the UWI Strategic Plan, 2007-2012 and against the background of the specific accreditation criteria and standards.



## Students

Total enrolment on the Campus climbed to 17,656, an increase of more than 8%. The largest rate of increase was in the Faculty of Law which doubled in size from 80 students in the previous year to 166 in 2009/2010. The Faculty of Medical Sciences grew by 11% while the Faculty of Science & Agriculture and the Faculty of Social Sciences both grew by 9%.

The St. Augustine Campus continues to attract the academic “cream of the crop” as evidenced by the number of local scholarship winners who continue to choose it to pursue their tertiary education. Members of this year’s student body also engaged in activities that displayed their commitment to excellence at the intellectual, academic and social levels as well. The Campus is equally proud of its students who earned top honours in various academic competitions, as we are of those who won critical acclaim for their work on the silver screen and on stage, and those who gave their minds, hearts, talent and time to causes in aid of countries abroad and families at home.

The St. Augustine Campus continues to monitor the changing needs of students and other stakeholders and to measure the effectiveness of its response to those needs through annual surveys. This year, the Campus participated in institution-wide instruments such as the Speak Your Mind student experience survey, and an Employer Survey to acquire employer feedback on the graduate skills and attributes that the employers considered the most important and the extent to which the UWI graduates demonstrated those important skills and attributes. There was also for the first time a survey on the Prevalence of Alcohol Use Disorders on the UWI St. Augustine Campus.

The information from this survey will inform future policies on the availability of alcoholic substances on the Campus and the further development of health services.

## Graduation

In total, 3,437 students were eligible to graduate at the end of the 2009/2010 academic year. Of these, 2,436 had earned their Bachelor’s degrees and 756 had earned higher degrees and diplomas, an increase of 21% over the previous year. Twenty-one persons were conferred with doctoral degrees; among them were the first graduate of the BSc Human Ecology programme to earn the PhD in Nutrition, and the first land surveyor from the Department of Geomatics Engineering and Land Management to complete the PhD in Surveying and Land Information. The 2010 graduation ceremony also included the first cohort of students to complete the BEd Physical Education degree programme delivered through special contract arrangement with Government. The Institute of International Relations graduated the first cohort in the MSc International Relations from Suriname and began to offer the programme in Guyana in September 2010.

## Staff

This was a challenging year for the Human Resources Division. The Division, now headed by a Director, continued to grapple with issues of recruitment and retention in the face of restrictions on the hiring of part-time staff. While there is probably not one department on the Campus that has not been affected, it is heartening to see the level of output maintained or increased in many areas. Staff should be commended for their efforts to rise to the challenge of finding

innovative ways of doing more with less. Maintaining adequate levels of qualified staff and the constraints placed on service expansion or improvement remain serious concerns, however.

Added to the mix was the commencement of wage negotiations with the two entities representing staff at various levels, for the period 2008-2010. These negotiations are difficult in the best of times, but the financial constraints faced by the Campus then and continuing even to the time of the compilation of this report, served to exacerbate tensions. The Campus Administration is pleased to report that the groundwork laid in the negotiations process during the reporting year eventually led to a settlement in late 2010 between the Administration and the West Indies Group of University Teachers (WIGUT), the body representing Academic and Senior Administrative and Professional (ASAP) staff. Negotiations with the Oilfields Workers' Trade Union (OWTU), representing Administrative, Technical and Service Staff (ATSS) continued throughout 2010.

The total number of persons employed at the St. Augustine Campus stood at 2,776 regular and temporary full time staff. The number of Academic and Senior Administrative and Professional (ASAP) staff stood at 723.

### **Wellness Programme**

Special mention must be made of the new **Wellness Programme** launched on the Campus in August 2009. Spearheaded by the Human Resources Division, this is the newest component of our existing Employee Assistance Programme and encourages our staff to take responsibility for their health. The programme

represents a collaboration involving UWI's Sport and Physical Education Centre, the Faculty of Medical Sciences, the Health Service Unit and the Trinidad & Tobago Ministry of Health.

### **Recognition**

As with students on the Campus, staff also continue to excel in their fields and to attract recognition. Of particular note are *Professor Zulaika Ali* who received the Chaconia Medal (Silver) for long and meritorious service to Trinidad & Tobago in the field of Medicine, *Dr. Nasser Mustapha*, Senior Lecturer in Sociology who was awarded the Humming Bird Medal (Silver) for Community Service and *Professor Surujpal Teelucksingh*, of the Faculty of Medicine, who was appointed as one of the University's Public Orators this year, replacing *Professor Barbara Lalla* of the Faculty of Humanities and Education. The Campus takes this opportunity to thank Professor Lalla for her long years and sterling service as our Public Orator.

The Campus was plunged into mourning at the passing of *Professor Dennis Pantin* on 13 July, 2010 at the age of 61. In the words of *Professor Norman Girvan* of the UWI Institute of International Relations, "Dennis Pantin was one of the most brilliant, original and public-spirited economists to come out of the Caribbean region." He was honoured posthumously at the 2010 Independence Day celebrations with the award of the Humming Bird Medal (Gold) for his contribution to National Development. Professor Pantin embodied much of what the Campus strives to encourage among both students and staff and it will continue ensuring that his legacy of academic excellence and social commitment will live on.

## Teaching & Learning

The first cohort pursuing the Master in Higher Education (MHEd) Tertiary Level Teaching and Learning, which commenced in January 2009, continued to move forward in the programme, to be joined by a second cohort in the new academic year. The UWI Postgraduate Certificate in Tertiary Level Teaching and Learning is a teaching certification programme which continues to be mandatory for all new lecturers. The second cohort, comprising nine lecturers, completed the programme and was part of the graduating class in October 2010.

Fifteen workshops were conducted by the Instructional Development Unit on the Campus during the reporting period, including the annual *Orientation to The UWI and to University Teaching Workshop* which attracted 65 participants, and two regional workshops for the University of Guyana. Special events included the biennial *UWI/Guardian Life Premium Open Lecture*, which was open to the campus community and the teaching public, and the *Celebrating University Teaching Excellence Forum and Poster Exhibition: Setting the Research Agenda in Teaching and Learning*. Students and teachers from 11 secondary schools joined members of the UWI St. Augustine community to participate in the forum and poster exhibition.

## New Programmes

At the Undergraduate level the Campus introduced four new programmes, including two new BA degrees in Geography and Dance. At the Postgraduate level however, there were 16 new programmes including new Diploma and MSc programmes in Sports Management, which are the result of partnerships with the world football governing body, FIFA and the International Centre for Sports Studies (CIES) based in Switzerland.

## Research & Innovation

The Campus continued to share the research output through public lectures and scholarly publications. In the review year there were six professorial lectures and five Distinguished Open Lectures including one by Nobel Prize winner in Economics, Joseph Stiglitz. One other important criterion applied by the University in assessing the level of research output is the number of works published in peer-reviewed journals or presented at conferences. During the 2009/2010 academic year the campus produced 274 articles in peer-reviewed journal publications, 16 books, 27 chapters in books, and 258 conference presentations.

## Funding

A total of \$2.657 million was allocated to the Research and Publications Fund during the year. Of this sum, \$1.832 million was provided for academic staff and \$0.825 million for postgraduate student research. The Government of Trinidad and Tobago provided \$7.01 million in direct support for research. These funds are earmarked for research projects in such areas as health, the environment, governance and finance. In addition, the Campus lobbied for and received significant support from international organisations and funding agencies for research based projects.

## Outreach

The St. Augustine Campus is constantly seeking to engage the wider public and to share the knowledge and learning generated on the campus in non-academic fora. This year, examples included participation in the popular Mango Festival, the annual UWI SPEC International Half-Marathon, and as part of the 2010 carnival celebrations, the Department of Creative and Festival Arts (DCFA) became the official custodian of Trinidad and Tobago's carnival traditions, hosting what was once *Viey la Cou* in what is now known as "the Old Yard". The Sir Arthur Lewis Institute for Social and Economic Studies (SALISES) held five fora on the topics of the day, stirring national debate on controversial topics centred on the economy and politics.

## Haiti

Following the devastating earthquake that rocked Haiti in January 2010, the St Augustine Campus joined with its sister campuses in opening our doors to affected students. The Campus agreed to welcome 71 Haitian students so that they could complete their studies in Engineering, Science & Agriculture, Dentistry, Management Studies and Veterinary Science. To assist in this mission the Campus solicited the support of the wider public, including the private sector, and set a target of TT\$3million for the relief effort and to support the 53 students who actually came, during their stay in Trinidad. At the time of the writing of this report in the first quarter of 2011, the fund had raised over TT\$1.3million.

## 50<sup>th</sup> Anniversary

The year 2010 began with one of the signature events marking our 50<sup>th</sup> Anniversary as well as the culmination of our three-year Nobel laureate celebrations. In January, the Campus hosted a week of activity in honour of Caribbean poet, playwright and artist, Derek Walcott. This was followed by the official launch of the anniversary period in March, which involved the rededication of the old Administration Building. Celebrations continued with a series of smaller activities leading up to the Jubilee week in October 2010. Events carded for that week include an Interfaith Service; a Panel Discussion on the theme "50 and Forging Ahead"; and an all-inclusive fete titled "The Gathering". An exhibition at the Principal's Office, a series of Distinguished Lectures and a panel discussion took place. Among the initiatives were the launch of a commemorative book compiled by eminent historian, Professor Bridget Brereton; a reception hosted by the President of the Republic of Trinidad & Tobago; another publication on the research taking place on the campus, and a commemorative film produced by Professor Patricia Mohammed and graduates of the UWI Film Programme.



*Professor Bridget Brereton signs copies of "From Imperial College to University of the West Indies" as Campus Principal, Clement Sankat and President of the Trinidad & Tobago Chamber of Industry & Commerce, Mrs. Angella Persad look on.*

## Partnerships

Each year the Campus enters into agreements with organisations, both local and foreign. At the time of the signing of these memoranda of understanding it may be difficult for some to see the value. However, given the long history of the Campus in forging partnerships, there is little doubt that those agreements signed this year will soon bear fruit that will leave not only the Campus, but the wider local and regional community all the richer. This year the Campus Principal signed Memoranda of Understanding with the Caribbean Interpreting and Translation Bureau (CITB), the Chaguaramas Development Authority (CDA), the Association of Caribbean States (ACS), the Tobago House of Assembly (THA) and the Tobago Hospitality and Tourism Institute (THTI) in a range of areas, including agriculture, international affairs and education, to serve the special needs of Tobago.

The most important partnership is the one shared with the Government of Trinidad & Tobago. The St. Augustine Campus is grateful for the support of the Government and people of Trinidad and Tobago over its 50 years of existence and the continued investment in developing the human capital of the country and the region.

## Infrastructure

Two iconic buildings on the Campus were celebrated this year. In honour of our 50<sup>th</sup> anniversary, the recently refurbished Old Administration Building was re-dedicated in a ceremony that was attended by President of the Republic of Trinidad & Tobago, Professor George Maxwell Richards – himself a past Principal of the Campus. On the southern end of the

Campus, the building that houses the Main Library celebrated its 40th anniversary during the review year. Meanwhile, work continued on new buildings to provide new living, learning and teaching spaces for the growing campus population. These included the new hall of residence on St. John Road and the new Health Economics Building.

The security infrastructure received a boost with the installation of a new CCTV system, a new fleet of scooters and a mobile police unit on the main Campus. The new measures among others already seem to be making a dent in crime figures on the Campus.

## Funding the Enterprise

The Campus continues to grapple with financial challenges caused by the sluggish world economy which is affecting the University's contributing countries. Overall, income increased by 13%, thanks to increases of over 30% in income generated under Special Project Funds and Other Income. The latter consisted primarily of increases in the fees charged to self-financing activities and transfers into the General Reserves. These two areas made a greater contribution to overall income and while funding from Government Contributions and Tuition and Student Fees continued to be significant and showed increases in real terms, their contribution declined by 4% and 2% respectively. There was also a 5% decline in earnings from Commercial Operations due to a fall in income from the UWI Bookstore and the Halls of Residence.

On the Expenditure side the Campus has succeeded in reining in costs and registered an almost 2% decline overall. Departmental, Administrative and Central spending were all reduced by 8%, 1% and 6% respectively. The general decline in spending was the result of the uncertainty regarding cash flows during the year and the Campus Principal led an initiative to cut costs to conserve available funds. The impact of the response is seen in lower overall Expenditure compared with last year. With specific regard to the decline in Departmental Expenditure, this was caused by lower staff costs as a result of restrictions imposed on the hiring of part-time staff and use of overtime. Increases in other areas were marginal except under Other Costs was there a significant increase of 21% resulting from increasing pension costs for Academic and Senior Administrative Staff.

## ANNIVERSARIES

*St. Augustine Campus..... 50 Years*

*Main Library Building..... 40 Years*

*Faculty of Medical Sciences ..... 20 Years*

## Conclusion

In its 50<sup>th</sup> year, the St. Augustine Campus can be proud of the rich legacy it has created with regard to the research it has contributed and the graduates it has produced, many of whom have held and continue to hold the reins of power in the region. In the midst of the celebrations however, the Campus community is aware of the new realities facing higher education institutions around the world and here in the Caribbean There is always a need to explore new initiatives to meet ever increasing demands. It is with this in mind that the Campus looks forward to developments that would see an expansion of our offering with regard to the full establishment of an arm of the Faculty of Law, and a physical expansion that would satisfy the particular needs of future students in South Trinidad and on the island of Tobago. Just as the Campus has changed tremendously over the last 50 years, it is expected that the changes over the next 50 would be just as dramatic. It is the task of those currently at the helm to help ensure that those changes are for the better.



Professor Clement K. Sankat  
*Campus Principal*



Professor Rhoda Reddock  
*Deputy Campus Principal*

# MANAGEMENT TEAM



Mr. Jeremy Callaghan  
*Campus Registrar*



Ms. Carla Dubé  
*Campus Bursar*



Ms. Jennifer Joseph  
*University & Campus Librarian*

# PEOPLE & PROCESS

## Students

Some 50 years ago, in 1960, the St. Augustine Campus was created with an enrolment of just 67 students, most of them men. Before the end of its first decade, the number of students had crossed 1,000 and by the mid-seventies enrolment had doubled to cross 2,000.

Over the next 20 years the Campus added roughly 1,000 per decade, crossing the 5,000 mark in 1993/1994. Since the dawn of the new millennium however, driven by new regional and national imperatives, enrolment on the Campus has been sprinting towards numbers that are ten times what they were just four decades ago, and roughly two thirds of the student population is female.

**THE CAMPUS HAS BEEN SPRINTING TOWARDS NUMBERS THAT ARE TEN TIMES WHAT THEY WERE JUST FOUR DECADES AGO AND ROUGHLY TWO THIRDS OF THE STUDENT POPULATION IS FEMALE.**



*National Scholarship winners welcomed by UWI Chancellor, and St. Augustine Professor the Hon. Sir George Alleyne and Campus Principal, Professor Clement Sankat.*

### Enrolment

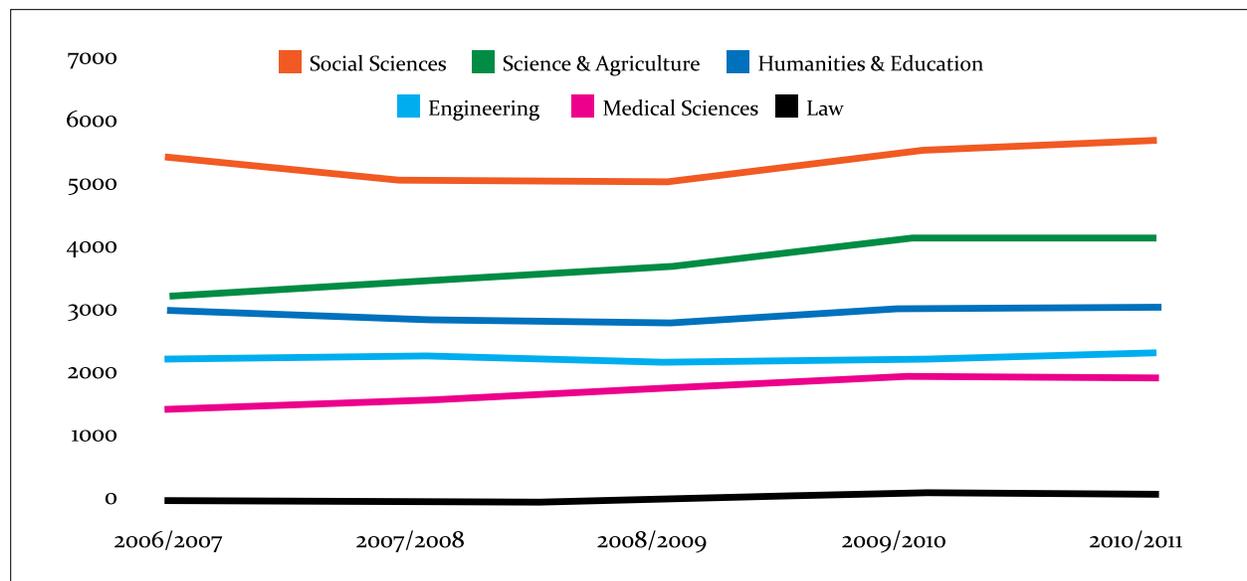
Total enrolment on the Campus in the 2009/2010 academic year climbed to **17,656, an increase of 7.6%**. The largest rate of increase was in the Faculty of Law which more than doubled in size from 80 students in the previous year to 166 in 2009/2010. The Faculty of Medical Sciences grew by 11% while the Faculty of Science & Agriculture and the Faculty of Social Sciences both grew by 9%. The number of Evening University students stood at 1,459, just slightly lower than last year's figure.

The **4,652 postgraduate students** enrolled represent an **increase of 28.8%** over 2008/2009 figures. Postgraduate students also accounted for 27% of on-campus enrolment, up from 24% in the previous year. The percentage of graduate students enrolled in research programmes, leading to MPhil and PhD degrees, has however declined from 24% to 17%.

The total number of females enrolled was 11,229 compared with just 6,264 male students, about 36% of the total student population. This pattern was consistent at both the undergraduate and postgraduate levels, and was also reflected among the faculties with the exception of the Faculty of Engineering where male students account for almost 70% of enrolment.

### Graduation

Some 2,500 graduates participated in the 2010 graduation ceremonies. In total, **3,437 students were eligible to graduate** at the end of the 2009/2010 academic year. Of these, 2,436 had earned their Bachelor's degrees and 756 had earned higher degrees and diplomas. Twenty-one persons were conferred with doctoral degrees, including Dr. Amarnath Chinchamee, who became the first land surveyor from the Department of Geomatics Engineering and Land Management to complete the PhD in Surveying and Land Information.



The Institute of International Relations graduated the first cohort in the MSc International Relations from Suriname.

### **PhD Graduates 2009/2010**

The Campus is making a concerted effort to improve throughput at the graduate level and the growing number of successful doctoral candidates is evidence that the measures implemented are bearing fruit. The ability of the Campus and the wider University to continue its contribution to new knowledge depends heavily on the young researchers being produced today, many of whom are taking on projects with exciting implications for future Caribbean development.



## Honorary Degrees

At the October 2010 graduation ceremonies held on the St. Augustine Campus, Honorary Degrees were conferred upon four persons:



**Mr. Doddridge Alleyne\***  
**Degree of Doctor of Laws (LLD)**  
*former Permanent Secretary and holder of the Chaconia Medal, Gold for long and Meritorious Service to Trinidad and Tobago.*

\*Mr Alleyne passed away shortly before the ceremony and the honorary degree was conferred post-humously.



**Mr. Hans Hanoomansingh**  
**Degree of Doctor of Laws (LLD)**  
*Broadcaster, Cultural activist, Chairman and CEO of Heritage Communications Limited and recipient of the Hummingbird Medal, Gold for long and meritorious service in the areas of culture and broadcasting.*



**Mr. Thomas Gatcliffe**  
**Degree of Doctor of Science (DSc)**  
*Respected businessman, former Chairman of Angostura Limited and holder of the Chaconia Gold Medal for business enterprise.*

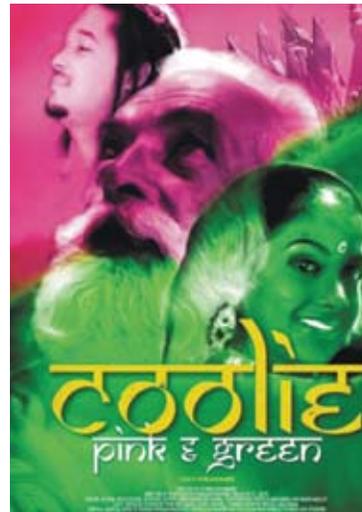


**Mrs Dianna Mahabir-Wyatt**  
**Degree of Doctor of Laws (LLD)**  
*Social activist, former independent senator and business leader.*

## Awards

In the Faculty of Humanities & Education, some of the most visible accolades went to students from the Film Programme who showed films at the 2009 Trinidad and Tobago Film Festival (TTFF).

Film students Michael Mooleedhar and Christopher Din Chong were editor and assistant editor respectively on Professor Patricia Mohammed's short film *Coolie Pink and Green* which received the TTFF People's Choice Award. Jimmel Daniel's student film *The Power of the Vagina* received special mention by the TTFF's jury and was also shown at the 2009 Portobello Film Festival in London. Naomi Howard's documentary – *Got Paper? At What Cost?* – was also shown at the 2009 Portobello Film Festival in London. Meanwhile, final-year Film student, Andre Johnson, was provided a TT\$200,000 budget by the Trinidad and Tobago Film Company to write, direct and produce a short film titled *Sweet TnT*.



In the Faculties of Social Sciences and Science & Agriculture, the high quality of graduates could be seen by the number who either received scholarships or were admitted to conduct postgraduate work at other top universities around the world. Cherisse Hoyte, a recent graduate from the Department of Management Studies, was awarded a Japan-IDB scholarship to pursue a Master's degree at the London School of Economics. Her colleague, Gerard Cooper was awarded an Organisation of American States scholarship to pursue a Master's in Finance at the Schulich School of Business at York University in Canada. OAS scholarships also went to Michelle Ash, who holds a BSc in Nutrition and Dietetics, to read for an advanced degree in Public Health at the University of St. Georges, and to Leandy Riley, BSc Nutrition and Dietetics, to read for an advanced degree in Nutrition and Dietetics at the University of Saskatchewan.

Antonette Brown, MPhil Agricultural Economics and Extension candidate, has been awarded the opportunity to pursue doctoral courses at Wageningen University under the CariWatNet programme, while National Scholarships were awarded to Rachel Brathwaite, BSc Human Ecology (Nutritional Sciences major), to read for an advanced degree in Epidemiology at the University of Nottingham, UK, and to Marlon Francis, BSc Human Ecology (Nutrition and Dietetics), was awarded a National Scholarship to read for an advanced degree in Public Health at the London School of Hygiene and Tropical Medicine, UK.



*Salys Sultan - PhD student - Department of Computing and Information Technology,*

### **Winners Row!**

*Caribbean Innovators Challenge:*

*Mobile Applications for Development*

Salys Sultan, a PhD student in the Department of Computing and Information Technology, was one of the three Phase 1 winners of the Caribbean Innovators Challenge: Mobile Applications for Development in 2009. She developed a mobile application to provide diabetes self-management support to persons living with diabetes. Phase 1 winners each received a cash award to be applied towards the development and deployment of their proposed mobile application for demonstrative purposes over a six-month period. They would then be assessed for the overall challenge victory in Phase 2 and announcement of the overall (Phase 2) winner takes place in April, 2011.

### *NextLab Award for Excellence in Technology Innovation*



*The UWI NextLab Team. Top, left to right: Kevon Andrews, Tremayne Flanders, Dr Kim Mallalieu, Mark Lessey, Ravi Deonarine. Bottom, left to right: Candice Sankarsingh, Yudhistre Jonas*

Two UWI students from the Department of Electrical and Computer Engineering, Mark Lessey and Yudhistre Jonas and their MIT counterparts won MIT's NextLab Award for Excellence in Technology Innovation in May 2010, for the development of a mobile phone application that tracks package and courier activities and displays package locations on maps in real time. The winning mobile application was conceptualized, designed and developed by the UWI team members while their MIT counterparts developed the business case and managed the project.

Meanwhile, three final-year Engineering students, Yudhistre Jonas, Craig Ramlal and Gyasi Ambrose won top honours in the 2010 Teleios Code Jam, a team-based programming competition sponsored by Teleios Systems, Microsoft, the Ministry of

Public Administration and bmobile. The students developed an application for gathering and managing feedback on social equity issues and won a recent software development contest. Participating teams were asked to design creative, novel and useful SMS-based (Short Messaging Service) applications that addressed an assigned category from the Ministry of Public Administration's National Information Communication Technology Plan goals. The winning "app" was designed for gathering and managing feedback on social equity issues. Second place also went to a team from The UWI. First-year students, Ramone Graham, Vincent Ramoutar, Darryl Grant and Azeem Mohammed created an application that would allow for the submission of job applications via SMS.

There were nine teams from various institutions presenting submissions, some of which addressed economic growth, improving education and improvements in public sector agencies.

### **Staff**

On July 31, 2010, the end of the year under review, the total number of persons employed at the St. Augustine Campus stood at **2,776 regular and temporary full time staff**. The number of Academic and Senior Administrative and Professional (ASAP) staff stood at 723, 24% of whom were temporary. Of the more than 2,000 remaining staff members comprising the Administrative, Technical and Service Staff category (ATSS – inclusive of Security and Daily Paid staff), more than 40% were temporary.

### **Recruitment and Retention**

Among Academic and Senior Professional staff, in the period August 1, 2009 to July 31, 2010 there were 35 resignations and 20 retirements. Thirty-nine offers of employment were made, 28 were accepted and 268 staff members agreed to extend their contracts. Forty-three ASAP staff members were granted tenure and 64 received promotions. There were 26 new hires among ATSS staff, 68 promotions and 18 reclassifications. **Psychometric testing** at the point of recruitment was adopted in order to assist the HR Division in obtaining job fit and possible prediction of favourable job performance. These tests are administered in-house by two specially trained members of the Human Resources staff.

### **Awards**

From national awards to top awards for outstanding performances, staff at all levels on the St. Augustine Campus continue to earn recognition for their contributions to national and regional development, as well as for outstanding work in their field. The Campus is pleased to honour the persons listed below and the Campus congratulates them on their achievements.

### **Engineering**

#### *Professor Stephan Gift:*

NIHERST Appreciation Award 2009 for Dedicated Service to the Caribbean Youth Science Forum

### **Humanities & Education**

*Dr. Lancelot Cowie:* Commissioned a Kentucky Colonel by Governor Steven L. Beshear.

Commonwealth of Kentucky in recognition of outstanding contributions in the field of Latin American Studies, The University of Louisville, Kentucky, Sept, 2009.

*Dr. Jennifer Rahim:* won the Casa de las Americas Literary Prize for Caribbean Literatures in English or Creole for her collection of poems, *Approaching Sabbaths* (Peepal Tree Press, 2009).

*Dr. Jeannine Remy:* arranger and conductor for the award winning steelband, CLICO Sforzata which won first place in the Pan in the 21st Century competition in June 2010.

*The UWI Festival Arts Chorale's* production of *Beauty and the Beast* won Cacique Awards for Best Actor and Best Actress, 2010 (Marlon Debique and Tramaine Lamy).

*The Department of Festival & Creative Arts* (DCFA) student-led production of Derek Walcott's *Fragments* won a Cacique Award for Best Dramatic Production, 2009

### Medical Sciences

*Professor Zulaika Ali*: Recipient of the Chaconia Medal (Silver) (For long and meritorious service to Trinidad & Tobago) Medicine

### Science & Agriculture

*Dr. Noel Kalicharan*: Designated by NIHERST and CAS as a "Trinidad & Tobago Icon in Science" in the area of Computer Science



### Social Sciences

*Professor Dennis Alberto Pantin*

Posthumous award of the Humming Bird Medal (Gold) for his contribution to National Development

*Professor Dennis Alberto Pantin*

*Dr. Nasser Mustapha*, Senior Lecturer in Sociology received the Humming Bird Medal (Silver) for Community Service

### *Honorary Doctorate and APETT Award for Principal*



*Senator the Hon. Mary King presenting Professor Clement Sankat with the award from APETT.*

The University of New Brunswick (UNB) conferred an honorary degree on University of the West Indies (UWI) St. Augustine Principal, Professor Clement Sankat at its 2010 spring graduation ceremonies. Dr Dan Coleman, UNB Fredericton's Dean of Business

Administration and one of Professor Sankat's nominators noted that the UWI Principal has had a distinguished career as a scholar, an academic administrator and as a public servant. Prof Sankat was one of seven honorees at the UNB's three ceremonies and said that he was "deeply honoured" by the conferment of the honorary doctoral degree, and hailed it also as "recognition of our St. Augustine Campus and of our UWI and its growing international reputation."

In June of the same year, Professor Sankat, also received the Award of 'Career of Excellence in Engineering' from the Association of Professional Engineers of Trinidad and Tobago (APETT).

### *Faculty of Medical Sciences Celebrates 20th Anniversary*

The Faculty celebrated its 20<sup>th</sup> anniversary on the St. Augustine Campus in October 2009. The main event was a Recognition Ceremony honouring some of its past and present distinguished members of staff and featuring presentations by Professor E. Nigel Harris, UWI Vice Chancellor; Professor Clement Sankat, UWI Pro Vice Chancellor and Campus Principal; and Professor Samuel Ramsewak, Dean of the Faculty of Medical Sciences, as well as a special performance by the Batswana Student Choir, made up of students from Botswana. The celebrations also included a series of lunchtime concerts, cultural displays and food sales and ended with an intra-Faculty football match.



*Vice Chancellor Professor E. Nigel Harris with Dr. Monica Davis at the Faculty of Medical Sciences' 20th Anniversary Recognition Ceremony*

### *Transforming Leadership & Administrative Culture*

Across the Campus there is evidence of academic and administrative departments making efforts to institute measures that would make the organisation more people-centred, yet with built-in mechanisms to ensure re-training and re-tooling for sustainable renewal and strengthening of institutional capacity. Some significant initiatives were undertaken during the review period and these are highlighted below.

#### **Training**

Twenty-nine workshops, seminars and training sessions were facilitated by the Human Resources Division for 2009/2010. They touched on topics for professional development such as, Teambuilding, Customer Service and Talent Development; job specific training such as CCTV Security training and Electronic Record Management; as well as personal development sessions on Coping Skills for Parents, Stress Management and Basic Sign Language.

The Human Resources Division implemented a **Talent Development Programme** which was designed to prepare and develop employees in a range of competencies required to achieve faculty/departmental goals and targets in line with the University's corporate strategy. The programme included sessions on Managing Self, Corporate Strategy, Career Planning, Human Resource Management, Customer Service, Events Management, Communication Skills, Student Administration and Finance and Health and Safety.

The Human Resources Division hosted a **Management Development Programme** which was designed to provide Deans and Heads of Department with a clearer understanding of their role as Managers and Leaders. Particular emphasis was placed on strategy which provided them with the tools to align their Departmental goals with the University's strategic objectives. The programme was delivered in modular format and focused on procedural and policy issues related to key functional areas as well as general management principles, concepts and practices. Topics included: Management and Leadership Development; Human Resources; Industrial Relations and Conflict Management; Managing Self; Student Administration; Bursary and Health and Safety.

### **New HR Assessment Tools**

The Human Resources Division has fostered links with the Human Resources Systems Group (HRSG) located in Canada. This group uses the **competency based management approach** which more effectively translates strategic vision into employee behaviours that deliver business results. Organisations who believe that success rests significantly on optimizing productivity by improving skills and maximizing workforce effectiveness have turned to HRSG as a trusted partner for over 20 years.

### **Improving Service to Students and Prospects**

The **Customer Service Centre** at the Student Administration Building employs dedicated trained frontline Customer Service Representatives (CSRs) who respond to at least 80% of questions and resolve student inquiries on the spot. The Centre also provides kiosks where current and prospective students can use available computers to apply online, browse UWI's website and complete their registration.

In keeping with this thrust towards making the Admissions section more responsive to the needs of current and prospective students, a number of activities are planned. They include the conduct of campus tours for prospective students and general public on demand; change: written correspondence to 5th and 6th Formers to promote and a forum for these students to promote UWI as the university of first choice. The outreach programme is conducted both on-campus and in outer districts.

Over the next Academic Year, there are plans to restructure the Student Affairs (Admissions) office to make it not only process-driven but client-driven. Changes will be in the areas of Recruitment and Outreach with the formalisation of the **Welcome and Campus Tour Centre**; in the area of Admissions Services Processing or Admissions Operations; and in the establishment of a **One-Stop Customer Service Centre** responsible for assisting students at a single point on issues ranging from admissions, academic records, registration, financial aid, and examination matters. These changes will require a small expansion of the Admissions staff.

### Online Exams Introduced

During the period under review the Examinations Section, together with Campus IT Services and the Student Administration Services staged a successful pilot of *ExamSoft*, a **computerized examination administration and assessment software programme**. The pilot was conducted in 2009/2010 during Semester II and “Summer” for FOUN 1101 - Caribbean Civilization, FOUN 1210 - Science, Medicine and Technology and LING 1005 - Introduction to Language.

On all levels the exercise was successful and student feedback was positive. Candidates were able to securely take exams downloaded on computers by blocking access to files; programmes and the Internet during examinations. Once the student submitted his or her paper, the programme scored the examination and test results were exported to Excel files for upload into the grade book module of the Banner system.

Tests were created randomly per student and results were readily available to candidates. Surveys showed very favourable responses towards this mode of assessment. It is hoped that other computer-based exam packages would be considered in the 2010/2011 academic year with a view to incremental implementation of such modes of assessment university-wide.

Other highlights for the year with regard to the Examination function was the successful launch of the Counterpoint system software for control management and audit of academic regalia, and the redesign and improvement of the examination process for greater accountability, timeliness and availability of results and other information to key stakeholders, including students, lecturers and examiners.

### Wellness Programme Introduced

The Human Resources Division launched its **Wellness Programme** in August 2009. This Programme is the newest component of our already existing Employee Assistance Programme and encourages our staff to take responsibility for their health. The Wellness Programme operates with the support of the Sport and Physical Education Centre, the Ministry of Health, the Faculty of Medical Sciences and the Health Service Unit. The Programme includes activities at SPEC, the distribution of health literature from the Ministry of Health, Basic Health Screening from the Health Service Unit and Lectures and health-related seminars and workshops under the Employee Assistance and Wellness Programme. For the year 2009/2010 the programme registered approximately 150 members of staff.

# TEACHING & LEARNING

Podcasting, wikis, social bookmarking, online discussion fora – across the Campus the major trend in teaching and learning is towards the increased use of technology for course delivery and the eLearning system. Some faculties are actively incorporating blended delivery modes into their course design or changing existing courses to take advantage of eLearning for mass delivery while making time for more small-group face-to-face interaction. At the same time, there is also more emphasis on providing undergraduate students with avenues for practical, hands-on experience in fields ranging from agriculture to social work.

Another campus-wide initiative affecting the teaching and learning environment was the decision by the Faculty of Humanities and Education to open up the Faculty's **Writing Centre** to provide remedial instructions to students across the Campus. This initiative should go some way towards improving the quality of the output produced by students at the undergraduate level.

In the Faculty of Engineering a number of programmes were granted **international accreditation**. The Department of Chemical Engineering received accreditation for the Bachelor of Science (BSc) degree from the Institution of Engineering and Technology,

UK for the 2010 intake to the 2012 intake with extension to the 2014 intake, subject to a monitoring review in the 2012/2013 academic year. The MSc in Petroleum Engineering was accredited by the UK-based Energy Institute for further learning for Chartered Engineers (CEng), and has been granted Member of the Energy Institute (MEI) status for intake years 2009-2013. The BSc in Petroleum Geosciences was also accredited for partial Chartered Scientists (CSci) status and MEI status for intake years 2009-2013. Both programmes have now earned double accreditation.

### **The Instructional Development Unit**

The Instructional Development Unit (IDU) continues to lead the thrust on the Campus towards improving teaching effectiveness and student learning. Teaching and Learning is the Unit's core strategic focus.

### **Certification**

The IDU's teaching certification programmes, the *Master in Higher Education (MHEd) Tertiary Level Teaching and Learning* and the *UWI Postgraduate Certificate in Teaching and Learning* continued apace, as did the schedule of workshops. Nine staff members registered for cohort 2 of the certificate programme, which is compulsory for new teaching staff and all were scheduled to graduate in October 2010. Fifteen workshops were held during the reporting period, including the annual *Orientation to The UWI and to University Teaching Workshop* which attracted 65 participants, and two regional workshops for the University of Guyana.

### **Events**

#### **UWI/Guardian Life Premium Open Lecture**

Special events included the biennial *UWI/Guardian Life Premium Open Lecture*, which was open to the campus community and the teaching public. The main speaker was Dr. Stephen Brookfield, Distinguished Professor, University of St Thomas, Minnesota, who had won the University's Diversity Leadership Teaching & Research Award and the John Ireland Presidential Award for Outstanding Achievement as a Teacher/Scholar. He lectured on "Reflective Practice: The Core of Quality Teaching," encouraging his audience to reflect on their teaching practices and approaches.



*Dr. Stephen Brookfield*

### **Celebrating University Teaching Excellence Forum**

The annual *Celebrating University Teaching Excellence Forum and Poster Exhibition* was held with the theme *Setting the Research Agenda in Teaching and Learning*. Students and teachers from 11 secondary schools attended the event, which aims to share with prospective students and their teachers, how teaching and learning are conducted at the University so as to help them be better prepared for tertiary level studies.

### **Student Evaluation Process**

Over the last three years the IDU has been reviewing the **Student Evaluation of Courses and Lecturers** with a view to decreasing the response time for feedback to lecturers, making the feedback more comprehensive and relevant, and encouraging the use of feedback to improve teaching practice. Two faculties used the new system, which was piloted in Semester II 2009/2010. The new process seems to have addressed the deficiencies of the prior system and a report on the process has been submitted to the Deputy Principal for consideration and action.

### **Projected Activities 2010/2011**

#### **Introduction of a Peer Reviewed Journal and the Educational Research Association**

Launch of the first print and online edition of the *Caribbean Teaching Scholar Journal (CTS)* is scheduled for April 2011. The journal is proposed as an electronically published peer-reviewed journal that is focused on research and the scholarship of teaching and learning (SoTL) within tertiary-level education with emphasis on the Caribbean context. The Editorial Board will comprise the IDUs from all three campuses as well as other UWI staff members, and will have among its cadre of reviewers international researchers and educators.

#### **Teacher Training Programmes Online**

Due to the overwhelming response to the Unit's teacher training programmes (Master in Higher Education (MHEd) Tertiary Level Teaching and Learning and the UWI Postgraduate Certificate in University Teaching and Learning) it is absolutely critical that these two programmes be conducted predominantly online in the next two years in order to ensure that as many teachers/lecturers as possible can be trained at any given time. This will also circumvent the problem that lecturers have complained about for years: that their teaching and meeting schedules clash with the dates and times in which the IDU is able to offer training. Considerable progress has been made in this area as aspects of the CUTL programme are currently online.

## New Programmes

The St. Augustine Campus continues to adjust its programme offering to keep pace with the needs of our host country and the wider Caribbean, often collaborating with governments, business and international bodies to create programmes that correspond with new needs and career opportunities. Among these are the new Executive Sports Management programme created jointly with FIFA and the International Centre for Sports Studies (CIES) and offered for the first time during the period under review. Also this year, the BSc and MSc Leadership and Management programmes were made available to the civilian population for the first time. The programmes were initially designed to satisfy a demand by the Defence Force of Trinidad and Tobago.

After several years of programme expansion at the undergraduate level, the Campus turned its focus to the creation of new postgraduate programmes, particularly research degrees. This is part of its commitment to ensuring that the Campus and by extension the University remain the pre-eminent research facility and generator of new knowledge in Trinidad & Tobago and the Caribbean. Future developments will focus on expansion of the undergraduate Law programme at St. Augustine, the introduction by the Arthur Lok Jack Graduate School of Business of a face-to-face MBA programme in Tobago, and the launch of the MSc in International Relations in Guyana.

## New Programmes 2009/2010

### Undergraduate

Below is the list of new programmes offered on the Campus in the 2009/2010 academic year.

- BA in Geography
- BA in Dance
- Major in Tropical Landscaping
- Certificate in Local Government

An undergraduate Diploma in Caribbean Sign Language and a Certificate in Journalism were approved in 2009/2010 for offer in 2010/2011.

### Postgraduate

The following programmes were approved by the Board for Graduate Studies and Research at its meetings in the academic year 2009/2010:

- Postgraduate Diploma/MSc in Agri-Food Safety and Quality Assurance
- MPhil and PhD in Horticulture
- PG Diploma/MSc in Biodiversity Conservation and Sustainable Development in the Caribbean
- Master of Arts in Creative Design: Entrepreneurship
- Master of Port and Maritime Management,
- Diploma and MSc in Sports Management
- MPhil and PhD programme in Urban and Regional Planning
- MPhil and PhD programme in Geoinformatics
- PG Diploma in Geoinformatics
- Master's in Public Health

# GRADUATE STUDIES

## School for Graduate Studies and Research

Postgraduate enrolment figures continue to climb, which can be attributed to an even greater flexibility in our application deadlines and our tracking system. The Arthur Lok Jack Graduate School of Business (ALJGSB) has adopted an ongoing application process which is similar to the manner in which we treat research applications and some taught master's programmes. There has been a concerted effort to keep track of all graduate students, ensuring that registration does not lapse, allowing late registration and formally writing to those who had not registered.

There has been a continual improvement in our throughput rates thanks to measures to ensure that students graduate within the stipulated time frame. The graduation figures testify to this trend and most encouraging is the increased throughput of research students from 43 in the previous year to 50 in the reporting period. While there was a slight decrease in the number of PhD graduates (from 26 to 21), the number of MPhil degrees awarded rose from 17 to 29.

The School for Graduate Studies and Research continues to make efficiency improvements in the examination and other administrative processes dedicating much time and effort to ensuring that Faculties and Departments are made aware of Graduate Studies procedures and their roles and responsibilities in the process. This is done primarily through face to face sessions with staff who treat with graduate student matters, including the Heads, Deans and Deputy Deans. Of course there is still room for improvement within some faculties.

Improvements continue with regard to the time frame for examination of theses and projects due to the earlier adoption of a better follow up system for due reports. A feature introduced during the review period involved the reorganisation of the office to create a special unit dedicated to research students only, providing them with a higher level of support from entry to graduation.

# RESEARCH & INNOVATION

The St. Augustine Campus literally has its roots in research. By the time of the creation of the St. Augustine Campus of the UCWI in 1960, the Imperial College of Tropical Agriculture, established almost 40 years earlier in 1921, was already recognised throughout the British Empire as a centre for research and postgraduate training. That direct inheritance continues today in the international recognition still afforded to the work of the Cocoa Research Unit in particular and the renewed emphasis on leading research in diverse areas such as Tropical Medicine, Agriculture, Social and Economic Development, Science, Engineering, Literature, History, Language and Education to name but a few. Each year the Campus recognises the sterling work of members of our research community and invite them to present their Professorial Inaugural Lectures upon attaining the rank of professor.

## Professorial Inaugural Lectures 2009/2010:

*Professor John Agard*

“Environment in Development: From Plantation Economy, Biodiversity, Loss and Global Warming towards Sustainable Development”

*Professor Paul Shaw*

“Out of Africa Perspective and Long Term Change in the Tropic”

*Professor Jacob Opadeyi*

“Managing our Land - Managing our Future”

*Professor Pathmanathan Umaharan*

“Creating Sustainable Livelihoods within the Agro-Industry using the Gene Toolkit”

*Professor Valerie Yousse*

“Language, Education and Representation: Towards Sustainable Development for Haiti.”

## Distinguished Open Lectures 2009/2010

World leaders, statesmen, Nobel Laureates and countless other luminaries have graced the St. Augustine Campus to share their research and ideas on a variety of topics affecting the region and the world through the annual Distinguished Open Lecture Series and others such as the Eric Williams Memorial Lecture.

*Nobel Laureate Professor Joseph Stiglitz*  
“Economic Performance & Social Well Being”

*H.E. President Bharrat Jagdeo*  
“Sustainable Development or Climate Change  
Preparing for the Copehagen Summit”

*Sir Christopher Edwards*  
“The Development of Medical Education Toward  
2020 & Beyond”

*Professor Robert Barro*  
“Macro-Economic effects from Government  
Purchases and Taxes”

*Professor Ricardo Hausmann*  
“Achieving Sustainable Prosperity in Trinidad &  
Tobago”

## Professor Youssef rewrites Inaugural Lecture to focus on Haiti

Following the tragic deaths of staff and students at the Centre de Linguistique Appliquée in Port-au-Prince, Haiti, in the aftermath of the devastating 7.0 earthquake that rocked the nation in January 2010, new Professor of Linguistics, Professor Valerie Youssef said she felt a need to change the topic of her Inaugural Lecture. She recalled that the Centre de Linguistique Appliquée worked tirelessly to effect meaningful language education in Haiti against a million odds, and the new lecture titled, Language, Education and Representation: Towards Sustainable Development for Haiti would examine the history and development of Haiti in relation to its language and language education situation. It also considered the ways in which media and government represent the Haitian people and how this further undermines them. Finally, the paper proposed possible means of bringing sustainable change for good to the situation.



*Prof. Valerie Youssef and dean of the Faculty of Humanities and Education, Professor Funso Aiyejina*



*Professor Joseph E. Stiglitz*

### **Nobel Prize Winning Economist delivers pre-CHOGM Open Lecture at UWI**

“If you’re driving along a mountainside in the fog and you don’t know where the precipice is, you don’t speed up,” says Professor Joseph E. Stiglitz (Winner of the 2001 Nobel Prize in Economics), as he delivered his Distinguished Lecture at The University of the West Indies (UWI) St Augustine Campus in December, 2009.

The lecture attracted a standing-room only audience of over 400, including Campus principal, Professor Clement Sankat, Mr Ewart Williams, Chairman of the

Campus Council and Governor of the Central Bank of Trinidad and Tobago and Professor Rex Nettleford, UWI Vice Chancellor Emeritus as well as government representatives.

Stiglitz, University Professor at Columbia University, Chair of Columbia University’s Committee on Global Thought, and co-founder and Executive Director of the Initiative for Policy Dialogue at Columbia, made a case for top level decision-making to be first guided by reliable statistical data, particularly in times of uncertainty and upheaval.

“If you don’t have good stats, it’s like driving blind:

you don't know where you're going," explained Stiglitz, former Chief Economist at the World Bank (1997-2000). However, he also noted the contradiction between good economic performance, as measured by GDP per capita, and the level of well-being and happiness in society at large. Stiglitz is co-founder of a new branch of economics, "The Economics of Information," exploring the consequences of information asymmetries and pioneering such pivotal concepts as adverse selection and moral hazard, now standard tools of the economist. Redefining accounting as "the systematic measurement and documentation of the things that national leaders determine to be important," he argued that national leadership had a responsibility to identify the key indices of economic activity, in keeping with the overall concerns of the wider population.

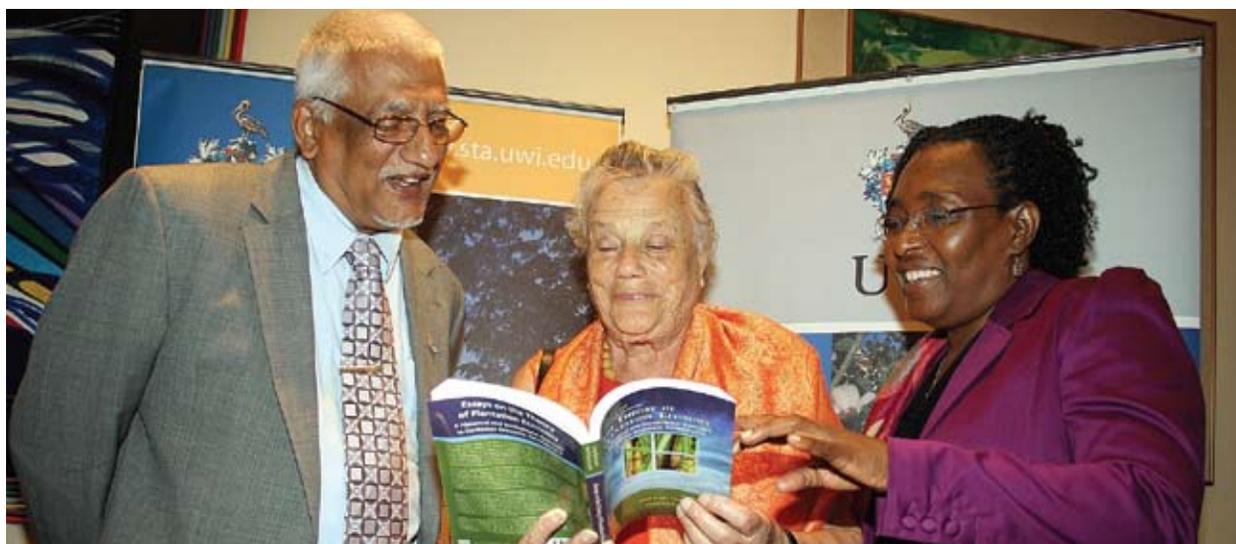
"It's very important that the stats that we gather reflect what people care about," said Stiglitz also played a leading role in the 1995 Report of the

Intergovernmental Panel on Climate Change, which shared the 2007 Nobel Peace Prize. One of his main criticisms of GDP measurement is that it rewards increased production without highlighting associated negative social and environmental consequences, such as unemployment, resource depletion and environmental degradation. Citing the UNDP's Human Development Index (HDI) as one alternative to the GDP, he pointed out, "If you care about education and health, then the GDP doesn't accurately measure what you care about."

The lecture was hosted by The University of the West Indies (UWI) Sir Arthur Lewis Institute of Social & Economic Studies (SALISES) and The Open Lectures Committee.

### Publications

One other important criterion applied by the University in assessing the level of research output is the number of works published in peer-reviewed



*Professor Kari Levitt (centre) with Principal Sankat and Deputy Principal, Professor Rhoda Reddock at the launch of Levitt's book "Essays on the Theory of Plantation Economy", co-authored by the late Dr Lloyd Best.*

journals or presented at conferences. While most of the peer reviewed published work produced on the Campus emanates from our faculties and research units, it is not uncommon to find members of our administrative staff publishing or presenting their own research in areas such as Human Resources, Information Technology and Library and Information Studies. During the 2009/2010 academic year the Campus produced 274 peer-reviewed journal publications, 16 books, 27 chapters in books, and 258 conference presentations. The details of these may be found in the 2009/2010 *Faculty Report*.

## Funding

A total of \$2.657 million was allocated to the Research and Publications Fund during the year. Of this sum, \$1.832 million was provided for academic staff and \$0.825 million for postgraduate student research. The Government of Trinidad and Tobago provided \$7.01 million in direct support for research. These funds are earmarked for research projects in such areas as health, the environment, governance and finance. In addition, the Campus lobbied for and received significant support from international organisations and funding agencies for research-based projects.

### St. Xavier's Makes PHistory

In March, 2010, St Xavier's Primary School, in St Joseph, Trinidad, became the first primary school to purchase the Percussive Harmonic Instrument (P.H.I.) from Panadigm Innovations Ltd. (PIL), makers of the P.H.I. and G-pan developed by the Faculty of Engineering at The University of the West Indies in St. Augustine.

St Xavier's students were introduced to the P.H.I. at a workshop facilitated by Mr Earle Philip, one of the instrument's inventors. The school has a strong music curriculum, and many of its alumni play for junior and large steel bands throughout Trinidad and Tobago. At the October 2009 workshop, the St Xavier's students were able to transfer their knowledge of steel pan performance to the P.H.I. Based on the overwhelming response and enthusiasm shown by the students, the school principal, Sister Annetta Alexander, placed an order for two P.H.I.s.



A spokesperson for PIL commended St. Xavier's Private School for being "a true leader in education", and expressed the hope that "many schools will follow their lead and provide their students with tools such as the P.H.I. to enhance learning."

For more information on the P.H.I., click [www.panadigm.com](http://www.panadigm.com), or search for "P.H.I." on Facebook.

# OUTREACH

## Support to UWI-12 and other underserved communities

The Campus remains committed to the regional vision of The University of the West Indies and recognises that its stakeholders extend far beyond the perimeters of its ground and surrounding communities.

The **Admissions team** continues to participate in the **regional recruitment drive** through visits to secondary schools nationally and regionally. There were campus tours for schools in Trinidad, and the Campus welcomed principals of secondary schools from both Trinidad & Tobago to the annual **Principal's Appreciation Day**. Across the country, in both islands the Admissions team hosted sessions for guidance counsellors. As part of a UWI cross-campus team, the Assistant Registrar of Admissions hosted similar sessions for guidance counsellors in St. Lucia, St. Vincent and The Bahamas. During the period under review, members of the Admissions Team visited schools and participated in college fairs and exhibitions in Antigua, The Bahamas, Dominica, St. Vincent and St. Lucia.

In addition to reaching out to students, the Campus also extended assistance to colleagues at other tertiary level institutions across the region. The **Instructional Development Unit (IDU)** held workshops at the **University of Guyana** on "Quality Assurance in Higher Education" and an "Orientation to University Teaching for New Staff". Meanwhile, the **Campus Libraries** Information Technology Services Section provided technical support to the **Cave Hill** Information Technology team in the procurement and acquisition of the Aleph Version 20 hardware and operating system setup, and provided training and supervision to graduate students in Library and Information Science from **Syracuse University** and **Mona, Jamaica**.

Closer to home, the **Human Resources Division** adopted the **Aranguez North Secondary School**. This initiative has been an extremely rewarding experience and was pursued as a pilot project with programmes designed to improve both the proficiency of the students as well as the effectiveness of teacher delivery in the classroom. At the request of the school principal, workshops and seminars were

organised to prepare students for the world of work and to motivate them to realise higher standards of performance. The Form 3 students were invited to visit the Campus where they were exposed to a Career Builder Assessment programme. The Division continues to monitor their development. At the same time, the **Business Development Office** assisted local energy company, **Atlantic LNG** in providing Entrepreneurship Programmes for **Secondary Schools In Point Fortin** and Environs.

**Students** on the Campus have also undertaken their own outreach activities, including fundraisers for the Haitian relief effort, commemoration of World AIDS Day and involvement in the construction of homes for those in need.

## Events

### 50th Anniversary

The year 2010 began with one of the signature events marking the 50<sup>th</sup> Anniversary of the Campus, as well as the culmination of the three-year Nobel Laureate celebrations. In January, the Campus hosted a week of activity in honour of Caribbean poet, playwright and artist, Derek Walcott. This was followed by the official launch of the anniversary period in March, which involved the rededication of the old Administration Building. Celebrations continued with a series of smaller activities leading up to the Jubilee week in October 2010, which featured the launch of a **commemorative book** on the history of the campus, compiled by eminent historian, Professor Bridget Brereton; a reception hosted by the President



Principal Clement Sankat greets one of St. Augustine's first students, Dr. Dayanand Rajkumar.



From l-r: Dr. Elizabeth Walcott-Hackshaw, Nobel Laureate, Derek Walcott, Anna Walcott Hardy and Principal Clement Sankat.

of the Republic of Trinidad & Tobago; another **publication on the research** taking place on the campus, and a **commemorative film** produced by Professor Patricia Mohammed and graduates of the UWI Film Programme.

### **Celebrating Derek Walcott: Interlocking Basins of a Globe**

Derek Walcott, Poet Laureate, essayist, dramatist, painter, journalist and filmmaker was the focus of a celebratory academic conference in his honour from 13th to 15th January at The University of the West Indies, St Augustine. The academic conference entitled “Interlocking Basins of a Globe” was scheduled to dovetail with St Lucia’s Nobel Laureate Week held every year during the week of the birthdays of both Walcott and fellow Laureate and former UWI Vice Chancellor, the late Sir Arthur Lewis. This was Walcott’s 80<sup>th</sup> birthday.

The conference included elements of the many facets of his work, including his pioneering contribution to Caribbean drama. The conference attracted several eminent international scholars. The keynote address was delivered by Professor Emeritus Edward Baugh whose work on Walcott is legendary. Other featured speakers included Professor Emeritus Gordon Rohlehr and Dr Jean Antoine-Dunne whose work spans both literature and film.

Apart from the academic presentations, participants were treated to a repeat performance of the Department of Creative and Festival Arts’ production “Fragments” and a mini film festival featuring Walcott’s own films – The Haytian Earth made for television and produced by Timmy Mora, The Rig directed by Walcott and filmed by Christopher Laird, and Yao Ramesar’s film, The Saddhu of Couva, which is narrated and directed by Walcott. For many the greatest treat of all were readings by Walcott himself.

## HAITI

“40 university professors and 1,300 teachers are dead, 4,000 students have died; 13 university faculty buildings have collapsed; 2,394 schools have been destroyed.”

*Charge d’ Affaires of the Embassy of the Republic of Haiti,  
H.E. Max J.C. Alce*

That was the estimated impact on Haiti’s education sector roughly one month after the devastating earthquake that rocked Haiti in January 2010. The St. Augustine Campus joined with its sister campuses and agreed to welcome 71 Haitian students so that they could complete their studies in Engineering, Science & Agriculture, Dentistry, Management Studies and Veterinary Science. To assist in this mission, the Campus solicited the support of the wider public, including the private sector, and set a target of TT\$3million to provide assistance to the

relief effort and to support the students during their stay in Trinidad.

In March 2010, members of the **Association of Universities and Research Institutions of the Caribbean (UNICA)**, including Rectors of three Haitian universities, met at the Campus to explore strategies for the reconstruction of Haiti, with primary focus on its education system. The UNICA conference, themed “Partnering for Sustainability” was hosted at the Institute of Critical Thinking. The conference focused specifically on mobilizing Caribbean Universities and Research Institutes to partner with Haiti in the rebuilding effort, with an emphasis on its tertiary sector. Support initiatives considered by UNICA-member universities included the reconstruction of schools and universities, scholarships to Haitian students and a rotation of shared faculty.



Principal Clement Sankat welcomes Haitian students.

### *Update*

In September 2010, 53 Haitian students were welcomed to the St. Augustine Campus to continue their studies disrupted by the January 2010 earthquake that devastated their homeland. The Campus thanks those organisations and individuals who have supported this effort by contributing to the fund.

While the Campus administration focussed on fundraising and providing support to Haitian students, across the campus there were several initiatives undertaken to provide relief to the Haitian people and to raise awareness locally. The Institute for Gender and Development Studies collected items particularly for women and children and the *UWI for Haiti: A Solidarity Event*, held on Friday 29th January in the JFK quadrangle, consisted of readings from *The Haytian Earth*, poetry, spoken word, and Haitian music.

### **Commonwealth Heads of Government Meeting (CHOGM)**

Ahead of the Commonwealth Heads of Government Meeting held in Trinidad & Tobago in November, 2009, the Faculty of Social Sciences hosted a Democracy Forum titled “Media, Development and Democracy – Can one do without the other?”. The Campus also hosted visits from the the Honourable Dr. Feleti Vakauta Sevele, President of Tonga and Guyana’s President, the Honourable Bharrat Jagdeo. President Jagdeo delivered a lecture on the topic “Sustainable Development or Climate Change: Preparing for the Copenhagen Summit.”

### **SALISES**

The Sir Arthur Lewis Institute for Social and Economic Studies (SALISES) continued its very popular and informative series of fora: a public education exercise on topics of national, regional and international interest. The topics for the 2009/2010 academic year were:

- *Proposed Constitutional Reform: One Step Forward or Two Steps Backward?*
- *The Uff Commission: to be or not to be?*
- *Whither Air Jamaica? Meeting the Challenges of the Aviation Industry in the Caribbean*
- *The UNC Internal Elections: implications for national politics*
- *The 2010 General Elections in Trinidad & Tobago: analysis and aftermath*

The SALISES also celebrated its 11th anniversary in March 2010 with a two-day conference, themed “Turmoil and turbulence in small developing states: Going beyond survival” by Professor Robert Barro, a distinguished economist. Paul M. Warburg, Professor of Economics at Harvard University, delivered the feature lecture on “Macroeconomic Effects from Government Purchases and Taxes.”

### **Conference on the Economy**

The St. Augustine Campus again hosted a conference highlighting developmental issues facing the country and the wider Caribbean region in light of the prevailing global economic environment. Organised by the Faculty of Social Sciences, Department of Economics, the Conference on the Economy (COTE 09) targeted decision makers, policy makers, technocrats, private sector representatives, academics, students and the general public.

### **UWI SPEC International Half-Marathon**

The UWI SPEC International Half-Marathon attracted participation from 1,000 local and international athletes and the sponsorship of many well-positioned corporate bodies in Trinidad and Tobago. First Citizens was once again the Presenting Sponsor and The Sport Company of Trinidad and Tobago came on board as a Corporate Sponsor. The race was also featured on the major local television stations. Many UWI Staff attended, including the Campus Principal and Deputy Principal. The then Minister of Sport & Youth Affairs, Gary Hunt, also attended.



*Professor Patrick Watson (left), Director of the Sir Arthur Lewis Institute of Social & Economic Studies (SALISES) and Professor Robert Barro.*

### **DCFA Presents The Old Yard**

The Department of Creative and Festival Arts (DCFA) became the official custodian of Trinidad and Tobago's carnival traditions in February 2010, hosting what was once *Viey la Cou*, now known as “the Old Yard.” A special feature was a presentation by Guardians of the Flame, the Mardi Gras Black Indians from New Orleans, USA alongside displays of traditional Carnival masqueraders: the Bats, the Minstrels and Burrokeets, Midnight Robbers, Dame Lorraine and many others.

### **March to Caroni**

Although not officially part of the 50<sup>th</sup> Anniversary celebrations, the production, *March to Caroni: the Crisis of Memory* chronicles a period in the history of Trinidad and Tobago that was heavily influenced by the actions of students on the St. Augustine Campus at the time. The unique performance invited the seated audience to “join the march to Caroni” by promenading around the Campus and incorporated groups such as the Oilfields Workers' Trade Union (OWTU); the African Cultural Association; Baal Ramdilla; Arts-in-Action and Wordsmiths, as well as various calypsonians and poets. The production commemorated the 40th Anniversary of The Black Power uprisings and was directed by Rawle Gibbons, Marvin George and Louis McWilliams.

### **UWI Alumni Association**

#### **Executive Committee**

The Annual General Meeting was held on April 25, 2009, when a new executive was elected into office. Compared with previous years, this AGM was well attended and members were very enthusiastic. At meeting of this new executive, James Richardson was re-elected President for a second term, along with Vice-Presidents Mark Regis and Jerry Medford. Matthew Eversley and Chantelle Pile retained their positions as Secretary and Treasurer respectively, while Cheridan Woodruffe was elected to the office of PRO. The Chapter continues to meet monthly, while its sub-committees assemble as required to plan and execute various projects.

## Support for UWI Events

The T&T Chapter continued to fully support the University and its initiatives through attendance and participation in various University committees and activities. Notable for the period under review were:

- *Active participation in the planning and execution of the successful UWI Carnival Fete as part of the Development and Endowment Fund Committee.*
- *Active participation at the Principal's Christmas party for underprivileged children.*
- *Annual monetary donation to the library*

## Educational Initiatives

### *Bursary Awards and Donations*

The St. Augustine Chapter again awarded five individual bursaries of \$5,000 each to deserving undergraduate students. Four of these were funded by the Chapter while one was donated by a group associated with former president, Frederick Bowen. They pledged similar support over the next two years.

During the year several requests came from various individuals and organisations seeking financial assistance. Wherever possible some support was extended but there were limitations, and the Chapter intends to define a policy to govern such requests in the future.

## *Mentorship and World of Work*

The 2009/10 Mentorship Programme was launched in October for its six-month duration, with 35 mentor/mentee partnerships established. For the past two years it was coordinated by life member, Keith Gellineau and Administrative Assistant, Charmain Subero. A feature of the year's programme was regular feedback sessions with both mentors and mentees, as well as efforts to have them work more closely together. To this end, two ice-breaker/social events were held. The programme closed in May with a grand dinner.

At the annual World of Work Programme, over 50 alumni volunteered to serve as interviewers on mock panels set up to train the students.



## **Social/ Fund-Raising Events**

### *Annual Car Rally and Treasure Hunt*

The third edition of the annual Car Rally and Treasure Hunt was hosted in June and took participants through the streets of north, central and east Trinidad, following a course mapped out by the TT Rally Association. This year 12 teams competed for a variety of prizes and trophies. Corporate support was obtained in the form of donations by Carib Breweries, and Blue Waters.

### *Independence Cruise*

The Treasure Queen Pleasure boat was the venue for the annual Independence Night Cruise. Corporate support was obtained from Alston's Marketing Company Ltd. (AMCO) which donated wines to be served as a welcome drink. This event now has a core group of attendees and it is incumbent on the organizing committee to now expand that base to make the event as profitable as it can be.

## **UWI Endowment & Development Fund**

To date the Fund has awarded \$7,788,000 in bursaries. The amount targeted for bursaries each year is \$800,000 (160 awards). This is an increase from the 15 bursaries awarded in the first year. An awards ceremony was held on February 9th, 2010 at Daaga Hall Auditorium, where members of the UWI Development and Endowment Fund presented awards to recipients. The attendees included The Chairman of the Fund, The Principal, The Deputy Principal, Deans of Faculties, Members of the Fund, Senior Administrative Staff and parents.

For the academic year 2009/10 The UWI Development and Endowment offered 161 bursaries (\$805, 000) to students from all faculties, of which 115 were to female students whilst 46 were to male students. The private sector and professional bodies maintained their contributions to the Fund, allowing an additional 46 students to benefit from Scholarships and Bursaries for the academic year 2009/2010. This was a decline from the 65 bursaries/scholarships granted by companies the previous year. Of the 46 awards, 16 were scholarships (awards \$10,000 and above) and 30 were bursaries (awards under \$10,000).

## **Financial Assistance**

### *Scholarships and Bursaries*

A total of 303 scholarships and bursaries were awarded through the Campus Committee for Undergraduate Awards for the 2009/2010 academic year. Of these, 291 were first-time awards while 12 were renewable or continuing awards at an approximate total value of \$1,796,924.96. The individual awards ranged in size from \$3,770 to \$22,514. The majority, 217 students, received awards of \$5,000.

### *Hardship Loan*

This loan is made available to final-year undergraduate students only. It is for students in need of financial assistance to cover costs such as accommodation, food, books and transport, up to a maximum amount of \$3,000. For the academic year 2009/2010, five local students applied for Hardship Loans. Three were successful: two male students from the Faculties of Social Sciences and Science and Agriculture and one female student from the Faculty of Social Sciences. As noted in 2008/2009, due to the offer of The Higher

Education Loan Programme (HELP) by the Ministry of Science, Technology & Tertiary Education, the Hardship Loan has become less popular, although some first and second year students made inquiries.

#### *Hardship Grant*

This grant is made available to needy students on recommendation by the Director of Student Services and approved by the Deputy Principal. It is given to students to assist with costs such as accommodation, food, books and transport. For the academic year 2009/2010, two local students applied and were successfully considered for Hardship Grants. One student belonging to The Faculty of Medical Sciences was given \$1,000 and the other, from the Faculty of Social Sciences was given \$4,000.

#### *Emergency Loan*

This loan is made available to registered students in need of urgent financial assistance. The maximum amount which can be loaned is \$1,000 and it may be used by students to cover basic yet necessary costs such as personal items, food and accommodation. No request for an increase in the Emergency Loan was made in the year 2009/2010. Five students were loaned sums ranging from TT\$500 to the maximum amount. All five students were female. Four were local and one was regional. The number of applicants for an Emergency Loan increased slightly in the year 2009/2010 as compared with 2008/2009. As this loan is made available to all students, in comparison to the Hardship Loan which is only available to final-year students, it is recommended that the amount be increased to \$1,200. In the year 2008/2009 a request for the Emergency Loan to be increased from \$800 to \$1,000 was approved.

#### *Adopt-a-student*

This is a charitable programme whereby all ATSS and Academic staff members of The University of the West Indies, St. Augustine, contribute to a fund for students in need of financial assistance. This is a fixed amount of \$200 per month to assist the students with daily living expenses. Needy students are identified through other programmes offered by the Office of Student Advisory Services such as the UWI Temps Programme, Hardship and Emergency Loan cases. Students who unsuccessfully applied for bursaries are also considered. In 2009/2010 the fund received a contribution of \$10,000 from The UWI Development and Endowment Fund and also \$10,000 from the Guild of Students. For the period September 2009 to May 2010, 20 students were placed on The Adopt-a-Student Programme. Ten students were male, 10 were female and all were nationals of Trinidad & Tobago. To date the total number of patrons who renewed their contributions to this fund is 36.

# ENGAGEMENT – REGIONAL, NATIONAL & INTERNATIONAL

## National Engagement

The Campus continues to maintain a good relationship with the Government of Trinidad and Tobago and other entities – both private and public. Among the initiatives undertaken this year was one through the Centre for Language Learning which provided support to the Ministry of Health by conducting a specialised course in English Language for Cuban doctors employed locally.

The Faculty of Science & Agriculture, cognizant of the strategic role it has to play in the transformation of the agriculture sector in the Caribbean, continued to work closely with stakeholders in the agrifood sector to implement a number of initiatives. Among these initiatives was the appointment of an Interim Director for the School of Agriculture, upgrading of the soil science laboratory facilities in the Department of Food Production as well as upgrading the greenhouse facilities both on Campus

and at the Field Station. This upgrading of facilities in agriculture is expected to be accelerated in the coming year with the upgrade of the sheep facilities at the Field Station and the expected acquisition of the long awaited Orange Grove lands for the construction of a modern agricultural experimental field station. The BSc Agriculture curriculum is also expected to be completely revamped.

## Memoranda Signed

Each year the Campus seeks to strengthen its local, regional and international ties by entering into agreements with various public and private entities for mutual gain. Memoranda of Understanding signed over the years have resulted in the development of new programmes and research that contribute directly to the achievement of current regional and national objectives and generate new opportunities for students. Below are a few significant agreements entered into during the 2009/2010 academic year:



*Professor Clement Sankat (second from right), Pro Vice Chancellor and Campus Principal of The University of the West Indies (UWI), St Augustine, Ambassador Luis Fernando Andrade Falla, Minister of the People's Power for Tourism of the Bolivarian Republic of Venezuela, and Mr Alejandro Fleming (left), ACS Secretary General and Chairman of the Special Committee for Sustainable Tourism at the signing ceremony of the MOU between UWI and the ACS, which took place at the ACS Headquarters in Port of Spain, Trinidad and Tobago on Tuesday 25th May, 2010.*

### **MOUs Signed**

A Memorandum of Understanding (MOU) between the **Caribbean Interpreting and Translation Bureau (CITB) of The University of the West Indies St. Augustine**, and the Caribbean/Latin America Business Office was signed in July 2009 to establish UWI's Interpreting and Translation Bureau as the preferred provider for business language services in interpreting and translation to the Caribbean/Latin American Business Office.

Another MOU was signed with the **Chaguaramas Development Authority (CDA)** in August 2009. This one outlines several areas of cooperation in relation to the work being done on the Government's large farm at Tucker Valley. The agreement enables collaborative research to develop agribusiness models, suitable varieties, production systems, agricultural machinery designs, post-harvest technologies and product development. This MOU will also create an opportunity for joint design and delivery of training programmes in the general areas of farming, fisheries

and agricultural science and technology, research and experimentation, environmental management, including marine science, infrastructure development and enhancement, recreational and tourism product development, and other areas relevant to the achievement of food security and sustainable development.

The MOU with the **Association of Caribbean States (ACS)** was signed in May 2010 and provided for the establishment of several Centres for the Promotion of Languages and Culture (CPLC) across the Caribbean and to position the Greater Caribbean region as a point of reference for the learning of the main languages spoken in the Caribbean Basin – Spanish, French and English. Trinidad and Tobago served as the Centre of Excellence for the English component of the CPLC project, and the Centre for Language Learning in UWI St. Augustine was the location for the CPLC in this country.

Two Tobago-oriented MOUs were signed, one with the **Tobago House of Assembly (THA)** and another with the **Tobago Hospitality and Tourism Institute (THTI)**. The UWI-THA MOU provides for cooperative relationships between The UWI and the THA in areas such as delivery of formal courses and informal training programmes in areas of mutual interest, and the joint sponsorship and conduct of conferences, workshops, seminars and training programmes. The UWI-THTI MOU facilitates the delivery of UWI programmes in Tobago by granting UWI the use of THTI facilities and infrastructure to allow students access to UWI programmes without leaving the island.



*Professor Clement Sankat (left), Chairman of the Tobago House of Assembly, Mr. Orville London.*

The Department of Management Studies and the **Certified Management Accountant Society (CMA)** of Nova Scotia, Canada entered a MOU, seeking to strengthen accounting education in Trinidad and Tobago through the provision of teaching and other resource material as well as funding from the CMA. The programme covers UWI students as well as non-UWI students enrolled in CMA programmes in Trinidad and the Eastern Caribbean.

## International Office

The International Office (IO) successfully maintained and increased inbound student exchange numbers despite significant financial challenges, and slightly increased outbound numbers.

One of the most important activities in this regard came in the wake of the January earthquake that devastated Haiti, when the IO arranged for a group of Haitian students to be brought to the St. Augustine Campus to complete their studies, part of a university-wide initiative.

The IO provided opportunities for staff through initiatives such as the Canadian Faculty Leadership Scholarship for full-time teaching staff. The scholarships were devised through an agreement between CARICOM and the Canadian Government where grants allow staff to spend between two weeks to six months at a publicly-funded Canadian institution. The International Office facilitated nine St. Augustine applications, of which six were successful.

### Global Citizenship

The International Office also launched a forum: The 'Global Citizenship Dialogues' (GCDs) for discussing matters of global importance related to civic-mindedness and positive international citizenship. The GCDs target primarily young adults with the expectation that personalities invited and issues discussed will appeal to them and resonate with their innate leadership, civic and scholastic intelligences.

Haiti was the focus of the inaugural GCD. Award-winning movie producer, humanitarian and businessman, Neil Prashad, a Trinidadian, shared his experiences in Haiti, starting with his longstanding involvement in charitable work up to being in Port-au-Prince after the earthquake. The goal of this GCD was to raise awareness and champion the cause of Haiti, especially for rebuilding.

Other initiatives undertaken by the IO included the participation of senior administrators from the Campus in the prestigious 'International Visitors Leadership Programme' of the United States Government as well as the Canadian Government's 2010 Emerging Leaders in the American Programme Collaborative Mission. The IO developed partnerships

for new projects, programmes and initiatives and worked closely with international missions and organisations in Trinidad and Tobago to bring to the Campus cultural performances including a Chinese Acrobatic Troupe, a Brazilian Classical Duo, Indian Singers and Film Festival, and academic collaborations such as Chairs from foreign governments, lectures and conferences.

### Planning & Development

During this period of review the Office of Planning and Development was involved in a series of activities aimed at facilitating and supporting initiatives of the University Strategic Plan through informed research survey feedback, with the objective of improving institutional effectiveness and decision making. This objective was successfully accomplished through the analysis of university information and the collection of information conducted via a number of surveys on, Student Orientation, Administrative Services, Academic Support Services, Academic Advising Services, Non-Academic Support Services, Degree Programme, Student Retention, Graduate Tracing, Employer feedback, Tertiary Sector: Institutions & Enrolment, Failure Rates, Prevalence of Alcohol, Institutional Trend analysis, 4 Campuses Statistical Review and the Vice Chancellor's Statistical Report. The following research studies were completed in the period of review:

### *2009 Prevalence of Alcohol Use Disorders on the UWI St. Augustine Campus*

The main objective of the 2009 Prevalence of Alcohol Use Disorders survey was to provide pertinent information on some issues of strategic significance to the institution such as an assessment of the prevalence and determine demographic predictors of risky drinking on the St. Augustine Campus.

### *2009 Dimensions of Institutional Performance*

The main objective of the Dimensions of Institutional Performance survey was to provide pertinent information on some issues of strategic significance to the institution such as a review of institutional trends including admission trends, feeder institutions, etc.

### *2009 First Year Retention Survey*

The main objective of the First Year Retention survey was to provide pertinent information on some issues of strategic significance to the institution such as determining first year attrition rates and the factors that influence a student's decision not to return to UWI for their second year of study.

### *2009/2010 Student Experience Survey – Speak Your Mind (SYM)*

The main objective of the Speak Your Mind was to provide pertinent information on some issues of strategic significance to the institution such as an understanding of how satisfied students were with their experiences at UWI; encouraging feedback on what educational experiences have been beneficial or deficient and on the basis of such information to devise ways and means to serve them better.

### *2010 Employer Survey – St. Augustine Campus*

The main objective of the Employer Survey was to acquire employer feedback on the graduate skills and attributes that the employers considered the most important and the extent to which the UWI graduates demonstrated those important skills and attributes. The survey was designed to identify areas where the development of the UWI graduate attributes could be refined and was meant to build closer relationships and continued goodwill between The UWI and key employers of our graduates.

### **Development Initiatives**

The development focuses of the OPD were on the following:

- (a) An IFC loan for US\$12 million which was successfully negotiated but which the University in the end decided to forego because of changed financial circumstances.
- (b) Negotiation with the IDB to establish a Caribbean Competitiveness Centre (CCC) at UWI. This was successfully negotiated for a grant of a US\$728,000.
- (c) A proposal to CARICOM for inclusion in the 10th EDF round of bid for the European Union.
- (d) Partnering with the OECS Secretariat, the World Bank, the Commonwealth of Learning and UNESCO to organise a regional conference on the future of higher education in the OECS.

## UWI Performance Management and Monitoring System

The UWI Performance Management and Monitoring System (UWIPMMS) was implemented and the system opened in June 2010 after a series of testing by Microsoft. The OPD has been collaborating with Microsoft Trinidad since mid-2008 to develop a software application to track and monitor implementation of the University's Strategic Plan. The UWI Performance Monitoring and Management System replaces the traditional paper-based reporting done by departments and units. This paperless system is built on a Microsoft SharePoint platform and allows users access to submit and share their reports online.

Heads of Department and Faculty Deans are able to view initiatives taken in other departments across the University and executive management will be able to get an overall view of the University's performance in relation to the strategic objectives. Moreover, the availability and accessibility of this information will better inform the decision-making process at all levels.

Thirty-six representatives (12 from each residential campus) received training on the system (February 2010 – St Augustine and Cave Hill training; May 2010 – Mona training). These persons formed the pool of trainers and support staff who would eventually be responsible for training other staff.

The system is only available to academic departments, however, key performance indicators (KPI) for administrative departments have been defined and

non-academic departments are expected to begin using the system by the end of the academic year. The Open Campus is also expected to be fully integrated in the system soon.

## Marketing & Branding

The Marketing & Communications team at the St. Augustine Campus is responsible for marketing, communications and public information aimed at advancing the strategic aims of the Campus and by extension, the University.

### Enhancing Awareness

The Marketing & Communications team continued to maintain and enhance awareness among staff, students and the wider public, of the activities, achievements and contributions of the campus and wider university. Publications such as the *STAN magazine* and the monthly *UWI Today* newspaper supplement are widely circulated nationally and the *Campus E-news* email bulletins keep staff up-to-date with day-to-day activities.

### Awards

The quality of these publications generated by the Marketing & Communications team are constantly reviewed so as to ensure that they remain relevant to target audiences and are in keeping with the institution's commitment to excellence. One signal that quality benchmarks are being met is the continued success of the flagship publications on the Campus at international competitions. This year, *UWI Today*, the monthly newspaper supplement produced out of the St. Augustine Campus won **four APEX awards** of publication excellence in the 2010

competition. The supplement and its online presence also received **honourable mention** in the 2010 ACU PR, Marketing & Communications Awards, along with judges' commendation on "having a university newspaper distributed free of charge through the country's national newspaper, [which] provides a level of outreach that most institutions could never hope to match."

### **UWI in the Mass Media**

Another measure of success is the media's desire to publish campus-generated news and content which speaks positively of the relationship between the two parties. During the review period, the Campus generated over 90% positive or neutral news coverage as news articles in various media channels.

The Campus Marketing & Communication Office continued to facilitate opportunities for staff contributions – as expert authorities – on issues in the local, regional and international media. Approximately 42 media interviews and appearances were arranged by the unit on a range of topical, professional or academic issues in the reporting year. The team also continued to provide event management, promotion support including pre-and post-event publicity for approximately 100 Open lectures, Professorial Lectures, public seminars, conferences, workshops, symposia and forums hosted during the review period.

### **Online Engagement**

The establishment and maintenance of a vibrant UWI presence on social media outlets such as **Facebook** and **Twitter** provide a much needed platform for

the institution to connect with students, prospects, alumni staff and others. In the review period, activity and general participation on the St. Augustine Facebook and Twitter accounts continued to grow at a significant rate, attracting a following that spans the globe – from the Caribbean, North America, Latin America, Europe and Africa.

UWI St. Augustine on Facebook exceeded expectations. The fan base grew exponentially from 88 fans (as at August 25th, 2009) to 20,340 fans (as at May 25th, 2010) making it within the top 25 largest pages in Trinidad and Tobago. There is continual feedback posted on the page regarding its efficacy in all areas and one of the most highlighted reactions is the speed of responses. While the objectives of this social network are being met, there were other excellent spin offs that came out of the conversations. Alumni relations were enhanced as past students started conversing with current students giving them a sample of UWI life or sometimes giving advice on courses or particular activities.

Meanwhile, **YouTube** and **Flickr** have been used to improve the versatility and quality of content that is disseminated to the media, which thanks to these tools now include images and video clips of special promotional videos, lectures and special events. During this period the Office expanded its arsenal of tools to include small, inexpensive Flip video cameras, and these have been used with increasing frequency to feature the views of staff and students on topics of interest. This minor investment has resulted in a significant increase in online content generated by the Campus.

### **UWI as the University of First Choice**

Findings from the Student Experience survey conducted by the Office of Planning and Development in 2009 indicated the 86% of respondents ranked UWI their first choice institution. The Campus Marketing & Communications team continued to support recruitment initiatives through the development of targeted recruitment campaigns and material which promote the Campus while reinforcing the One University concept and UWI's position as the premier university in the region.

### **Building Capacity for Effective Marketing**

Continuous learning and training are considered to be of the utmost importance if members of the St. Augustine Marketing & Communications team are to keep the Campus on the cutting edge with regard to the tools and policies in place to attract the best students and staff, and to provide the highest level of service to the campus community and beyond. In 2009/2010 staff made use of opportunities locally and internationally – particularly via webinars – to sharpen their skills in the wider areas of communications, marketing and branding and in more specific areas of using online social networks, publishing and graphic design. All of these initiatives are bearing fruit as evidenced by improvements in efficiency and output and the generation of innovative ideas.

The St. Augustine Marketing & Communications team has been an integral part of the overall University Marketing & Communication team's successful efforts to target specific areas for aggressive marketing and improvement: *enhanced stakeholder's awareness of UWI's impact on the region; endorsement of University Expertise; revamping of our methods of online engagement and improved online presence; the further cementing of UWI's positioning as the first choice institution in the region; the highlighting of Institutional Research and our increased capacity for effective Marketing.*

In 2009/2010 the St. Augustine Office of Marketing & Communications undertook a review of the policies that guide its operations. Work continues on updating existing policies or creating new ones in light of the changing environment and will be an area of priority in the 2010/2011 academic year.

# SUPPORT SERVICES

## Campus Libraries

The Campus Libraries continued to expand services with particular emphasis on the use of technology in the provision of a wide range of information products. Achievements during the review period included the launch of the project to implement Primo, the portal that will serve as the single point of search and discovery for the entire UWI Library information system. A steel band research database was created with an index of newspaper clippings from 1963-1990.

UWISpace, the institutional repository which serves as an archiving facility for the research output of the University continued to expand and attract new content. Content from the Faculties of Engineering, Science and Agriculture and Humanities and Education, the Institute of Gender and Development Studies, and the Open Campus was uploaded to the repository as well as the electronic version of documents from the accreditation self-study exercise. Also added were more than **600 newly digitised items** from the Main Library's Special Collections, including the audio files of the Oral and Pictorial Records Programme (OPReP) and the Carlisle Chang Collection.

The Library acquired **13 new electronic resources and over 3,700 e-books** in a variety of disciplines and the broadened access to the e-books through links in the web-based Online Public Access Catalogue (OPAC). Meanwhile, the development of the Library's website continued with the development of new modules to facilitate the searching of databases and journal articles as well as to provide access to Campus departments' online journals and the **Caribbean Studies Virtual Museum**. The Library was also involved in the design and development of an **online journal entitled "History in Action"**. The journal emanates from the Department of History in the Faculty of Humanities and Education and is hosted on the Library's web server.

Apart from technological improvements, the Library continues to implement initiatives to improve its service to users. This year saw the adoption of a laptop registration system and 'no-bag' policy and the introduction of a nearby locker rental service as a security measure.

## Acquisitions

The Library received the **Lystra Lewis Collection** comprising documents, memorabilia and photographs



*Nobel Laureate, Professor Joseph Stiglitz enjoys a display at the Main Library.*

on sports and the history of netball in Trinidad and Tobago and the Caribbean, which was donated by Dr. Iva Gloudon.

### **Exhibitions**

The Library mounted an exhibition on **Caribbean Nobel Laureate, Derek Walcott** to coincide with the conclusion of the Campus' three-year celebration of Nobel Laureates and in commemoration of the 50<sup>th</sup> anniversary of the St. Augustine Campus. The exhibition consisted of a collection of Walcott's Papers and Drawings in the West Indian and Special Collections Unit. Another landmark exhibition was mounted in remembrance of the late **Ralston "Rex" Nettleford**. The exhibition represented a journey through the life of the Caribbean's Renaissance man who passed away on 2nd February, 2010. The display

traced his life from his days as a youth growing up in Trelawny, Jamaica, to his undergraduate years at UWI, to his many honours and awards throughout the following years, up until his acceptance of the Chancellor's award in 2009, here at The UWI St. Augustine. It showed, in essence, how the man became the legend. Also on display were some of his many publications, including *Mirror, Mirror: Identity, Race and Protest in Jamaica*; *Inward Stretch Outward Reach: a Voice from the Caribbean*; and *Dance Jamaica: Cultural Definition and Artistic Discovery – The National Dance Theatre Company of Jamaica 1962-1983*.

The Main Library also mounted a special display to commemorate the election of the first female Prime Minister of Trinidad and Tobago, Kamla Persad-Bissessar.

## **Birthday for a Building**

The iconic building that houses the Main Library celebrated its 40<sup>th</sup> anniversary during the review year. After the merger between the Imperial College of Agriculture (ICTA) and the University College of the West Indies (UCWI) the campus library was housed in what is now known as the Old Administration Building. Construction of the familiar Main Library building was completed in 1969 using funds from the United States Government and in September of that year it opened its doors to users for the first time. Over the years the Main Library building has seen both physical and service expansions. It has hosted exhibitions commemorating important milestones in the history of the Campus, the University, our host nation and the region. Royalty, heads of state, diplomats and luminaries in almost every field have walked its halls and many others have graciously agreed to make it a repository for some of the most important documents and resources that chart the development of Trinidad and Tobago and the Caribbean. Then, of course, there are the thousands of students – many of whom have risen to prominent positions at home and around the world – who have spent hours on end within its walls (and now online) conducting research, writing papers or simply taking the opportunity to explore the vast world of knowledge it houses.

For more photos and information charting the history of the Main Library, visit

**<http://www.mainlib.uwi.tt/40thanniversary/40thanniversary.html>**

## **Student Advisory Services**

### **Accommodation**

#### **Off-Campus**

There were 384 spaces available to students seeking off-campus accommodation in the 2009/2010 academic year. Of particular interest is the fact that while there was an almost 200% increase in the number of places offered beyond the perimeter of the Campus (listed as “Other”) the number of available places in nearby Curepe and St. Augustine declined by 50%, resulting in an overall 25% decrease in the number of available off-campus accommodation spaces which last year stood at 513.

In June 2010 the Minister of Science, Technology and Tertiary Education, the Honourable Fazal Karim attended the annual meeting of off-campus landlords. Approximately 150 persons attended the meeting, 96 of whom were landlords. Attendees were informed of the intent to implement a housing subsidy for Trinidadian students attending local tertiary-level institutions. This idea was welcomed by both landlords and students. A committee was subsequently formed, Chaired by the Director of Student Services, in order to research and plan the implementation of this initiative.

#### **On-Campus**

The total number of applications received by Student Advisory Services for on-campus housing in 2009/2010 was 767 as compared with 626 in 2008/2009. In all, there were 539 female applicants and 228 male applicants. There has been a steady increase in the number of international student applications over the last two academic years, with 74 recorded in 2008/2009 and 139 in 2009/2010.



## Careers and Placement

The Careers and Placement Section undertook a number of activities for the reporting period. These initiatives are outlined below.

### *World of Work (WOW)*

The World of Work (WOW) programme is a three-part project that is carried out at the St. Augustine Campus, by Student Advisory Services, the Marketing and Communications Office and the UWI Alumni in conjunction with the sponsor, Republic Bank Limited. The programme targeted mainly final-year undergraduate students and to a lesser extent, first and second year students and attracted 1,493 participants this year. The programme consisted of four main segments: a resume writing workshop, a seminar, mock interviews and a recruitment fair.

All sessions were held at UWI Sports and Physical Education Centre. Students were required to attend all sessions in order to be allowed to participate in the Recruitment Fair. Students had a bookmark which was stamped upon entry for each session and this was shown for entry to the Fair.

### *Resumé Writing*

Attendance at 1,000 students was much higher than last year and 97.55 % of those who commented on the presentation by Ms Catherine Gordon, the facilitator for the session on interview preparation, rated it as very good or excellent. Meanwhile, 76.33 % of those who commented indicated that Ms Dawn Richards, facilitator for the session on resume writing, was very good or excellent.

### *Mock Interviews*

To develop interview skills and build confidence through a ‘mock interview/critique’ by prospective employers, 10 students were allocated to a panel of interviewers and allotted a time of 20 minutes per interview. All resumes received by the students as well as sample questions were emailed in advance to the respective panellists. Two floating panels were created to accommodate students who had not emailed resumes. A total of 1,087 attended the session. Almost 85% found that the session was very useful in preparing them for interviews and 84% felt that the preceding workshops and seminars were good preparation for the mock interviews. Similarly 85% of the students felt that as a result of the experience they understood their weak and strong points.

### *Recruitment Fair*

The global economic meltdown affected the level of participation and the level of employment possibilities by companies. Many companies indicated that they were not hiring this year and were actually laying off staff. Companies from Trinidad and Tobago and the Caribbean were invited to participate by setting up company booths to attract and recruit students. Each organisation was asked to submit a company profile as well as an outline of the positions available or those being offered to students and prospective graduates. A company booklet was prepared and distributed to all students one week before the fair. This booklet listed the companies interested in student recruitment as well as their contact information. Approximately 1,900 students sought vacation employment and 950 students sought graduate employment. Among the participating companies, 27 organisations were offering vacation employment while 40 had positions for graduates.

### *Career Advice Programme*

Two workshops were planned for Semester 1 and attracted 157 registrants. Actual attendance was, however, very disappointing. Despite follow-up emails and calls, only 17 students attended the first session, and just 30 attended the second session

## **Academic Advising/Disabilities Liaison Unit (AADLU)**

One hundred and nineteen new students registered with the Unit for a variety of academic and medical (disability) reasons. In keeping with the ratios seen within the general student population, female students were predominant, with 72 as compared with 47 males. The faculty breakdown indicated that the Faculty of Social Sciences predominated with 45 students (36 females and 9 males), followed by the Faculty of Science and Agriculture, slightly higher than the ratios seen within the general student population. Sixty-three students sought Academic Counselling or Advising on a number of issues, such as time management, examination issues, anxiety, repeated failures, etc. Thirty-three students registered a disability of a medical or educational nature, including visual impairment, hearing Impairment, and Cerebral Palsy. Educationally, seven students registered with the conditions such as Dyslexia and the other 18 indicated a number of temporary or permanent disabilities including emotional disabilities such as Bipolar Depression and Attention Deficit Disorders, as well as others such as Hypertension, Rheumatoid Arthritis, Lupus and immunological conditions. Twelve students sought and were recommended to be granted a Leave of Absence on the grounds that they were either not

prepared for University life or had simply moved on. Since its inception in 2007, a total of 475 students have registered with the Unit. Two hundred and sixty-nine students registered for academic counselling, 116 registered as having a disability and 47 registered as having Dyslexia and or a learning disability.

### **Walk Ins**

The Unit experiences constant interaction with students and staff and parents seeking advice on issues relating to academics, scholarships, administration and policies. These issues in many cases are dealt with adequately by staff of the Unit.

### **Examinations**

AADLU has continued to offer an efficient and professional examination desk, despite occasional hurdles. Fortunately the staff and a team of very experienced invigilators are able to overcome these hurdles with minimal disruption to the examination process. One hundred and twenty-six students registered with the Unit completed their examinations over the academic year 2009/2010. This number included three postgraduate students and six from the Arthur Lok Jack Graduate School of Business. Additionally, a number of students who had contracted diseases such as Chicken Pox or who were experiencing other medical conditions, were accommodated by the AADLU.

### **Graduates**

This year six of our students graduated with first degrees and two have been accepted for postgraduate studies.

### **Initiatives**

One initiative with the Ministry of Social Development Ministry evaluates needs with a view to providing scholarships and other financial grants to students registered with the Unit. Meanwhile another initiative under consideration, this time involving the Ministry of Education as well, would provide non-medical assistants for students who may require personal assistance while on Campus. Six students have since been awarded scholarships and the number could increase in 2010/2011. The Unit hosted and graduated a number of staff members in Sign Language (Level 1). A second cohort commenced in September 2010 and it is hoped that in 2011, a Level 2 course will begin.

### **Health Service Unit (HSU)**

A Student Satisfaction Survey was conducted in March 2010 at the HSU. A total of 167 students were sampled and rated the HSU on average 5.8 out of seven. The survey was voluntary and anonymous. The sampling was conducted from each section of the Unit during the entire day, which included the extended afternoon period. This figure represented objective evidence of the students' opinion on the quality of service provided by the HSU.

### **Medical Unit**

The Medical Unit during the year under review experienced a 9.5% decrease in the overall use of its services by the student population. For the academic year 2009/2010 a total of 8,616 students came to the medical unit for a wide variety of services. Although the number of students seeking assistance from the Medical Officers essentially remained unchanged (6,201), there was a significant reduction in the use

of the various health promotion clinics. The Sexual Health Clinic (780) and the Immunization Clinic (788) showed the greatest reduction in use. A total of 648 students visited the Nurse and 201 students visited the Wellness Clinic.

During the year in review the HSU designed a medical certificate form for students who missed classes, examinations, labs, etc. to complete and return to the HSU for processing. A total of 1,791 medical certificate forms were processed for the 2009/2010 academic year.

### **Pharmacy**

The Pharmacy was awarded the **Caribbean Pharmacy Sigma Business Award 2009** at the Caribbean Association of Pharmacists (CAP) Annual Conference in August 2009 in Dominica. This is a peer award given to the Pharmacy that epitomises the best of the pharmacy business culture, and provides the setting, service and support for community. The two significant criteria which the UWI Pharmacy met were not selling tobacco-related products or alcoholic beverages, and supporting community-based activities, such as the annual Student Orientation.

Approximately 12,000 customers visited the Pharmacy during the period, and the dispensary filled 2,613 prescriptions during the day and evening sessions. The Pharmaceutical Product List with prices was made available online to the campus community and an information leaflet was produced in September 2009 and distributed to students at the orientation activities on the Campus. These leaflets were available at the Pharmacy throughout the year.

### **Counselling and Psychological Services (CAPS)**

Between September 2009 and August 2010, 515 students visited CAPS. Of these, 364 students registered with CAPS for the first time. There were 2,046 consultations at CAPS over the 12-month period, a 51% increase compared with the previous year. On average, approximately one student in five (22%) failed to attend his or her appointment. While some students presenting to CAPS were already being seen by psychiatrists, 14 (3%) were referred for psychiatric evaluation for the first time.

Among the 364 students who consulted a counsellor for the first time, the majority (76%) were female. The average age was 24 years (range: 18-44). Most students (90%) were studying full-time, 12% were postgraduate students, and 10% were foreign students.

Exactly one third of first-time visitors were self-referred, or were referred by a medical officer at HSU (18%) or a friend (17%). The majority presented with relationship difficulties (48%) or mood disorders (38%). Some students visited the counselling service following a bereavement (9%) or an experience of crime or assault (6%). A significant minority of students (13%) experienced academic problems or were on academic warning or required to withdraw.

Of those students accessing the counselling service for the first time, 20% presented with some risk of self harm and/or suicidal ideation and 20% reported some form of abusive situation (including domestic violence at home or sexual assault). Of all the first-time consultations, 28% of these constituted risk checks, urgent referrals, or crises presentations (as opposed to routine appointments).

**Support work with staff**

The CAPS continued to provide training for new police recruits, covering topics such as Critical Incident Management, and understanding various mental health concerns. Through the support of the Office of the Deputy Principal, the CAPS updated the staff guide, “Helping the Distressed Student; A guideline for faculty and staff” for distribution to a wider selection of the campus community, with the view to providing booklets to new staff members in particular. Workshops were also requested by the Electrical and Computing Department of the Engineering Faculty, aimed at supporting staff to recognise and respond to those students in distress.

# SPACES & INFRASTRUCTURE

Fifty years ago, the physical plant of the St. Augustine Campus consisted of a few ICTA structures on the northern end of the main grounds. Some, like the old Administration Building which housed the ICTA and later the Campus Library, Milner Hall and the current Principal's Office (which was once the old Estate Great House), remain today. The Campus experienced a wave of expansion between the late 1960s and early 1980s thanks to financial support from the United States and Canadian Governments, and then thanks to Trinidad's oil boom. When recessionary times hit in the mid-80s, construction slowed but the Campus entered a new phase of expansion, physical and otherwise, at the start of the new century, and even as it experiences another period of financial challenges, that expansion continues into not only the physical space, but also cyberspace.

## Campus IT Services (CITS)

One of the major IT accomplishments during the period 2009/2010 was the deployment of a **video surveillance system** on the Campus. The system, which includes cameras strategically placed across the Campus, is used by the Campus Estate Police. In the next academic year, the expansion of the digital signage project across the Campus is proposed to allow for quick, if not immediate, broadcast of information, including security alerts, to students and the wider campus community.

The Campus IT team formulated a **service management strategy** using the IT Infrastructure Library® (ITIL) framework. ITIL is a globally accepted approach to IT service management, based on a best practice framework that has been drawn from both

the public and private sectors internationally. It describes how IT resources should be organised to deliver business value, documenting the processes, functions and roles of IT Service Management (ITSM). The strategy is carded for implementation in the following academic year.

The team also implemented a **high performance computing solution** for the University while **upgrading the CampusEAI portal** to version 2 (open source version) and completing the requirements for an **IPv6 solution**. This should result in more efficient routing, better online security and improved handling of multi-media files. In addition, there was the implementation of **Microsoft System Center Operations Manager** which automates routine, redundant tasks, and provides intelligent reporting and monitoring to help increase efficiency and enable greater control.

As the Campus continues to improve its service to students and improve administrative and teaching efficiency, rollout of eLearning online courses continued with approximately 2,000 courses available online during the current semester 2010/2011 and the requirements were completed for the migration of student email from Microsoft Exchange to the cloud based Live@Edu offering. Following this, a new student portal is being developed to provide a broader and more integrated range of online services.

The Campus IT team **upgraded the Learning Management System** to be in line with Mona and Open Campus, and Moodle integration across the Campuses is expected to take place in the next academic year. Another major achievement was the implementation of a customized solution in Banner Student to facilitate the **Faculty Override process**, eliminating the paper-based process and improving the registration process. A pilot project involving a new workflow process was also implemented for three areas of Student Matters in two faculties.

### Campus Projects Office (CPO)

During the 2009/2010 academic year, the Campus Projects Office was able to advance several projects. Serious challenges resulted in unacceptable progress on some projects.

Funding constraints continue to limit the number of projects that were able to move to their construction phase during this year. The major challenges faced in the implementation of projects were, the Government's slow release of funding for capital projects and the generally poor performance of contractors on some of our major projects. The CPO is working to put systems in place to better manage project implementation and is working with Campus Management to develop alternative options for project funding and implementation.

### Projects Completed

The only projects on which construction works commenced in this period were the upgrade of the A/C Chillers at Engineering Block 1 and the replacement of a lift at the old Science and Agriculture Building.

Projects substantially completed and handed over during 2009/2010 include:

*Students Halls of Residence – St. John Rd*  
*TT\$105 Million*

Construction of the four seven-storey buildings commenced in May 2006. The facility was handed over in January 2010 and has been in use since then to house close to 500 students.

*Main Administration Building – Second Phase –*  
*TT\$26.0 Million (construction and outfitting)*

This project was for the renovation and reconfiguration of the entire Main Administration Building including the Bursary section on the ground floor and the Registry section on the first floor. It also included an additional West Wing, which added space and helped streamline the operations of the Bursary and Registry. Construction commenced on site in July 2008. The first phase (south side) was handed over in mid-2009 and the second phase (north side and west extension) was completed in early 2010, in time for the rededication ceremony in March.

*UWI/HEU Building – First Phase*  
*TT\$22.0 Million*

This three-storey building houses the Health Economics Unit (HEU) on the ground and first floors. The HEU portion was financed jointly by the World Bank and the GoRTT. The building contains a 250-seat conference room, offices for the HEU, teaching spaces on the first, and other offices on the second floor. Construction commenced in March 2008 and was completed in September 2009.

The role of the Campus Procurement Committee in monitoring procurement on the Campus has diminished significantly but the CPO continues to provide support in this area. Consideration is being given to revamping the role, function and procedures of the CPC to make it more responsive to the needs of the Campus. A major component of this revamping will be the updating of the Procurement Manuals for the Campus.

**Under Construction**

*Teaching and Learning Complex.*

*TT\$84.0 Million*

The Teaching and Learning Complex is a multi-storey building housing four lecture theatres seating from 200 to 400 students, two lecture rooms seating 90 students each, eight tutorial/seminar/teaching rooms seating 20 to 25 students each, 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 for 24 months giving an expected completion date of August/September 2010. The contractor has fallen significantly behind schedule. The CPO is addressing this matter and new arrangements are being contemplated for completing the project. Progress to July 2010 was 50% completion. Final completion is currently projected for mid-2011.

*New Open Campus (formally SCS) Building –*  
*Tobago – TT\$5.2 million*

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. Construction commenced in December 2007. The project has had some construction challenges and is not yet fully completed.

*Engineering Block 1 – Upgrade of A/C Chillers – TT\$2.4 million*

This is Phase 2 of a larger project for upgrading the full A/C system in this Block. It included the installation of new chillers, a new air handler and associated electrical and builders works.

*New Family Development Centre TT\$6.0 million*

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/counseling rooms, library/resource centre and staff offices. Funding is being provided through the Ministry of Education.

*Senior Common Room Upgrade and Expansion – TT\$5.0 million*

This first phase involves the construction of a two-storey building with 12 hotel rooms. Preliminary designs are being prepared by the Campus Architect to enable design-build proposals to be invited from contractors. It is expected that construction should commence on this project by early 2011.

*Canada Hall Expansion and Renovation TT\$60.0 million*

The project includes upgrading the existing North and South Blocks and constructing a new Post Graduate block to accommodate 60-70 students in hotel-type rooms. Common facilities such as kitchens, study rooms, dining area, computer rooms will be included

in the new Post Graduate building. Renovations should commence in early to mid 2011.

### Plans and Proposals

Other major projects that as of August 2010 were in their planning or design phases and on which work is expected to commence within the next 12 to 24 months are:

- *Convocation Hall* (2010/2011)
- *Seismic Research Centre – New Bldg.* (2011/2012)
- *UWI SA South, Penal/Debe (including New Faculty of Law Building)* (2010/2011)
- *Gated Staff Housing Project* (2011/2012)
- *New General Office Building* (2011/2012)
- *Gordon Street Teak Field Park Dev.* (2010/2011)
- *Campus Interfaith Centre* (2011/2012)
- *New Multi-storey Parking/Commercial Building* (2011/2012)
- *Replacement of Main Chiller at Main Library* (2011/2012)

Progress on some of these projects depends on the Government's approval and release of funding or the University being able to find other sources of funding. Several other projects are under consideration, including an expansion of Facilities at the Mt. Hope Medical Sciences Complex; new dormitory blocks at Milner Hall and, a Cropper Foundation Building. These projects are in their initial planning phase only and will be reported on in more depth as they develop. There are also discussions surrounding the transformation of the St. Augustine community into a "university town" and the creation of a new campus in South Trinidad.

### **Campus Master Plan**

The Campus Master Plan, which will guide the development of the St. Augustine Campus over the next 15-20 years, was completed and rolled out to the campus community. The University's Campus Master Planning Consultants made their final visit to the St. Augustine Campus in September 2009 and presented the final plan to interested staff and students at a meeting at Daaga Auditorium. The final Master Plan document is available on the UWI St. Augustine's intranet.

### **Record Keeping**

In November 2009 the Campus Records Centre moved out of Chemistry Building No. 2 to make room for an academic programme. The staff formerly accommodated in the building moved into the basement of the Student Administration Building. The inactive records for staff and subject files were moved into a house off-campus. The building is not suitable for the storage of valuable records and the acquisition of more suitable storage is a priority for the programme. Active staff and subject files and four members of the Programme's staff will be accommodated in the Administration Building in the Registry Filing Room. The storage of records off-site continues to work well.

### **Active Records**

The active records of the Archives and Records Management Programme are managed by the WebGENCAT Programme and access, loans and returns are entered into and processed automatically. The programme works well but challenges are encountered in maintaining an internet connection of sufficient speed to ensure that the work of the section is not compromised.

Work continued on the project to implement the Banner Document Management Suite (BDMS) with the Student Administration System (SAS) section. This project will scan records, making them available for remote, simultaneous access. Meetings held during the period resulted in the finalisation of the project document and the acquisition of funding. Equipment is currently being acquired.

### **Inactive Records**

No work was possible on inactive records due to the poor conditions under which they are currently stored. It is not possible to work with the records for the purpose of implementing retention schedules so no records have been disposed of in the period under review. Access to these records is also very difficult and there have been operational problems as a result of not being able to access records in a timely manner.

### **Security**

The primary concern of the Security Department is to create a safe and secure learning environment that will facilitate the University's Strategic Objective in teaching and learning. The central challenge has been to provide a sense of heightened security while preserving the openness, access and traditional freedom of movement on the Campus.

Looking at just the top four most serious crimes – larceny, break-ins, larceny of motor vehicles and robberies – there were declines ranging from 6% (larceny) to 60% (robberies on campus), resulting in a relatively small increase of 3%. There was however a 66% spike in off-campus robberies and overall, figures for the year show a 12% increase in reported crimes generally.



*Staff and students launch the new recycling project.*

### **Recycle It!**

The University of the West Indies, St. Augustine, joined the world in celebrating the 40th anniversary of Earth Day with the launch of the first plastic recycling bin in its initiative to promote environmentally conscious action on Campus. This was the work of The UWI Campus Environmental Committee, formed to execute the Campus Environmental Policy, which was approved in 2008 by the University's Academic Board and Finance and General Purposes Committee.

On Friday 23rd April, 2010 the Committee launched the first plastic recycling bin at The UWI, which complements the glass collection bins already in place. Fourteen bins have been placed in strategic locations to reduce the amount of litter on the Campus and the amount of waste sent to landfill sites.

### Police Patrols

Improved collaboration with the State Police has resulted in a **Mobile Police Post** being assigned to the Campus, increased joint patrols and improvement in the solving and detection rate in respect of crimes committed in close proximity to the Campus. There were special patrols on Campus by C.I.D. Officers as well as information sharing. Apart from patrolling the main streets and foot-paths traversed by students both on and off the Campus, special attention was paid to designated study areas and the Faculty of Medical Sciences. A  **Scooter Patrol Unit** was launched in March 2010 to provide an increased security presence at St. Augustine and the Faculty of Medical Sciences, Mt. Hope.

### Community Outreach

The Security Department, together with Student Advisory Services and other arms of the Campus Administration met with landlords who provide off-campus accommodation to address the safety and security concerns of students. Continued efforts to build bridges in the surrounding communities have resulted in the maintenance of a positive relationship with organisations such as the Curepe Watch Group, schools for underprivileged students, the UWI Catholic Social Work Programme and the Curepe Property Owners Association.



### **Student Transportation**

The Campus Shuttle Service run by the Security Department was extended to include the new Hall of Residence on St. John Road and to cope with the increasing student population. Discussions were also initiated with the Public Transport Service Corporation (PTSC) in an attempt to secure a dedicated bus service on a new Campus / Sir Arthur Lewis Hall / Mt. Hope Route.

### **Other Measures**

The Emergency Phones on Campus were checked on a regular basis by the Security Department and the necessary repairs were done by the Works Department. Installation of the first phase of the CCTV Security Surveillance Cameras and training in its operation were completed. The Department also participated in the drafting of a new “Students on Hall Code of Conduct”.

### **Human Resources**

Members of staff were trained in several functional areas, such as CCTV Surveillance System Operations, Scooter Operation, Use and Care of Firearms, Defensive Driving and Precept Examination Training.

Nine Estate Constables were enlisted after successfully completing an intensive four-week Orientation Training Programme. The Phoenix Security Company Limited was contracted to augment the manpower requirement at the Sir Arthur Lewis Hall of Residence and the Seismic Research Centre. The Security staff at the Faculty of Medical Sciences, Mt. Hope was also increased by four private security officers.

# FUNDING THE ENTERPRISE

## Business Development Office

The Business Development Office (BDO) is mandated to implement strategies to facilitate a broadening of the funding base of the St. Augustine Campus.

### Business Development

The BDO developed a capacity statement for UWI to be the lead executing unit for the GEF-funded **Regional Project for Implementing Biosafety Frameworks in the Caribbean Sub-region**. The Office also evaluated and collaborated with the Office of Research on a number of partner requests such as the European Union, and developed technical and financial aspects for partnering. Phase I of an IDRC Project on **Capacity Building for Resource Mobilization** with The University of the West Indies was also completed during the review period.

## Commercialization

The Finance and General Purposes Committee (F&GPC ) approved increases in rental rates, so rents were revised for 29 concessionaires and two new tenants were brought in. A contract template was developed for the tenants and contracts are being prepared and based on a list of other physical assets on the Campus, a rate revision is in process. A policy framework and protocols have been drafted for the management of tenants and concessionaires at both The UWI and the Eric Williams Medical Sciences Complex.

## Recognising and Leveraging IP Potential

The BDO continues to respond to queries from departments, staff and students on intellectual property issues including contracts, agreements, Memoranda of Understanding, copyright and filing

of patents. The Office provides advice on completion of Invention Disclosure Forms and undertakes appropriate follow-up. During the review year, work completed in these areas included:

- Sponsorship Agreement with First Citizens for UWI SPEC Half-Marathon
- Agency Agreement with the Inter-American Investment Corporation (IIC) for the “Innovative Financing for Small and Medium-Size Enterprises (FINPYME)” programme
- “Improvement of resistance to Black Pod disease in Trinidad Selected Hybrids” project contract with the Ministry of Agriculture
- Agreement with Xoco Fine Cocoa Company for delivery of training by Cocoa Research Unit
- Agreements for Concessionaires on the St. Augustine Campus and Halls of Residence

### Intellectual Property

The BDO provided support to an **IP Assessment** of the University conducted by World Intellectual Property Organisation (WIPO) Consultants in October 2009 and two months later, organised a seminar on IP and software protection. The Office prepared a **Materials Transfer Agreement** signed with CAREC regarding the use of novovirus samples and filed a **patent application** in Trinidad and Tobago for the Screening for Vase Life and for Resistance to Xanthomonas in Anthurium. It also facilitated the filing of **10 UWI trademarks** in Trinidad and Tobago.

### Memoranda of Understanding

Memoranda of Understanding finalized:

- With the Association of Caribbean States to facilitate language learning initiatives through the UWI Centre for Language Learning (CLL)
- Pilot project on digitisation of BANYAN Archives, in collaboration with York University
- Open Campus on pre-engineering programme
- J. Craig Venter Institute, Maryland, USA on environmental and human genomics, metagenomics and microbial fuel cell development
- Tobago Hospitality and Tourism Institute on the use of its facilities by the UWI

## Income & Expenditure

### Overall Performance

The Statement of Income and Expenditure shows excess income over expenditure of \$67,746,039 for the 2010 financial year as opposed to the deficit of \$56 million in 2009. This is primarily due to the financial performance of the Faculty of Medical Sciences where income exceeded expenditure by \$71.7 million as a result of recovery of arrears of \$35 million and increase in tuition fees. On the other hand, expenditure funded by the regional governments was slightly higher than income, resulting in a shortfall of \$4 million.

### Campus Income

Overall, Income increased by 13%. Total income received during the year under review is reported as \$907.19 million, 48% of which was due from the contributing governments and 36% from sponsors of special projects, funds for teaching and research. The detailed breakdown is as follows:

	2010		2009	
	TT\$M	%	TT\$M	%
Government Remittances	443.5	48.9	427.5	53.5
Special Project Funds	323.9	35.7	238.5	30.0
Tuition Fees	88.5	9.8	86.5	10.8
Commercial Operations	23.9	2.6	25.1	3.1
Other Income	27.3	3.0	20.9	2.6
	<b>907.2</b>	<b>100.0</b>	<b>798.5</b>	<b>100.0</b>

The growth in Special Project Funds is fuelled by income to the Faculty of Medical Sciences. There was a 5% decline in earnings from Commercial Operations due to a fall in income from the UWI Bookstore and the Halls of Residence.

### Campus Expenditure

The pattern of expenditure did not change significantly over the year. We were constrained in our expenditure due to the uncertainty in cash flow experienced over the period. The Campus has had some success in reining in costs resulting in an almost 2% decline overall. In response to the uncertainty regarding cash flows during the year, the Campus Principal led an initiative to cut costs to conserve available funds. Departmental, Administrative and Central spending were all reduced by 8%, 1% and 6% respectively. With specific regard to the decline in Departmental Expenditure, this was caused by lower staff costs as a result of restrictions imposed on the hiring of part-time staff and use of overtime. Increases in other areas

were marginal except under Other Costs was there a significant increase of 21% resulting from increasing pension costs for Academic and Senior Administrative Staff.

The main areas of expenditure were:

	2010		2009	
	TT\$M	%	TT\$M	%
Departmental	368.1	43.8	400.0	46.8
Administrative	59.2	7.1	60.0	7.0
Central	38.5	4.6	41.2	4.8
Special project funds	252.2	30.1	250.3	29.3
Commercial operations	23.8	2.8	23.3	2.7
Other costs	97.5	11.6	80.6	9.4
	<b>839.5</b>	<b>100.0</b>	<b>855.4</b>	<b>100.0</b>

### Balance Sheet

Current assets grew by \$142 million mainly due to increase in cash balances. However it should be noted that of the ending cash balance of \$213.4 million, \$186.7 million (88%) was not accessible by the Campus as \$123.8 million are funds held in trust for Special Projects from external donor agencies and a further \$62.9 million for unallocated University remittances. This breakdown highlights the cash constraints experienced by the Campus in 2010 as

Government remittances were unpredictable. The Campus prioritized expenditure during the year, placing emphasis on daily operations and the core business of teaching and learning. While no new capital projects were initiated the Campus had to fund ongoing capital projects.

As a result of the uncertainty in funding \$26.4 million in long-term investments was consumed. The Accounts Receivable balance at July 31, 2010 was \$323.4 million, approximately 70% of which is made up of \$133.8 million in "Advances," that is amounts due from the Government of Trinidad and Tobago for capital projects, and \$99.9 million from contributing governments. Of the amount due from contributing governments, \$88.9 million is due from the Government of Trinidad and Tobago.

### **Research Funds**

The University placed emphasis on graduate studies, research and innovation in its 2007-2012 Strategic Plan, underscoring the University's role and objective in the creation of knowledge that is relevant to the sustainable development of the region. In recognition of these key objectives, a total of \$2.657 million was allocated to the Research and Publications Fund during the year. Of this sum, \$1.832 million was provided for academic staff and \$0.825 million for postgraduate student research. The Government of Trinidad and Tobago provided \$7.01 million in direct support for research. These funds are earmarked for research projects in such areas as health, the environment, governance and finance.

Additionally, the Campus lobbied for and received significant support from international organisations and funding agencies for research based projects. Funding from such agencies is important given the relevance, impact and scale of the projects. In addition, it furthers recognition for the University globally. For example, the University through the Caribbean Centre for Money and Finance was awarded a grant worth US\$400,000 from the Inter-American Development Bank for research in improving the methodologies used for financial stability analysis in the Caribbean region.

# FACTS & FIGURES

## Enrolment and Output Profile 2001 - 2009

### Campus Enrolment by Programme Level and Delivery Mode

	2001/2002	2004/2005	2009/2010	% Increase in Enrolment 01/02 - 09/10
- Full-Time First Degree Enrolment	4647	7027	11048	
- Part-Time First Degree Enrolment	713	1499	647	
<b>Total Enrolment in First Degree Programmes</b>	<b>5360</b>	<b>8526</b>	<b>11695</b>	<b>118.19%</b>
On-Campus Enrolment in Certificate and Diploma Programmes	430	549	714	
<b>TOTAL On-campus Undergraduate Enrolment</b>	<b>5790</b>	<b>9075</b>	<b>12409</b>	
Higher Degrees & Advanced Diplomas	1851	2659	4652	
<b>Total On-campus Enrolment</b>	<b>7641</b>	<b>11734</b>	<b>17061</b>	<b>123.28%</b>
Ratio of Female: Male Students (On-Campus Enrolment)	3:2	3:2	5:3	
Trinidad & Tobago Students as a % of On-Campus Enrolment	88.20%	91.60%	92.29%	
UWIDEC & Online Programmes*	418	781	-	
Affiliated Institutions & other Tertiary Level Institutions	127	241	161	
<b>Total Enrolment: On-Campus/Distance/Online/Affiliated Institutions</b>	<b>8186</b>	<b>12756</b>	<b>17222</b>	<b>110.38%</b>

Note: 2009/2010 figures exclude Specially Admitted Students

\* 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.

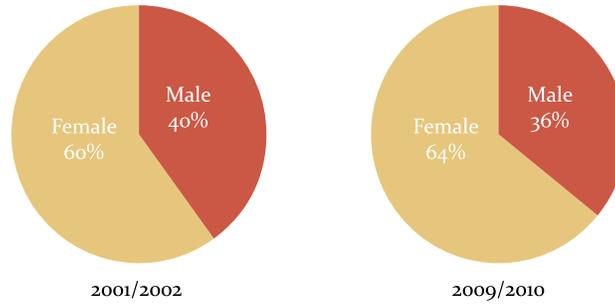
#### Distribution of Enrolment by Faculty

Degree Programmes & Advanced Diplomas (On-Campus Only)	2001-2002	2004-2005	2009/2010
Engineering	1424	1966	2356
Humanities & Education	1409	2187	3114
Law	45	60	109
Medical Sciences	1002	1247	2048
Science & Agriculture	1457	2324	3261
Social Sciences	1859	3385	5634
<b>Total</b>	<b>7211</b>	<b>11185</b>	<b>17495</b>

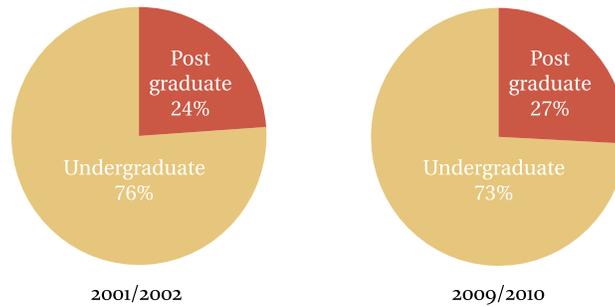
#### Output of Graduates

Degree Programmes & Advanced Diplomas Only	2001-2002	2004-2005	2009/2010
First Degrees	1240	1580	2681
Higher Degrees & Advanced Diplomas	397	373	756
<b>Total</b>	<b>1637</b>	<b>1953</b>	<b>3437</b>

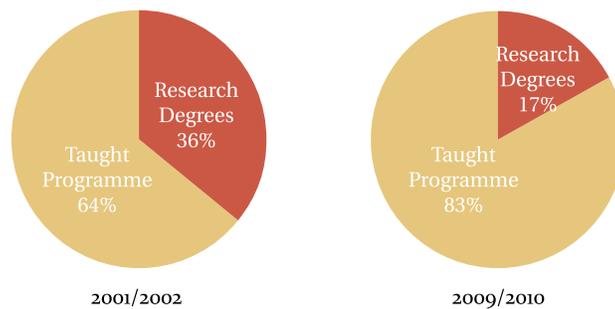
*Comparative Distribution of On-Campus Enrolment by Gender  
2001/2002 & 2009/2010*



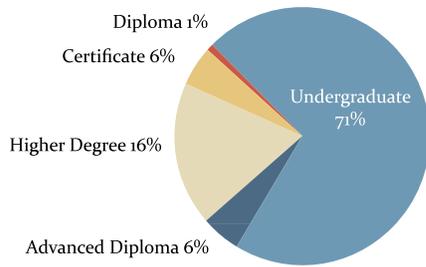
*Comparative Distribution of On-Campus Enrolment  
between Undergraduate and Postgraduate Levels  
2001/2002 & 2009/2010*



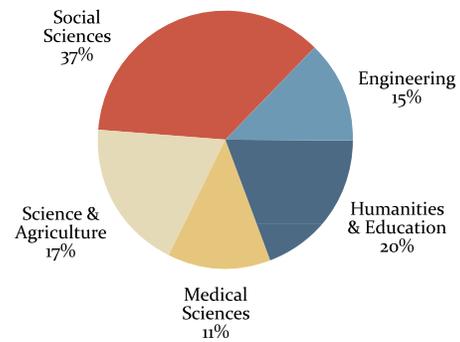
*Comparative Distribution of Postgraduate Enrolment  
between research Degrees and Taught Graduate Programmes  
2001/2002 & 2009/2010*



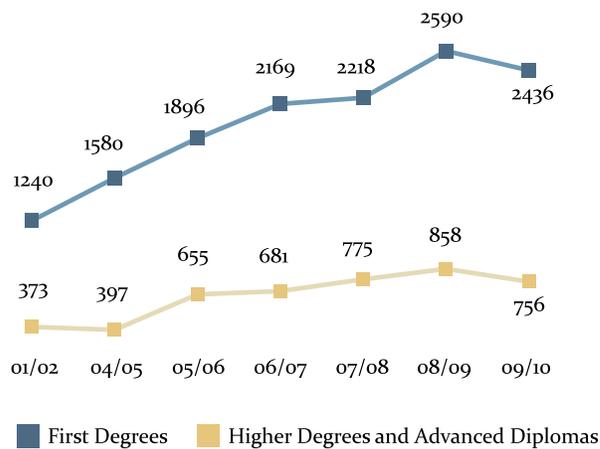
Graduates by Programme 2009/2010



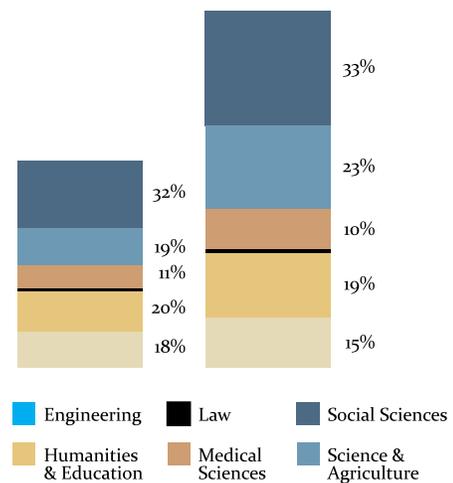
Graduates by Programme 2009/2010



Output of Graduates  
2001 – 2010



Comparative Distribution of  
Campus Enrolment by Faculty  
2001/2002 & 2009/2010



# PRINCIPAL OFFICERS

## *The University of the West Indies*

### *Chancellor*

**Professor the Hon. 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*

**Sir Neville Nicholls – Cave Hill**  
BA Cantab, Attorney-at-Law, Hon. LLD UWI

**Dr. Marshall Hall – Mona**  
CD, BSc Col, PhD Wis.

**Mr. Ewart Williams – St. Augustine**  
BSc, MSc UWI

**Sir Dwight Venner – UWI Open Campus**  
KBE, CBE, BSc, MSc

### *Campus Principals & Pro-Vice-Chancellors*

**Sir Hilary McDonald Beckles – Cave Hill**  
BA, PhD Hull

**Prof. Gordon Shirley – Mona**  
BSc, MSc, MBA, DBA Harvard

**Prof. Clement Sankat – St. Augustine**  
BSc (Eng), MSc (UWI), PhD (Guelph),  
FAgrE, CEng, MASAE, FAPETT

### *Hazel Simmons-Mc Donald*

**Open Campus**  
BA, Dip. Ed. UWI, MA Ling, MA Dev. Ed, PhD Stanford

### *Pro-Vice-Chancellors*

**Prof. Alvin G. Wint**  
BSc UWI, MBA Northeastern, DBA Harvard

**Prof. Wayne Hunte**  
BSc UWI, PhD UWI, Post Doctoral Fellow,  
Dalhousie, Canada

**Dr. Bhoendradatt Tewarie**  
BA Northwestern, MA Chicago, PhD Penn State

### *Deputy Campus Principals*

**Prof. Eudine Barriteau - Cave Hill**  
BSc UWI, MPA NYU, PhD Howard

**Mr. Joseph Pereira – Mona**  
BA, Dip Ed UWI, MA Qu

**Prof. Rhoda Reddock - St. Augustine**  
BSc (UWI), MSc (The Hague), PhD Amsterdam, The Netherlands

**Dr. Vivienne Roberts – Open Campus**  
BSc, Dip Ed UWI, MEd Tenn, PhD UWI

### *University Registrar*

**Mr. C. William Iton**  
BSc UWI, LLM Essex

### *University Bursar*

**Mr. Winston Bayley**  
BSc Lond-UCWI, FCCA

### *University Librarian*

**Ms. Jennifer Joseph**  
BA UWI, MSc Columbia University,  
Dip. Lib. & Info. Sci. UWI,  
Dip. Hum. Res. Man. IOB

### *St. Augustine Campus Campus Principal*

**Prof. Clement Sankat**  
BSc (Eng), MSc (UWI), PhD (Guelph), FAgrE,  
CEng, MASAE, FAPETT

### *Deputy Campus Principal*

**Prof. Rhoda Reddock**  
BSc (UWI), MSc (The Hague),  
PhD Amsterdam, The Netherlands

### *Campus Registrar*

**Mr. Jeremy Callaghan**  
BA York, MA Reading

### *Campus Bursar*

**Ms. Carla Dubé**  
BBA (Accounting)  
Simon Fraser University, British Columbia,  
CGA (British Columbia)

### *Campus Librarian*

**Ms. Jennifer Joseph**  
BA UWI, MSc Columbia University,  
Dip. Lib. & Info. Sci. UWI,  
Dip. Hum. Res. Man. IOB