



ANNUAL REPORT 2022/2023

CREATING
CHANGE
TOGETHER



"The certainty that our Caribbean people can create change and shape genuine development if we work together for the benefit of all, enhancing our capacity to lead with new ideas and approaches."

This was the call to action and the challenge issued by newly inducted Campus Principal, Professor Rose-Marie Belle Antoine. It seems fitting therefore to review her first year in office through this lens.

As we navigate through the annual report, we witness the Campus's response to this challenge. The vivid tableau on the cover—a kaleidoscope of colours and shapes—symbolises the unique contributions of each member of our Campus community as well as our stakeholders. It is a reminder that while individual pieces may vary in shape and hue when we come together – university, government, private sector, staff, students, alumni and the public, we can create something new and beautiful.

The placement of the half image on the cover also reminds us that sometimes you need to step back – or turn the page – to appreciate the full picture.

Cover Art Credit: Nicole Huggins-Boucaud using *Adobe Firefly*



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A PUBLICATION OF THE MARKETING & COMMUNICATIONS OFFICE,
THE UNIVERSITY OF THE WEST INDIES, ST. AUGUSTINE CAMPUS

unite in DRIVING CHANGE

This year's report theme, inspired by the Campus Principal's induction address, emphasises the need for the Campus community to unite in driving change. The COVID-19 pandemic has accelerated the transformation of academic offerings and administrative operations. Challenges always present opportunities for growth. Academic programmes are evolving to include more flexible, technology-driven options that expand access and satisfy student expectations. Concurrently, administrative processes are undergoing digitisation to improve efficiency and accessibility. Creative and entrepreneurial responses to challenges, such as student enrolment and funding leverage research strengths to develop commercial products benefitting society and sustaining the institution.

Adapting to a changing environment is tough. Inspiring or instigating change is even harder. I am encouraged by efforts to highlight the experiences of persons with disabilities in our society, and to change attitudes one workplace and one student at a time. The ongoing efforts to introduce young people to modern agricultural practices, to foster entrepreneurship, and offer practical solutions to climate change problems are also praiseworthy. As you peruse this annual report, you will see accounts of some momentous events and accolades earned, and you will see a Campus that is determined to continue providing students with a rich educational experience, and providing staff with a caring and fulfilling work environment.

Challenges always present opportunities for growth. Academic programmes are evolving to include more flexible, technology-driven options that expand access and satisfy student expectations.

At this point, I'd like to mention another aspect emphasised by the Campus Principal during her induction: ensuring that the work of the Campus is both visible and tangible. UWI has long exerted a subtle influence over our daily lives with research from the Campus shaping government policies, agricultural techniques, business practices, school curricula, teaching methods, our understanding of our history, culture, ourselves, and more. However, we live in an age when our time and attention have become the most valuable of commodities, and as every old newspaper editor and village griot knows, sensationalism sells.

As I close, I make a plea to our alumni, many of whom have flourished in their careers after their time at the St Augustine Campus, to get involved. Alongside the development of the Alumni Giving Project, our faculties are ramping up efforts to connect with you. I encourage you to respond positively when contacted, and if you don't hear from us, reach out! Consider joining the Alumni Association (UWIAA), accompanying potential applicants on campus tours, or using visits as opportunities to reconnect with friends and inspire current students with your stories. Attend lectures, whether in person or online, and help spread the word about Campus happenings. Your engagement is vital to shaping a brighter future for our students, both now and in the years ahead.

Sharon Christopher
Chair of the Campus Council
St Augustine Campus – The University of the West Indies



CREATING CHANGE TOGETHER

The 2022/2023 academic year saw the St Augustine Campus fully resume face-to-face operations post-pandemic. It was also the first year of implementing Phase II of The University of the West Indies' (The UWI) 2022–2027 strategic plan, the Revenue Revolution, which coincided with my first year as Campus Principal.

All of these were important changes, but when I spoke about change at my Induction Ceremony in January 2023, I was also focussed on three elements: change to save our environment; change to make our society more equitable and inclusive; and change for the survival and sustainability of the St Augustine Campus. The first two I view as critical for the continued survival and development of our people and planet, and the third is critical to the survival and development of our Campus and University. As you read this report, you will see we have made important progress in these areas. You will also find that, as our theme suggests, responsibility for that progress is spread across disciplines, in both academic and administrative arms and often involved partnerships with public and private sector organisations. We must create change together.



Our commitment to addressing environmental issues through our work and to increasing our own environmental stewardship remains unwavering. Projects undertaken in the reporting year vary widely and showcase cutting-edge research, fuelling development, our core mission. Some highlights include: the establishment of a pollinator garden which is to be replicated across the country; the reformulation of sargassum seaweed into eco-friendly organic pesticides; unlocking carbon capture in Trinidad & Tobago by developing a National Carbon Dioxide Storage Atlas for Trinidad & Tobago in partnership with the Ministry of Energy & Energy Industries, BPTT, and Shell and the University of Trinidad &

Tobago, the creation of “green pesticides”, which saw our staff working directly in the field with farmers, and a collaboration with the Ministry of Planning & Development to mitigate the effect of flooding on already vulnerable communities and ecosystems around the South Oropouche River Basin. No doubt this project will someday benefit from another that was set in motion during the review period – the establishment of a Mexico-funded Geospatial Monitoring Station that will provide data for decision-making related to agriculture, combatting climate change, disaster reduction, and other areas.

Of course, these are just the projects undertaken during the review year. Many more are in train, such as additional electric vehicle charging stations that will serve the Campus community and provide additional opportunities for research.



Wetlands around the world that are under threat due to the effects of climate change may also be part of the solution, according to scientists studying carbon sequestration.

CAMPUS PRINCIPAL'S REVIEW



Scientists at the St Augustine Campus are already sharing seaweed based bio-stimulants with farmers to test the effects on their crops.

We aim to continue this momentum as we move forward, creating impactful change for a better future. Your support and dedication are vital in this journey.

To provide the public with a broader overview of the Campus's contribution to important environmental and climate-related matters, we launched a series of weekly articles in the *Trinidad & Tobago Newsday*. The full breadth of our research, however, could be seen in our revived and revamped column in the *Daily Express*, in our flagship paper, *UWI Today*, published each month in the *Sunday Guardian*, and splashed across our social media pages online, as we sought to incentivise research and take it to the people.

Significant strides have been made in advancing social change that is both equitable and inclusive. In partnership with the Ministry of Youth Development & National Service, we trained scores of young people in farming and entrepreneurship, opening doors to sustainable self-employment and higher education, should they so choose. We have not only advocated for disability rights but are empowering our students to advocate for themselves and, on an issue close to my heart, we have stood with the First Peoples of

the Caribbean, amplifying their calls for justice and equal recognition. Additionally, we continued to take our work on gender and social issues into the community by hosting Gender-Based Violence workshops for youth across the country.

Finally, we are pleased to report on the many initiatives that were undertaken to improve the student experience, to create a more responsive and inclusive atmosphere for staff and to create a sustainable and more self-sufficient Campus. I have held staff listening sessions, and although work is still in progress, strides are being made to foster an improved Campus team. I initiated funding for an after-school care centre to assist with care duties, and I hold weekly staff open hours. Taking on board feedback from students, we have digitalised many services for a faster turnaround time in various application processes. To enhance our customer service experience and improve efficiency, we provided training for a number of staff and managers throughout the Campus at various levels.

To better facilitate our revenue revolution goals, we set up a Campus Implementation Committee in which we explore, examine and support potentially profitable projects from our ever-expanding Campus innovation ecosystem. Even as the International Fine Cocoa Innovation Centre provides training, meeting spaces, and production facilities for start-ups, it is also poised to take the next step and enter the international fine chocolate market. During the reporting period, the foundation was laid for the successful completion of our new Chocolate Factory. This venture takes advantage of the decades of research conducted by our Cocoa Research Centre as stewards of the world's largest Cocoa Genebank.

As I close, I acknowledge, with sincere thanks, the many stakeholders and interest groups who took time from their busy schedules to meet with me and my team to discuss areas of mutual interest. In particular, the President of the Co-operative Republic of Guyana, His Excellency Dr Irfaan Ali, shared his vision for the development of his country and the areas in which The UWI may support; and members of the business community, such as the ANSA McAL Group. I thank too those individuals and companies that continue to stand by us despite the economic challenges, such as Republic Bank Ltd which sponsors our World of Work programme, and the Guardian Group of Companies that celebrates our excellence in teaching through its Awards. I also thank the Government of the Republic of Trinidad & Tobago for its support and for trusting us as a development partner.

We aim to continue this momentum as we move forward, creating impactful change for a better future. Your support and dedication are vital in this journey. Please reach out to us with your ideas on how we can partner with you, your business or community, to make a direct and positive impact. We look forward to hearing from you!

Professor Rose-Marie Belle Antoine
Pro Vice-Chancellor and Campus Principal
St Augustine Campus – The University of the West Indies

executive management



Professor Rose-Marie Belle Antoine
Pro Vice-Chancellor and Campus Principal



Professor Indar Ramnarine
Deputy Principal



Dr Dawn-Marie De Four-Gill
Campus Registrar



Mr Kevin Kalloo
Campus Bursar (Ag.)



Mr Frank Soodeen
Campus Librarian



Professor
Bheshem Ramlal
Dean

Professor
Mark Wuddivira
Dean

Professor Elizabeth
Walcott-Hackshaw
Dean

Faculty of Engineering (FEng)

The 2022/2023 academic year at the Faculty of Engineering was marked by the development of a new part-time BSc programme and efforts to strengthen industry ties to benefit undergraduate students. The Faculty invested in the development of professional microcredentialling and postgraduate short courses that have caught the attention of national and regional prospects, postgraduate programmes in Artificial Intelligence (AI) were advanced, and the Solar EV Charging station installation was completed.

<https://sta.uwi.edu/eng>

Faculty of Food & Agriculture (FFA)

The Faculty of Food and Agriculture (FFA) joined with other universities across CARICOM to reduce the CARICOM food import bill by 25% by 2025 and partnered with the State to train 100 young people in the latest agricultural practices. The FFA Market Place was launched on the main campus, supported by fresh produce from the revitalised farm at Orange Grove, and also offering for sale, bottles of an organic pesticide developed at the FFA, Biophyt 1.0.

<https://sta.uwi.edu/ffa>

Faculty of Humanities & Education (FHE)

The Faculty of Humanities & Education (FHE) established alumni and industry liaison committees, conducted its own graduate tracer surveys and comprehensive curriculum reviews to ensure programmes were aligned with stakeholder needs. FHE introduced its first Continuing Professional Education (CPE) course and conceptualised the Humankind Studio, a one-stop creative services shop as a possible source of future revenue.

<https://sta.uwi.edu/fhe>

Full reports are available in the accompanying 2022/2023 Faculty Report which is available online.

FACULTY HIGHLIGHTS



Dr Alicia
Elias-Roberts
Dean



Professor
Hariharan
Seetharaman
Dean



Dr Brian
Cockburn
Dean

Faculty of Law (FoL)

The Faculty of Law launched The UWI St Augustine Law Journal (UWISALJ), focusing on legal scholarship relevant to Trinidad & Tobago, the wider Commonwealth Caribbean, and beyond. The Faculty Board approved proposals for two new courses: International Wealth Management and Advanced Sports Law. Additionally, a new QR code system was introduced to track postgraduate students' data using Google docs. The system was used to improve throughput and the overall student experience.

<https://sta.uwi.edu/law>

Faculty of Medical Sciences (FMS)

The Faculty of Medical Sciences introduced the BSc Midwifery and DM Medical Microbiology programmes. The undergraduate Veterinary Medicine programme was overhauled to, among other things, pave a pathway for students who wish to work outside the Caribbean in countries such as Australia, Canada, New Zealand, and the USA. Up next are postgraduate programmes in Medical Oncology, Cardiovascular Medicine, and in Thoracic Surgery to provide specialist training to meet the national need.

<https://sta.uwi.edu/fms>

Faculty of Science & Technology (FST)

A new Chemistry curriculum was developed, emphasising Applied and Analytical Chemistry and incorporating digital tools to support self-directed learning. The structure and core content of BSc degrees in Computer Science and Information Technology were revised. Two new plant species were confirmed, a newly discovered marine worm species was named after one of our own researchers, and the Faculty established a pollinator garden on the Campus.

<https://sta.uwi.edu/fst>

Full reports are available in the accompanying 2022/2023 Faculty Report which is available online.

Dr Acolla
Lewis-Cameron
Dean



Dr Akshai
Mansingh
Dean



Dr Anand
Rampersad
**Head, St Augustine
Academy of Sport
Faculty of Sport**



Faculty of Social Sciences (FSS)

The Faculty of Social Sciences (FSS) expanded its internship programme partnering with nineteen national companies. Researchers at the Faculty presented over 60 papers and issued some 100 publications, on topics ranging from entrepreneurial imperatives to the health and economic impact of sugar-sweetened beverages. The Business Development Unit, on providing personalised learning pathways, generated significant revenue through expanded training offerings, resulting in the distribution of over 540 certificates.

<https://sta.uwi.edu/fss>

Faculty of Sport (FoS)

The year saw the return of face-to-face classes and the resumption of sporting activities at the St Augustine Academy of Sport. The Academy continued to lobby to have its two BSc programmes become GATE-funded. The swimming pool was recommissioned in January 2023. To round off the year, at the graduation ceremonies held in October 2023, the Campus celebrated the first five graduates of the degree programmes offered at the Academy.

<https://uwi.edu/sport/>

Full reports are available in the accompanying 2022/2023 Faculty Report which is available online.

STATISTICAL HIGHLIGHTS

Enrolment Statistics

In the 2022/2023 academic year, the total enrolment (on and off Campus) was **13,876** students, a decline of 8% from 2021/2022 disaggregated by level as follows:

Postgraduate
Total: 3,929

Undergraduate
Total: 9,947

Figure 1: Five Year Trends in Enrolment by Level

Source: Campus Office for Planning and Institutional Research (COPIR)

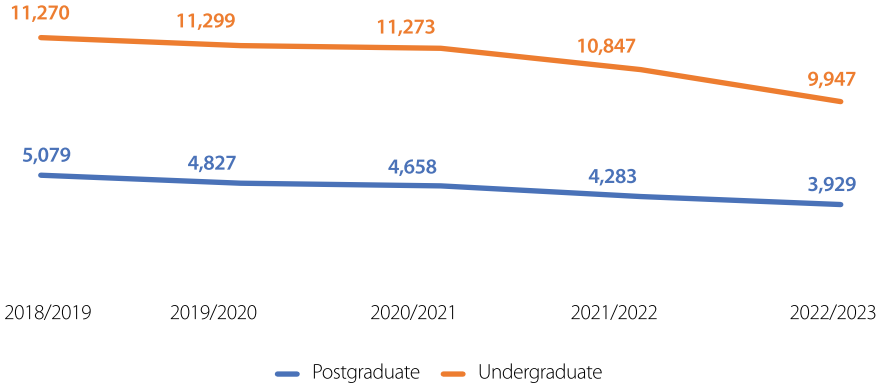
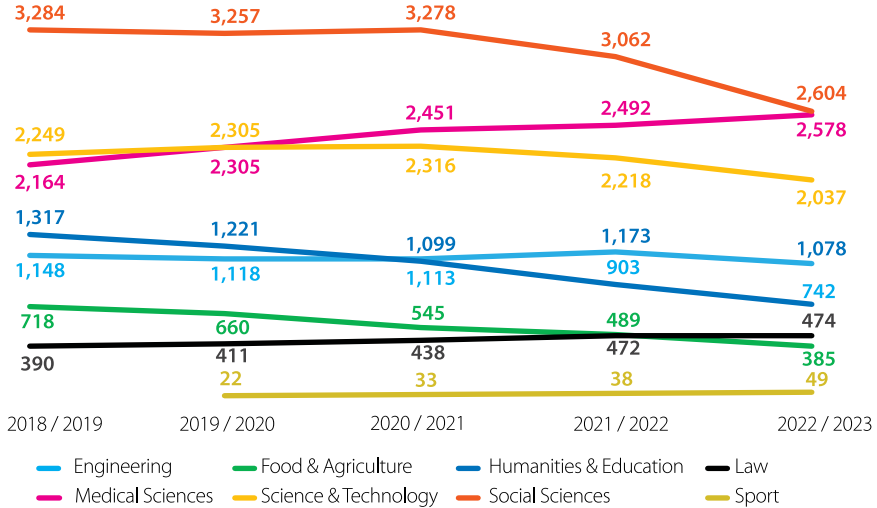


Figure 2: Five Year Trends in Undergraduate Enrolment by Faculty

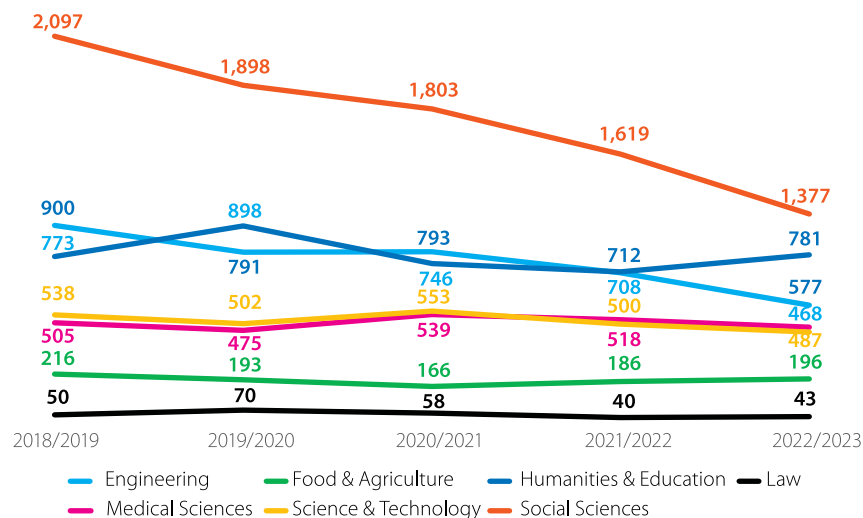
Source: Campus Office for Planning and Institutional Research (COPIR)



During the period under review, the number of postgraduate students declined by 8% (354) as compared to the previous year. The number of undergraduate students also decreased by 8% (900).

Figure 3: Five Year Trends in Postgraduate Enrolment by Faculty

Source: Campus Office for Planning and Institutional Research (COPIR)

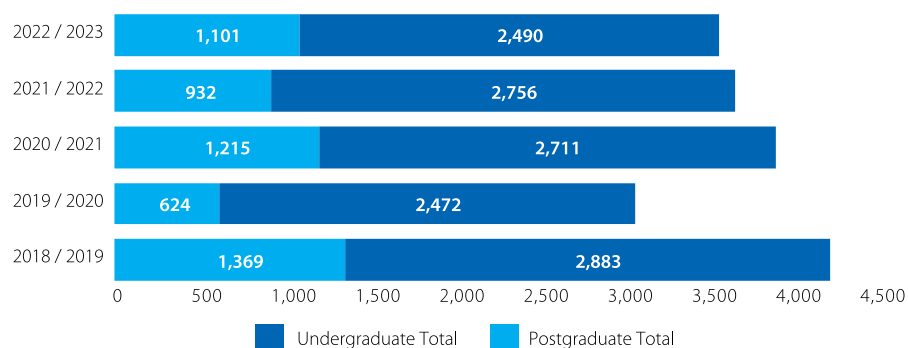


Graduation Statistics

In October 2023, there were 1,101 postgraduate and 2,490 undergraduate graduands eligible to participate in the graduation ceremonies. The number of graduates receiving postgraduate qualifications increased by 18% over the previous year, while the number of graduates receiving undergraduate certificates, diplomas and first degrees declined by 9.7%. The number of PhDs (45) was the highest recorded at the Campus in four years.

Figure 4: Five Year Trends in Graduation Output by Level

Source: Campus Office for Planning and Institutional Research (COPIR)



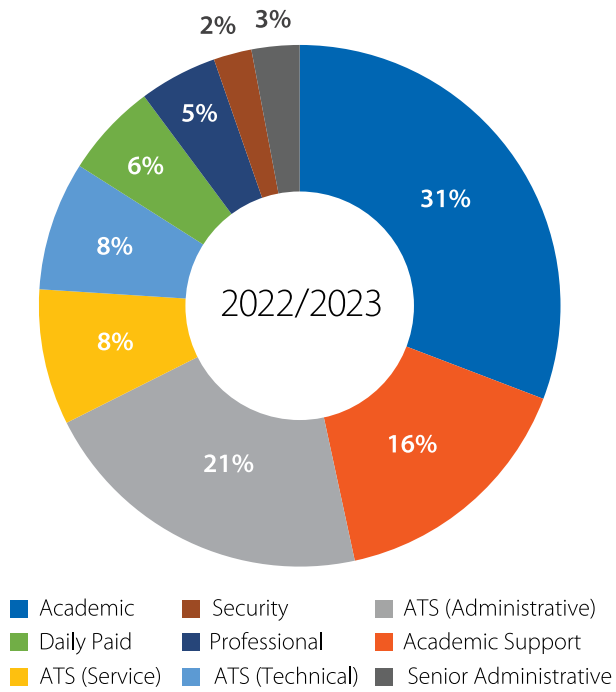
STATISTICAL HIGHLIGHTS

Staff Statistics

According to figures provided by the Campus Office of Planning and Institutional Research (COPIR), although the ratio of staff from one category to the next remained relatively the same, the total number of staff employed on the Campus declined by 20% compared with the previous year. The number of Academic (Teaching) Staff fell 26% from 1,100 to 809, Academic Support staff fell by 31% from 604 to 415, Professional Staff were down 22%, while Senior Administrative Staff saw a decrease of just 4%. Administrative, Technical and Service Staff (ATSS) experienced downward changes in the order of a reduction of 18%, 0% and a decrease of 13% respectively. Security personnel were also down 22%. Only the Daily Paid category saw an increase of 30%, from 118 to 153.

Figure 5: Employees by Category

Source: Campus Office for Planning and Institutional Research (COPIR)



Whisper Wall Mural Turns 10!

The mural on the Whisper Wall at the Student Activity Centre (SAC) was created in 2012 by then student, **Izia Lindsay**. The images depict student life at the St Augustine Campus and the mural is dedicated to Izia's teacher and mentor, the late **Dr Pat Bishop TC, DLitt**, who inspired him to become a muralist and passed away before it was completed.



CAMPUS HIGHLIGHTS

Anniversaries

Celebrating UWI's 75th

The St Augustine Campus hosted several distinguished anniversary events, starting with the 2023 edition of the all-inclusive carnival fete. In commemoration of The UWI's diamond jubilee, the events held not only garnered financial support but also provided a platform to showcase staff talent and to give back to the community. These signature events included IGNITE – a benefit concert on 2 April 2023 organised by UWIDEF; and a staff art competition launched during the period. A 75th Anniversary Blood Drive organised by The UWI Blood Donor Foundation, in April 2023, collected 78 units of blood. More events were planned for the latter part of the year.

Additionally, the graphic design team in the Marketing & Communications Office crafted the brand identity for The UWI's 75th anniversary. This included the logo and brand guidelines. These elements were used throughout the celebration year by all five Campuses across 17 territories and were prominently featured in media worldwide.



The Signal Hill Alumni Choir performing at the IGNITE benefit concert. Photo: Ultimate Media TT



A generous donor at the 75th Anniversary Blood Drive. Photo: Atiba Cudjoe

For the UWI's diamond jubilee, the events held not only garnered financial support but also provided a platform to showcase staff talent and to give back to the community.



For the past 70 years, The UWI SRC has been providing the governments of its nine contributing territories with timely, precise, and comprehensive information pertaining to earthquakes, volcanic and other geologic activity, including 19 live volcanoes, in the Eastern Caribbean.

The Honourable Dr Keith Rowley, Prime Minister of Trinidad & Tobago and former Director of the Seismic Research Unit (centre) flanked by St. Augustine Campus Registrar, Dr Dawn-Marie DeFour-Gill (3rd from left), UWI Chancellor Mr Robert Bermudez (4th from left), Dr Erouscilla Joseph, Director, Seismic Research Centre (4th from right) and St. Augustine Campus Principal, Professor Rose-Marie Antoine (3rd from right), with past and present SRC staff at the celebration of 70 years of seismic research in the Caribbean.

Photo: Damian Luk Pat

CAMPUS HIGHLIGHTS

70 Years of Seismic Research

The UWI Seismic Research Centre (SRC) marked its 70th anniversary on 21 June 2023. The work of the SRC has been crucial in advancing knowledge about seismic and volcanic activity in the Caribbean. It monitors earthquakes, volcanic eruptions, and tsunamis, providing early warnings and vital data for disaster readiness. The SRC's research, training, and outreach have significantly enhanced the Caribbean's safety and resilience. Celebrations in June 2023 honoured the first Caribbean-born, UWI-trained scientist to lead the SRC, Trinidad & Tobago's Prime Minister, the Honourable Dr Keith Rowley.

For the past 70 years, The UWI SRC has been providing the governments of its nine contributing territories¹ with timely, precise, and comprehensive information pertaining to earthquakes, volcanic and other geologic activity, including 19 live volcanoes, in the Eastern Caribbean. Its mission spans the wide areas of monitoring, research, warnings, outreach, and postgraduate teaching.

The Centre operates the largest geophysical monitoring network in the Caribbean region. It provides a national seismological service for all of its contributing territories and a national volcanological service for five of them. In January 2023, the Centre switched to new seismic data acquisition, processing, and location systems aligning with international standards for geophysical monitoring agencies.

Memory Lane - (L-R) Prime Minister, the Honourable Dr Keith Rowley and Mrs Sharon Rowley take in the display of SRC artefacts alongside Pro Vice-Chancellor and Campus Principal Professor Rose-Marie Belle Antoine and SRC Director, Dr Erouscilla Joseph. Photos: Damian Luk Pat



Dr Joseph welcomes the audience gathered to celebrate the SRC's 70th anniversary.





CAMPUS HIGHLIGHTS

Awards

National Awards for Nine

Three eminent researchers from the St Augustine Campus, nominated by the Campus, received Trinidad & Tobago's highest honour, the Order of Trinidad & Tobago, at the 2023 Republic Day awards ceremony hosted by the Office of the President:

- **Emeritus Professor John Agard**
(Environment/Climate Change/Biodiversity),
- **Emeritus Professor Clément Imbert**
(Engineering/Innovation), and
- **Professor Pathmanathan Umaharan**
(Science/Agriculture),

Six other staff (past or present) and alumni were also honoured:

- **Dr Bruce Paddington**, Retired, Lecturer and Founder and Co-owner of Banyan Productions TT - Chaconia Medal, Gold in the spheres of Media/Film Industry.
- **Sieunarine Persad Coosal**, Executive Director of Coosal's Construction Company and a UWI Honorary Graduate 2021 - Chaconia Medal, Gold for Entrepreneurship/Philanthropy.
- **Professor Surujpal Teelucksingh**, Medical Doctor and current Professor - Chaconia Medal, Silver in the sphere of Medicine.
- **Wayne Gerrard Bertrand** (posthumously), former Coordinator of the Petroleum Geoscience Unit at the Faculty of Engineering - Hummingbird Medal, Gold for Energy and Education.



ORTT Awardees: (L-R) Emeritus Professor Clément Imbert, Professor Pathmanathan Umaharan, and Emeritus Professor John Agard. Photo: Anston Alves, Guardian Media Ltd.

- **Richard Escalante**, former Employee of the Department of Political Science in the Faculty of Social Sciences - Humming Bird Medal, Gold in the sphere of Education.
- **Leslie Reuben Hoyte**, Retired, former Employee of the UWI Open Campus - Public Service Medal of Merit, Gold in the spheres of Public Service/Sport and Physical Education.

The ceremony was held on 24 September 2023.

UWI/Guardian Premium Teaching Awards 2022

The UWI/Guardian Group Premium Teaching Award is a collaborative effort honouring teaching excellence at the St Augustine Campus. Organised by the Centre for Excellence in Teaching & Learning (CETL) and sponsored by the Guardian Group of Companies, the event was introduced in 2000 and is held biennially.

The 2022 awardees were:

- **Dr Suzanne Burke**, who was formally trained in Psychology and lectures in Cultural and Communication Studies in the Faculty of Humanities & Education (FHE).
- **Dr Amy Deacon**, who lectures in Biology, Biodiversity and Zoology in the Faculty of Science & Technology (FST).
- **Dr Bephyer Parey**, a Junior Research Fellow at the Sir Arthur Lewis Institute of Social & Economic Studies (SALISES), who lectures on Research Design and Statistical Analysis.



UWI/Guardian Premium Teaching Award Winners 2022
(L-R) Dr Suzanne Burke, Dr Bephyer Parey, and Dr Amy Deacon. Photo: Aneel Karim

The theme of the 2022 Awards, "Ready, Set, Click: Navigating Quality in Blended/Online Teaching and Learning," highlighted the Campus's ability to succeed in online education, focusing on effective engagement. The feature speaker, **Dr Camille Dickson-Deane**, Senior Lecturer in Higher Education at the University of Technology, Sydney, Australia, shared her research on the sociotechnical spaces in the field of Learning, Teaching, and Performance. The event took place on 22 September 2022 at The UWI's Learning Resource Centre.

Arima Award for Campus Principal

Principal and Pro-Vice Chancellor, Professor Rose-Marie Belle Antoine received an award from the Royal Chartered Borough of Arima in April 2023, along with 25 other distinguished individuals hailing from the Borough. Professor Antoine, who was born and grew up in Arima, was honoured with a lifetime achievement award for her contributions to education, the law and human rights.

CAMPUS HIGHLIGHTS

Staff Appointments, Achievements & Transitions

Campus Principal Inducted

The Induction Ceremony of Professor Rose-Marie Belle Antoine as the tenth Principal of the St Augustine Campus was held on 21 January 2023 at the Daaga Auditorium on the St Augustine Campus. Principal Antoine, who selected *"Together We Can Create The Change"* as her theme, challenged her colleagues to *"be proactive, thought leaders and problem solvers,"* and to take their scholarship to the people, saying that *"It is then that our research, our teaching, will be grounded and transformative."* *"... this Campus must be entrenched in its community to have relevance – a vibrant, impactful and revered social actor, with cutting-edge research".*

In pledging her commitment to The UWI, Professor Antoine expressed gratitude to the institution for the many opportunities provided to her and stated her resolve to continue to give her best to the Campus as it re-aligns resources to meet the challenges of achieving socio-economic and ecological sustainability for the region. Professor Antoine assumed the post of Campus Principal on 01 August 2022.





TOP LEFT PAGE: Pro Vice-Chancellor and Campus Principal Professor Rose-Marie Belle Antoine being robed by Vice-Chancellor of The University of the West Indies, Sir Hilary Beckles.

BOTTOM LEFT PAGE: A cross-section of the induction audience including (Front Row L-R) Minister of Education, Dr Nyan Gadsby-Dolly; Minister in the Ministry of Education, Lisa Morris-Julien; former Prime Minister of St. Lucia, Dr Kenny Anthony; and Prime Minister of St. Lucia, the Honourable Mr Philip J. Pierre. Second Row (L-R) Opposition Leader, Mrs Kamla Persad-Bissessar and Minister of National Security, Mr Fitzgerald Hinds.

Photos: Scully Photography

Professor Antoine expressed gratitude to the institution for the many opportunities provided to her and stated her resolve to continue to give her best to the Campus as it re-aligns resources to meet the challenges of achieving socio-economic and ecological sustainability for the region.

CAMPUS HIGHLIGHTS

New Senior Appointments

- **Professor Elizabeth Walcott-Hackshaw** assumed the position of Dean, Faculty of Humanities & Education on 01 August 2022.
- **Ms Michelle Newallo** was appointed as the new Deputy Bursar (Financial Reporting and Strategic Initiatives), effective 01 September 2022.
- **Dr Timothy Affonso** was appointed to act in the position as Dean, Faculty of Law following the resignation of Professor Raphael Heffron in September 2022.
- **Dr Alicia Elias-Roberts** was appointed the new Dean of the Faculty of Law, effective 01 August 2023.
- **Professor Bishem Ramlal** was appointed the new Dean of the Faculty of Engineering effective 01 August 2023.
- **Professor Hariharan Seetharaman** was appointed the new Dean of the Faculty of Medical Sciences effective 01 August 2023.
- **Professor Derek Chadee** was appointed as the new Pro Vice-Chancellor of the Board for Undergraduate Studies for three years, effective 01 August 2023.
- **Dr Suzanne Burke** was appointed as the new Public Orator at The UWI St Augustine Campus for three years, effective 01 August 2023.
- **Dr Indira Rampersad** was appointed as Head, Department of Political Science, Faculty of Social Sciences, for a period of three years, effective 01 August 2023.
- **Dr Charisse Griffith-Charles** was appointed as Head, Department of Geomatics Engineering and Land Management, Faculty of Engineering, for a period of three years, effective 01 August 2023.
- **Dr Nicole Roberts** was appointed as the Director, Centre for Language Learning (CLL) for a period of three years, effective 01 July 2023.
- **Dr Sandeep Maharaj** was appointed as the Director, School of Pharmacy, Faculty of Medical Sciences, for a period of three years, effective 01 August 2023.
- **Dr Annita Montoute** was appointed as the Interim Director, Institute of International Relations, effective 01 August 2023.

New Professorial Appointments

The following lecturers were appointed, in this order, to the rank of Professor during the review period:

- **Dr Roger Hosein** – Faculty of Social Sciences
- **Dr William Smith** – Faculty of Medical Sciences
- **Dr Beverly-Anne Carter** – Faculty of Humanities & Education
- **Dr Sanjay Bahadoorsingh** – Faculty of Engineering
- **Dr Sandra Reid** – Faculty of Medical Sciences
- **Dr Mark Wuddivira** – Faculty of Food & Agriculture
- **Dr Rajiv Dahiya** – Faculty of Medical Sciences
- **Dr Ayub Khan** – Faculty of Science & Technology
- **Dr Abrahams Mwasha** – Faculty of Engineering
- **Dr Reisha Rafeek** – Faculty of Medical Sciences



(L-R) Mrs Andrea Taylor-Hanna, Professor Terence Seemungal, Ms Elawatee Dookaran, and Professor Edwin Ekwue. Photo: Keyon Mitchell

Senior Retirements

As the review period ended, the following senior members of staff retired from the Campus:

- **Professor Terence Seemungal**,
Dean of the Faculty of Medical Sciences
- **Professor Edwin Ekwue**,
Dean of the Faculty of Engineering
- **Mrs Andrea Taylor-Hanna**,
Campus Bursar
- **Ms Elawatee Dookaran**,
Deputy Bursar
- **Dr Beverly-Anne Carter**,
Director, Centre for Language Learning (CLL)

New Emeriti Professors

The following persons were bestowed the title of Emeritus Professor:

- **Professor Brian Copeland**
- **Professor John Agard**
- **Professor Gary Wayne Garcia**

CAMPUS HIGHLIGHTS

Achievements

Professor Judith Gobin, Professor of Marine Biology at the St Augustine Campus, became the first to have a deep-sea species named after a marine scientist from Trinidad & Tobago. In March 2023, a new deep-sea worm (*Lamellibrachia judigobini*) was described for the Caribbean (Trinidad & Tobago and Barbados) and was named in honour of Professor Gobin for her contributions to Marine Biodiversity. The announcement on the Campus Facebook page became the most popular post for the year. A few months later, she was recognised again when she was elected as the President of the International Association for Biological Oceanography (IABO).



Dr Judith Gobin (R) at work with Dr Diva Amon. Photo: Dr Diva Amon



A new deep-sea worm (*Lamellibrachia judigobini*) was described for the Caribbean (Trinidad & Tobago and Barbados) and was named in honour of Professor Gobin for her contributions to Marine Biodiversity.

Photo: Adrian Glover, The Natural History Museum, London

Emerita Professor Rhoda Reddock was re-elected as a Member, Committee on the Elimination of Discrimination against Women (CEDAW) as of 01 January 2023 and up to 31 December 2026. She is one of a total of 151 experts that has served as members of the Committee since 1982.

Professor Donald Simeon, Director of the Caribbean Centre for Health Systems Research and Development (CCHSRD) received the Caribbean Public Health Agency (CARPHA) 2023 Research Award for Outstanding Contribution to Building Research Capacity and Advancing Evidence-informed Health Policy. The award came as the Centre celebrated its fifth anniversary.

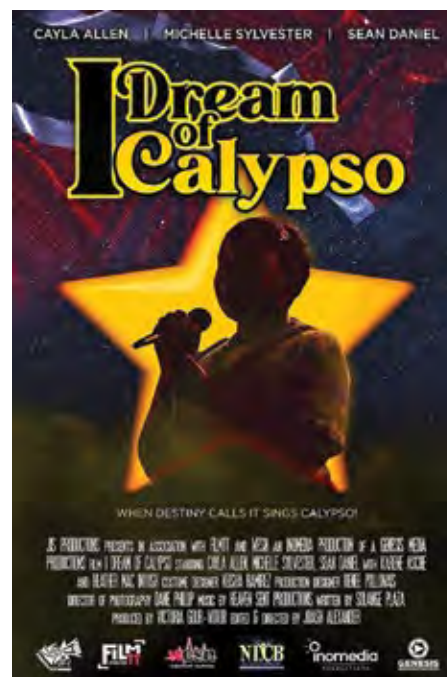
Dr Paul Balwant, from the Department of Management Studies, in the Faculty of Social Sciences, received two awards from the Beedie School of Business, Simon Fraser University, Canada for excellence in the GLOBE 2020 research project:

- the "Go Getter Award" for excellence in data turnaround speed, and
- the "Maestro of Many – Individual Award" for building one of the top ten largest individual datasets (of 476 active co-country investigators).

Dr Balwant also received a Certificate of Achievement for producing the "Top Downloaded Article" from Wiley, USA for his publication in the *Journal of Leadership Studies* entitled, "Is there a bright side to destructive leadership? How Gordon Ramsay leads change in nightmare kitchens." It was one of the most downloaded papers during its first 12 months of publication.

Solange Plaza, part-time Lecturer and DCFA alumna, authored one of the winning scripts coming out of FilmTT's Script to Screen Programme. The world premiere of her short film, '*I Dream of Calypso*' was held at a red-carpet gala at the Central Bank Auditorium in August 2022.

In January 2023, **Dr Stanley Giddings**, Lecturer in Adult Medicine, received the Scroll of Honour from the Trinidad & Tobago Medical Association, for distinguished achievement in the field of Infectious Diseases.



CAMPUS HIGHLIGHTS

Transitions

- **Dr Lester Henry**, Senior Lecturer in the Department of Economics, Faculty of Social Sciences, and former Government Senator, passed away on 25 October 2022.
- **Mr Victor Cowan**, retired Director of Student Services and Secretary of The UWI Development and Endowment Fund (UWIDEF), passed away on 01 January 2023.
- **Professor Kopalapillai Mahadeva** passed away in the United Kingdom on 14 January 2023. He served as a Professor and Programme Leader in Production Engineering and Management in the Faculty of Engineering between 1980 and 1984.
- **Emeritus Professor Gordon Rohlehr**, a leading authority on Trinidad & Tobago Calypso, passed away on 29 January 2023. Professor Rohlehr was a former Head of the English Department at The UWI St Augustine and founded the postgraduate programme in West Indian Literatures in English.
- **Dr Jennifer Rahim**, award-winning author and Senior Lecturer in the Department of Literary, Cultural and Communication Studies, Faculty of Humanities & Education, passed away on 13 March 2023.



Emeritus Professor Brinsley Samaroo at History Fest in March 2023.

Photo: Aneel Karim

- **Emeritus Professor Brinsley Samaroo**, a distinguished historian and former Head of the Department of History, passed away on 09 July 2023. Known for his extensive work on Trinidad & Tobago's history, particularly working-class movements and Indo-Caribbean history, he authored several books and also served as a member of the Senate, and in the Lower House of Parliament.

Student & Alumni Achievements

Vet Med Grad Recognised for Inventions

Professor Naola Ferguson-Noel, DVM class of 1996 and a researcher at the Poultry Diagnostic and Research Center at the University of Georgia College of Veterinary Medicine was inducted in June 2023 as a Fellow of the National Academy of Inventors. This is a United States-based organisation comprising over 4,000 members and 1,567 Fellows including Nobel Laureates. Professor Ferguson-Noel has made sterling contributions to research in the field of avian *Mycoplasma gallisepticum*, a disease that affects poultry worldwide. Dr Ferguson-Noel is the co-inventor of two patented Mycoplasma vaccines.



Professor Naola Ferguson-Noel

Photo: Amy Ware/University of Georgia. All Rights Reserved



Dr Stephanie Mohammed

3-Minute Thesis Winner

Dr Stephanie Mohammed of the Department of Physics at the St Augustine Campus was the winner of the Three-Minute Thesis (3MT) cross-campus competition organised by the Mona Campus of The UWI (2022). Dr Mohammed's presentation was on the effect of electromagnetic radiation on the development of polycystic ovaries in rats. She hopes that her research will one day provide a non-invasive solution for the millions of women around the world affected by Polycystic Ovary Syndrome (PCOS).

CAMPUS HIGHLIGHTS

Kendra Wins UWI Got Talent

Vocalist, **Kendra Hope**, a Criminology and Criminal Justice major at UWI St Augustine's Faculty of Social Sciences, won the 2022 edition of UWI Got Talent in October of that year. UWI Got Talent was created in 2019 by the Division of Student Services and Development (DSSD) and the Guild of Students to celebrate the performing arts excellence of students and enhance their personal development.

Kareem Admitted to the Bar

In 2017, **Kareem Marcelle** became the first recipient of the Makandal Daaga Law Scholarship and, in November 2022, he was admitted to the Bar in Trinidad & Tobago. The scholarship was introduced by then Dean of the Faculty of Law, now Campus Principal, Professor Rose-Marie Belle Antoine, to widen access to the Law (LLB) programme by adding social activism as a criterion for entry. Applicants who satisfy the basic UWI matriculation requirements, but who would not normally gain a place in Law due to the fiercely competitive requirements, based solely on CAPE and similar academic qualifications, now have an opportunity to access a legal education.



Photos: Wile Antz Pixography



Kareem Marcelle became the first recipient of the Makandal Daaga Law Scholarship and, in November 2022, he was admitted to the Bar in Trinidad & Tobago.

Photo: Scully Photography

Mango Thief Story Shortlisted

Deborah Lee Matthews, a Cultural Studies PhD candidate from the Faculty of Humanities & Education was shortlisted for the Commonwealth Short Story Award in April 2023. Her story "Teef from Teef" is a vivid and humorous tale of childhood mischief and adventure, told from the perspective of a young boy spending a hot August day stealing mangoes. It was one of five stories to be shortlisted from a field of 28 stories from authors from 19 countries

Winner's Row for UWI Hackathon Team

The team from UWI St Augustine placed second in the 2022 Shell. ai Hackathon for Sustainable and Affordable Energy. **Professor Patrick Hosein** from the Department of Computing & Information Technology, Faculty of Science & Technology, mentored the team consisting of **Johnny Tui**, an MPhil candidate from the Department of Mechanical & Manufacturing Engineering in the Faculty of Engineering, and **Shankar Ramharack**, a final-year Electrical & Computer Engineering student. The challenge was titled the "Electric Vehicle Charging Network Challenge" and competitors were asked to "optimally place electric vehicle charging stations so that the configuration remains robust to demographic changes." First place went to a team of PhD students from Texas A&M University.

Festival Wins for Film on Male Domestic Abuse

Film Programme alumnus, **Oyetayo Raymond Ojoade's** film, "The Hidden Crime", won best documentary at the Coal City Film Festival and the Kaduna International Film Festival, Kaduna, Nigeria in August 2023. The 72-minute film, which premiered in 2021 on International Men's Day, delves deeply into the challenges faced by male victims of domestic violence and the surrounding stigma. It looks at the reasons behind the increasing prevalence of male domestic abuse, the existing support mechanisms for male victims, and the complex factors contributing to their reluctance in sharing their experiences.

CAMPUS HIGHLIGHTS

Graduation 2023

The six graduation ceremonies returned to the SPEC at the end of October 2023 coinciding with the celebration of the first five students to graduate with first degrees from the St Augustine Academy of Sport, part of the cross-campus Faculty of Sport. The Faculty of Food & Agriculture (FFA) also graduated its first cohorts from the Postgraduate Diploma in Pesticide Technology Management and the MSc Food Security.

Photo: Atiba Cudjoe



Photo: Aneel Karim



Photo: Atiba Cudjoe



CAMPUS HIGHLIGHTS

Honorary Graduates

Baroness Floella Benjamin, OM, DBE, DL – LLD

Baroness Floella Karen Yunies Benjamin, OM, DBE, DL, is a Trinidadian-British actress, singer, presenter, author, businesswoman, philanthropist, and politician.

Ms Heather Headley – DLitt

Trinidad & Tobago-born Heather Headley migrated to the United States as a teenager and has made an indelible mark on the world stage as a singer and an actress.

Mr Lawrence Scott – DLitt

Born in southern Trinidad and educated in Trinidad & Tobago and the United Kingdom, Lawrence Scott emerged as an award-winning creative writer in the 1990s.



(L-R) Mr Lawrence Scott DLitt receiving congratulations from Chancellor Bermudez. Photo: Life Video Productions



Ms Heather Headley

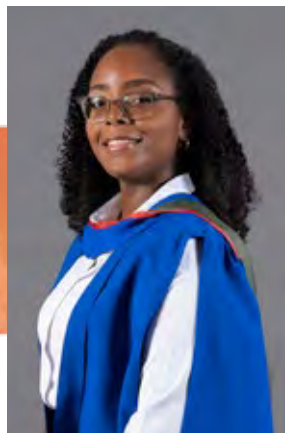


Baroness Floella Benjamin

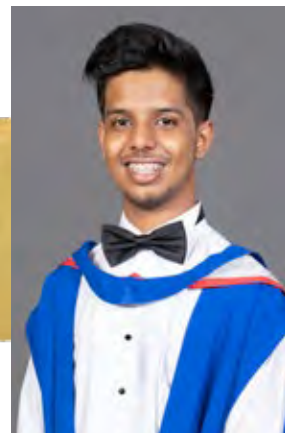
Valedictorians 2023



Ms Shaienne St. Hilaire
Faculties of Humanities & Education and Sport



Ms Celeste Samuel
Faculties of Food & Agriculture
and Science & Technology



Mr Lane Amichan
Faculties of Engineering and Law



Mr Kyle Bisnath
Faculty of Social Sciences



Mr Ronaldo Thomas
Faculty of Social Sciences



Dr Marsha Lee-Carrington
Faculty of Medical Sciences

UWI Fete Fundraiser Returns to Support Students

UWIDEF's successful IGNITE benefit concert in February. Typically, UWIDEF provides some 200 scholarships and bursaries to students at the Campus. A survey of prospective students in 2020/2021 found that some 40% of respondents came from lower-income households and were concerned about their ability to finance their education. In response to declining undergraduate enrolment and the financial challenges faced by students, the Campus disbursed approximately TT\$2.6 million to 436 undergraduate students through various aid programmes. Additionally, a donor retention and development strategy implemented by the Financial Advisory Services unit resulted in 13 new participants in the Adopt-A-Student programme.



Photos: Keyon Mitchell

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TEACHING AND LEARNING HIGHLIGHTS

Programmes & Curricula

New Programmes

Options for study at the Campus were expanded with the introduction of the DM in Medical Microbiology, the BSc in Midwifery, and the BSc in Disaster Risk Resilience for Agriculture and the Environment.

More Blended Programmes

Faculties are working assiduously to satisfy the growing demand for flexible learning options while maintaining the quality of teaching and the student experience. At the Faculty of Science & Technology, the Department of Physics successfully transitioned existing MSc programmes to blended delivery, attracting international students. At the Faculty of Medical Sciences, the Master of Public Health programme was also changed from fully face-to-face to blended delivery, which resulted in an increase in national, regional and international applications.

New Curricula

The School of Veterinary Medicine, conducted a major review of the Doctor of Veterinary Medicine (DVM) curriculum in 2023, aiming to enhance student performance, especially in first-year courses with high failure rates. The revisions focused on improving course sequencing, delivery, and ensuring graduates meet minimum entry-level veterinary professional competencies. The updated curriculum prioritises self-reliance, entrepreneurship skills, and allows students to dedicate more time to their interests.

In the Faculty of Science & Technology, the Chemistry Department introduced a new curriculum emphasising Applied and Analytical Chemistry, integrating digital tools for self-directed learning. The Department of Computing & Information Technology (DCIT) restructured their BSc degrees to align with 2020 ACM and industry recommendations, and the Department of Physics secured approvals for new programmes, including a Certificate and Diploma in Medical Radiation Science.



Midwives at the
Scarborough
General Hospital
in Tobago

Foreign Language Requirement Introduced

In September 2022, the Campus began a phased rollout of the University's new Foreign Language Requirement (FLR) policy introduced earlier that year. The FLR applies only to students enrolled in undergraduate programmes who do not have a level of competency in a foreign language. According to The UWI's Vice-Chancellor, the policy is meant to provide "more relevant graduates to serve as a development platform for the new, more modern, and globally competitive Caribbean economy," and to create a multilingual university.

The Centre for Language Learning (CLL) launched four 3-credit blended courses in Chinese (Mandarin), French, Japanese, Spanish at the start of the academic year. Although faculties are rolling out the implementation on a phased basis, courses at the CLL filled quickly and Semester I classes were oversubscribed in some instances.



Students from secondary schools partake of some international cuisine and take part in an exercise class conducted in Spanish.



Photos: Aneel Karim

TEACHING AND LEARNING HIGHLIGHTS

Micro-credentialling & MOOCs

The Campus continues to work towards ensuring that programme offerings are relevant and sustainable. A new committee, the Committee for Academic Programme Evaluation and Rationalisation (CAPER), was established to review academic programming on the Campus. This is in addition to a project to develop a self-financing strategy for academic and professional development programmes.

Apart from expanding the number of courses delivered in a blended format, in June 2023, the Faculty of Social Sciences introduced four course “bundles” as part of a Micro-credentials Accelerator Path (MAP) programme. This is a new approach to professional education, providing working professionals with skills and knowledge they can apply now to enhance their careers and to better satisfy the needs of their organisations.

Meanwhile, the Institute for Gender and Development Studies (IGDS) at St. Augustine partnered with their Mona counterparts to produce a Massive Open Online Course (MOOC) titled *Powerful Women and the Principles of Feminist Transformational Leadership*. Launched on 26 September 2022, as of 21 May 2023, it had recorded interest from 391 people from 81 countries. In December 2022, another collaboration – this time with the FFA, led to the launch of another MOOC titled *Gender, Climate Justice and Food Systems Resilience*. Both courses are available on the global platform FutureLearn.com.

A Revised Approach to Student Recruitment

The Campus continued to focus on making the student recruitment process easier for applicants and more efficient for the institution by introducing a new application portal — CRM Recruit, one of the many digitisation projects being undertaken by the Office of the Campus Registrar. The system was launched in January 2023 after a successful trial in September 2022, and is configured to handle various application types and integrate with TouchNet payment. The process is further streamlined by the Banner ERP. To support the recruitment process being spearheaded by the Office of the Campus Registrar, over at the Marketing & Communications Office, a Manager of Brand and Student Recruitment Marketing was hired in May 2023 to coordinate all of M&C's recruitment related activities.

With pandemic restrictions lifted, the Campus resumed face-to-face recruitment activities. The Outreach and Visitor Services team engaged with 5,264 prospects as campus tours resumed and the team visited 48 secondary schools nationwide. The Postgraduate Experience cocktail-type event at the Hilton Trinidad & Conference Centre attracted numerous attendees, while hundreds visited the Main Campus during the 2-day Open House sessions. Faculties conducted their own school visits and many events like the annual Maths Fair returned in-person while the Humanities & Education Film Programme hosted its inaugural UWI Film Camp for secondary school students.

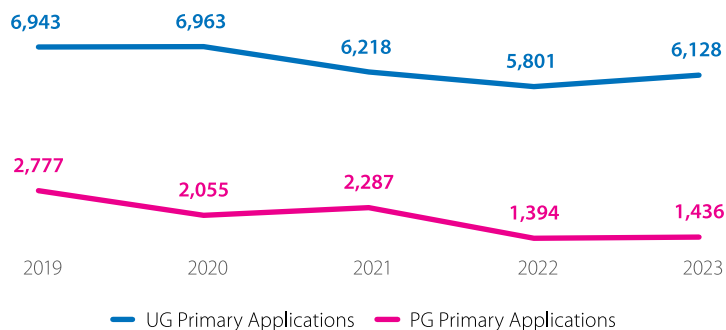
Online engagement remained vital, with virtual ‘Ask UWI’ sessions introduced to provide direct interaction with Faculty experts, students, and alumni. Recruitment advertisements online garnered over 2.6 million impressions and 15,631 clicks, generating 3,516 leads for select academic programmes in

Coastal and Project Management, Food Production, Pharmacy, and the Pre-Health Professions Programme. Physical flyers reached over 5,000 individuals, while digital brochures on the website received 28,000 views, and the BeUWI Undergraduate Search app built and maintained by DCIT students attracted over 4,600 users. programmes

Despite challenges, CRM Recruit data indicated a slight increase in applications for both postgraduate and undergraduate programmes compared to the previous year, though still below pre-pandemic levels.

Figure 6: Five-year Trend in Student Applications

Sources: Figures from 2019 to 2022 were supplied by COPIR and sourced from the Campus Business Intelligence System. The figures for 2023 were sourced from the new CRM.



UWI Open Days are an opportunity to have fun and to learn something new. Photos: Aneel Karim

TEACHING AND LEARNING HIGHLIGHTS

Partnering with Guyana

The Campus has been expanding its partnership with the Cooperative Republic of Guyana. With the projected growth of the Guyanese economy given the developing petrochemical sector, development of the country's human resources will be critical to reaping the greatest benefit in the shortest period of time. The Campus's Engineering Faculty already had a presence in Guyana and sought to improve its programmes there. To explore possibilities in other fields, the Campus Principal visited Guyana in March 2023 and met with His Excellency President Dr Irfaan Ali and a contingent from Guyana. President Ali was supportive of the collaboration and work has advanced, particularly in the Faculties of Agriculture, Medical Sciences and Engineering.



His Excellency President Dr Irfaan Ali



To explore possibilities in other fields, the Campus Principal visited Guyana in March 2023 and met with His Excellency President Dr Irfaan Ali and a contingent from his administration.

Environmental Sustainability and Resilience to Climate Change

Climate Data for the Caribbean:

Caribbean Data Cube Launched

The Department of Geomatics Engineering and Land Management, in conjunction with the Mexican Foreign Ministry and the National Institute of Statistics and Geography, signed an MOU to establish a geospatial observation centre aimed at bolstering the Caribbean against climate change impacts. This collaboration, initiated after the formation of the Latin American & Caribbean Space Agency, will use satellite imagery from various sources to monitor environmental changes such as land use, mangroves, flooding, and sargassum seaweed mats. The centre will be hosted at The UWI St Augustine, with participation from other UWI campuses and Caribbean countries.

Flood Mitigation:

Adapting to Climate Change in South Oropouche

The South Oropouche Flood Mitigation Project is supported by the Latin American Development Bank (CAF) and focuses on the South Oropouche River Basin which faces recurring flooding, worsened by climate change. The area's climate risk is high due to population density, and commercial, agricultural, and cultural activities, leading to significant damage to homes, infrastructure, and livelihoods annually, costing millions. The biodiversity and local ecosystems are also threatened. In this review period, the UN Adaptation Fund approved a Concept Note for the project, prepared by The UWI and Viridia Projects, outlining multi-sectoral adaptation measures. A full proposal, worth US\$10 million, is in development and will be executed by The UWI Engineering Institute and the St Augustine Centre for Innovation and Entrepreneurship (STACIE).

Photo: luvvstudio/Adobe Stock



RESEARCH HIGHLIGHTS



Photo: Jamie Tuchman/Adobe Stock

Their aim is to develop technologies that will turn sargassum seaweed from a problem threatening shoreline communities into eco-friendly, value-added products.

From Environmental Challenge to Eco-Innovations: Sargassum Study

The SARGOOD research project involving researchers from the Faculty of Science & Technology is a collaborative effort involving five institutions. Their aim is to develop technologies that will turn sargassum seaweed from a problem threatening shoreline communities into eco-friendly, value-added products. The groups include universities from Guadeloupe, Trinidad & Tobago, Brazil, and Europe, along with a Caribbean start-up called 100% ZEB, Smart Island, Guadeloupe. They are funded by Interreg Caraïbes-EDF (European Development Fund).



The UWI-SARGOOD part of the project focuses on making plant fertilisers by understanding how chemicals in the seaweed work and creating useful compost from sargassum for plants and crops. More than 60 farmers learned about the research at a workshop held specifically for them in October 2022. Participants were given samples of seaweed extracts made by the UWI team to try on their crops.

Climate & Communities:

Addressing the Relationship between Climate Change & Poverty

Certain groups, such as coastal communities, small-scale fisherfolk, rural communities, and women, are particularly vulnerable to climate change impacts. A rapid climate poverty vulnerability assessment was conducted in Orange Valley, Trinidad by researchers from the Faculty of Food & Agriculture, with support from the Food & Agriculture Organisation. The study aimed to identify existing vulnerabilities within the community, assess the impact of climate variability on existing stressors, and gauge community perceptions regarding climate change and poverty. Findings revealed occasional poverty among residents that was buffered by community support. However, a data-driven, targeted approach encompassing all aspects of the various interconnections could help the community thrive.

COVID-19, Climate Change and Youth Mental Health

A study funded by The University of the West Indies examined the climate-induced anxiety experienced by young people in the Caribbean, and how it is exacerbated by COVID-19. More than 400 young people in three Caribbean countries were surveyed between 2021 and 2022. One notable finding was the phenomenon of 'fear-learning,' where

individuals become more prone to perceiving and preparing for potential threats or fearful events, the longer they are exposed to traumatic events such as the COVID-19 pandemic and the distress induced by climate change. The study, led by Dr Sandeep Maharaj of the Faculty of Medical Sciences at the St Augustine Campus, involved contributors from McGill University, the University of Guyana, the Pan American Health Organisation, Imperial College London, and other UWI campuses.

Discoveries: New Species on Land

Apart from the new deep-sea worm named after Professor Gobin, two new plant species were also identified in the review year, adding to the long list of indigenous flora found in Trinidad & Tobago. The story began when the Department of Life Sciences completed a two-year GBIF-BID project in July 2023. This led to the publication of nearly 40,000 specimen records from the UWI Zoology Museum (UWIZM), the National Herbarium and the National Museum & Art Gallery, on a global biodiversity database making them accessible to researchers and conservationists everywhere. The collection included some 40 new records of native and exotic plants from Trinidad & Tobago, and DNA data confirmed two new species – one restricted to Tobago and the second to Trinidad.



Students taking part in a relaxing yoga session on Volunteer Open Day in March 2023, hosted by the Division for Student Services & Development (DSSD). Photo: Aneel Karim

RESEARCH HIGHLIGHTS



(L-R) Dr Brian Cockburn, Dean of the Faculty of Science & Technology and Campus Principal Professor Rose-Marie Belle Antoine greet Minister of Planning & Development, Penelope Beckles at the launch of the Pollinator Garden.



A pretty pollinator captured Minister Beckles' attention.

Scientific Sanctuary:

Protection for Pollinators

In June 2023, the Department of Life Sciences, Faculty of Science & Technology, inaugurated a Pollinator Garden in collaboration with the Ministry of Planning & Development, the United Nations Development Programme (UNDP), and the Biodiversity & Ecosystem Services Network (BES-Net TT). The initiative aims to raise awareness about the crucial role of pollinators and serves as an educational and demonstration site. Pollinators like bats, bees, and butterflies play a vital role in agriculture and food security but face threats like habitat loss, pesticides, and climate change.

The garden is part of BES-Net TT's multifaceted approach to develop national policies for effective pollinator preservation. This includes creating pollinator gardens in public spaces, data collection, stakeholder training, public education, policy recommendations, and beekeeper capacity building. As a consortium of UN agencies, BES-Net TT involves UNDP, UNESCO, and others. The garden enables students and researchers at The UWI to actively contribute to the project, fostering hands-on learning experiences.

Major Grant-Funded Projects in Progress

The Campus continues to invest in training and other initiatives to improve its grant application success rate. Below are eight major externally funded projects being managed through the St Augustine Centre for Entrepreneurship & Innovation (STACIE), with a total estimated value of US\$16 million. Another US\$1.1 million for projects at the Seismic Research Centre and approximately US\$4 million for medical research were sourced through the University Office of Research. Additional projects are noted in the Strategic Highlights section of this report and further details are available in the companion Faculty Report.

HIT RESET Caribbean: This project, managed by The UWI, Adekus and CDEMA, aims to enhance climate resilience in the Caribbean through the development of digital technologies predicting climate change impacts.

Sixty-five percent of funding is allocated to third-party projects.

- *Donor:* The European Union (EU) through the ACP Innovation Fund and the Organisation of African, Caribbean and Pacific States (OACPS) Research and Innovation Programme
- *Grant Value:* €4,941,173

Blue Carbon: This is a project to implement a monitoring system for mangrove ecosystems in the Caribbean. It involves workshops, training sessions, and forming a community of practice. The UWI is the executing agency.

- *Donor:* Department for Environment Food & Rural Affairs (DEFRA) (UK) Blue Carbon Fund
- *Grant Value:* US\$996,000

Digital Innovations for Sustainable Environmental and Economic Recovery in T&T: This project strengthens Trinidad & Tobago's innovation ecosystem for Micro, Small and Medium Enterprises (MSMEs) using digital technologies.

- *Donor:* IDB
- *Grant Value:* US\$200,000

South Oropuche River Basin Resilience: This project focuses on climate adaptation in the South Oropouche River Basin. The UWI is the executing entity.

- *Donor:* Adaptation Fund
- *Grant Value:* US\$9,216,590

Upcycling Plastics to Prosthetics: A project to provide prosthetics to people with disabilities using 3D printing technology.

- *Donor:* UN Global Environment Facility Small Grants Programme (GEF SGP)
- *Grant Value:* US\$50,000

Our Shared Oceans: This project focuses on scaling innovative coastal resilience projects in the Caribbean.

- *Donor:* Irish Aid
- *Grant Value:* €150,000

Displacement Think Tank/Mixed Movement Research Hub Proposal: This initiative aims to conduct research on mixed movements and engage stakeholders to inform policy decisions. The UWI is tasked with creating the proposal and establishing a research hub.

- *Donor:* United Nations High Commissioner for Refugees (UNHCR)
- *Grant Value:* US\$12,000

Appropriate Technologies Competitions 2023 & 2024: This project encourages innovation in Trinidad & Tobago using appropriate technologies.

- *Donor:* Korean Intellectual Property Office (KIPO) through the World Intellectual Property Organisation (WIPO)
- *Grant Value:* US\$15,000 per round

RESEARCH HIGHLIGHTS

Public Health: *Combatting Chronic Kidney Disease in the Caribbean*

Among patients with Non-Communicable Diseases (NCDs), the silent development of impaired renal function is referred to as chronic kidney disease (CKD). Untreated, this often leads to renal failure and dialysis. This is important to note for Trinidad & Tobago because according to the Pan American Health Organisation (PAHO), NCDs account for 62% of deaths every year in Trinidad & Tobago and more than half the population exhibit at least three risk factors for NCDs.

A study on the prevalence of chronic kidney disease among primary care patients in Trinidad offers crucial insights for physicians, policymakers in charge of public health strategies, and the general public. The study out of the Faculty of Medical Sciences is titled, *The prevalence of undiagnosed chronic kidney disease by eGFR and albumin creatinine ratio in Trinidadian Primary Care patients with non-communicable diseases (NCDs): A Cross-Sectional Study*. It looked at adults aged 20 years and over, diagnosed with type 2 diabetes mellitus and/or hypertension, with no previous history or record of chronic kidney disease (CKD) and attending three chronic disease clinics (CDC) in the public health sector. Chronic kidney disease is frequently seen in primary care among adults with non-communicable diseases (NCDs) in Trinidad, and many patients are at a high or very high risk of experiencing complications. The findings indicate a notable link between age, high blood pressure, and the severity of CKD. This suggests that primary care doctors should consider these factors when treating patients with NCDs.

Medical Research: *Vitamin D's Effect on Alzheimer's and Parkinson's*

Researchers from the Faculty of Medical Sciences conducted a study on *The Relationship between Vitamin D, Neurocognition, Alzheimer's Disease (AD) and Parkinson's Disease (PD)*. Previous studies showed that vitamin D deficiency may have a role in the development of both Alzheimer's and Parkinson's. The aim of this cross-sectional study was to determine whether there is a relationship specifically between vitamin D3 deficiency and AD and PD. The results did indeed show a relationship between vitamin D levels and AD and PD patients which could lead to new treatment approaches for these neurodegenerative diseases.

Medical Research: *The Lingering Effect of COVID-19 on Research*

For researchers around the world and at UWI St Augustine, one of the lingering effects of the COVID-19 pandemic has been a steady stream of new research as the world is still trying to understand what happened and how to ensure it never happens again.

Naturally, many of the current pandemic-related research projects at the St Augustine Campus were from the Faculty of Medical Sciences, and were supported by the capacity built during the pandemic in genomic sequencing and bioinformatics. Researchers used nanopore sequencing to study harmful bacteria in animals, to study disease markers in humans, and to understand how DNA changes with age in rats.

In the Faculty of Social Sciences, one new project looks at *The Impact of the COVID-19 Pandemic on the Mental Health of Children and Adolescents in Trinidad & Tobago*, while in the Faculty of Engineering, work continues on the Protect a Doctor Kit, The UWI-Shield, an air recirculation and decontamination unit, a high acuity medical ventilator, and an autonomous disinfection robotic platform.

Advocacy & Inclusivity – Changing Our Community

First Peoples: Righting the Wrongs

Perhaps the most provocative call for change came at the Regional First Peoples Conference 2022 at the start of First Peoples' Heritage Week in October in this International Decade of Indigenous Languages (IDIL 2022–2032). Under the theme, "Reparations - Righting the Wrongs" speakers, including the Campus Principal and the Santa Rosa First Peoples' Chief Ricardo Bharath Hernandez, called for First Peoples to be added to the Caribbean's international reparations campaign. They also challenged regional governments to lead the way as "the inheritors of the governance of former colonies." According to Mr Hernandez, while regional governments did not commit the atrocities themselves, "they have a responsibility to recognise the First Peoples by doing meaningful acts of reparations."



Members of the First Peoples community gathered at the Office of the Campus Principal to mark the start of the Regional First Peoples Conference in October 2022.

Photos: Aneel Karim

RESEARCH HIGHLIGHTS

Educating Children and Men to End Violence against Women and Girls

The Institute for Gender and Development Studies (IGDS) completed two Spotlight Initiative programmes to End Violence against Women and Girls.

The first was to provide an Assessment and Alignment of Health & Family Life Education (HFLE) Curricula and Teacher Training. This project, running from October 2020 to June 2022, aimed to prevent family violence by updating the Primary and Secondary School Health & Family Life Education (HFLE) curricula. Working with colleagues at the School of Education in the Faculty of Humanities & Education, and in consultation

with Family Life experts and the Ministry of Education, the current curriculum was assessed against international standards. In addition to producing revised, age-appropriate curricula, the project provided training to create HFLE master trainers, and increasing awareness among teachers, principals, and parents.

The second project was to Design & Implement Outreach Intervention for Male and Faith-Based Leaders/Influencers. This project, also spanning from April 2021 to June 2022, aimed to engage male and faith-based leaders as champions of gender equality and against family violence. It involved training 120 men using community-based interventions and implementing outreach programmes.



Students from Queen's Royal College (QRC) stand against Child Sexual Abuse at a Panel Discussion hosted by the Institute for Gender & Development Studies (IGDS) in April 2023 at the School of Education Auditorium. Photo: Life Video Productions



Providing a Platform for Persons with Disabilities

SALISES, through its Disability Studies Research Cluster, conducted a disability public awareness project to showcase the contributions persons with disabilities are making to Trinidad & Tobago society. Thirty individuals were highlighted through online videos and/or online articles and the project was featured on the morning show segment, "Unique Not Different" hosted by UWI alumna Shamla Maharaj on Trinidad & Tobago Television (TTT). Through the work of the Cluster, an MOU was signed between the Equal Opportunity Commission of Trinidad & Tobago and The University of the West Indies.



Dr Bephyer Parey, Chair of the SALISES Disability Studies Research Cluster

RESEARCH HIGHLIGHTS

Partnerships for Economic Impacts

Sowing Seeds of Change in National Agriculture

UWI and USAID Train Farmers

More than 750 farmers from across the country benefitted from the three-year John Ogonowski and Doug Bereuter Farmer-to-Farmer (F2F) Programme of the United States Agency for International Development (USAID). The programme was conducted in collaboration with Purdue University and the Faculty of Food & Agriculture starting in 2020 and ending in May 2023. The programme provided crucial expertise in nutrition, food safety, value-added agriculture, marketing, and climate adaptation through a unique approach involving technical support and farmer-to-farmer interactions. This initiative effectively promoted sustainable farming practices and is expected to establish a lasting network for knowledge exchange and collaboration among national farmers.

UWI and the GORTT Grow New Farmers

The Faculty of Food & Agriculture (FFA) trained its first cohort (64 students) with the Professional Certificate in Shade House Production and Management. The programme was offered in collaboration with the Ministry of Youth Development and National Service of the Government of the Republic of Trinidad & Tobago (GORTT). During the review period, the FFA also developed a similar certification on behalf of the Ministry to train 100 youth in Aquaculture.



Celebrating the Farmer-to-Farmer Programme: (L-R) Professor Mark Wuddivira, Dean of the Faculty of Food & Agriculture, UWI St. Augustine, Amanda Dickson, Programme Director for the F2F programme, Campus Registrar of The UWI St. Augustine Campus, Dr Dawn-Marie De Four-Gill, U.S. Ambassador to Trinidad & Tobago, Her Excellency Candace A. Bond and Professor Gerald Shively, Associate Dean and Director of International Programmes in Agriculture, Purdue University.

Photo: Joshu Morris

Supporting Fashion Entrepreneurs

Members of the Campus community regularly provide professional services to regional governments in the form of consultancies and membership on advisory boards, among other areas. This year, the Department of Management Studies in the Faculty of Social Sciences collaborated with FashionTT to boost entrepreneurial skills in Trinidad & Tobago's fashion industry. Six members of the Department served on FashionTT's Value Chain (Mentorship) Programme providing training, mentorship, and consultancy services to 170 FashionTT participants. Drawing on the experience of the Faculty's Business Development Unit and the Entrepreneurship Unit, sessions were provided on Business Plan Assessment, Product Assessment, Market Research and Development, Customer Relations, Production and Supply Chain Management, Costing, Financial Management, Export Strategies and Website and E-commerce Development.



A student entrepreneur gets some support from Mr Julian Henry, Head of the Entrepreneurship Unit in the Faculty of Social Sciences.

Photos: Life Video Productions

The FSS Entrepreneurship Unit hosted a Business Expo to showcase student entrepreneurs in March 2023.



RESEARCH HIGHLIGHTS

Turning UWI into a Telecoms Testing Centre

In June 2023, the Telecommunications Authority of Trinidad & Tobago (TATT) and the Campus signed an agreement to establish a Conformance and Interoperability Regulatory Sandbox. This collaboration, involving the Department of Electrical & Computer Engineering (DECE) in the Faculty of Engineering, will create a controlled environment for testing new telecommunications products and services, thus fostering innovation. The partnership is expected to speed up the development of custom radio frequency-enabled devices, addressing national and regional needs. Possible examples include smart home appliances or and business application such as tracking inventory or providing access to buildings.



(L-R) Pro Vice-Chancellor and Campus Principal Professor Rose-Marie Belle Antoine, and Mrs Cynthia Reddock-Downes, Chief Executive Officer, TATT.



(L-R) (back) Professor Sanjay Bahadoorsingh, Head of Department of Electrical & Computer Engineering, Faculty of Engineering, TATT; Mr Kurlleigh Prescod, Executive Officer Technology and Engineering, TATT; (front) Principal Antoine; and Mrs Reddock-Downes of TATT.

Other Research Highlights

Award Winning Research:

Development of a Travel Demand Model for Trinidad

The Centre for Health Economics (HEU) reported that a team of researchers of The University of the West Indies, St Augustine received high commendation for the project, *"Development of a Travel Demand Model for Trinidad"*. The team was commended at the Chartered Institution of Highways and Transportation (CIHT) prestigious Annual Awards.

The project engaged a multidisciplinary team including experts in Social Sciences, Population Surveys, Economics, Transportation Planning, and Transportation Modelling. Together they devised a comprehensive suite of mathematical models designed to analyse commuter behaviours based on various personal and household characteristics.

Findings included a strong reliance on private cars for commuting purposes, underscoring the pressing need for more reliable and convenient public transportation alternatives. The study also shed light on safety concerns regarding cycling, gender disparities in public transport usage and safety perceptions, with more females than males using public transportation. It was also found that perceptions of safety varied across different modes of transport, with PTSC buses generally perceived as the safest option, and that there is a critical need for transportation alternatives for persons with disabilities.

The latest award classed The UWI among the best global companies and projects within the highways, transportation, infrastructure and services industry to receive the commendation in December 2022. The award gives validity to the model design and sets the stage for The UWI to partner with regional Government to provide their transportation sectors with engineering and planning support.

Research in the News:

UWI on the Ground and In Action

The Principal's urgings to engage closely with their communities spurred the creation of the *"UWI on the Ground"* series in the *Sunday Newsworld*. Led by the Office of the Campus Principal, articles delved into critical climate related topics like flood mitigation, soil management, and climate resilience.

Simultaneously, the Marketing & Communications (M&C) Office revamped the *"UWI Research in Action"* series in the *Trinidad Express*. Twenty articles were published on diverse themes such as language documentation and revitalisation, sustainable agriculture, and climate change solutions.

During the review period, 32% of the 113 press releases issued by M&C highlighted Campus research updates, while 42% of the 123 articles in the flagship monthly Campus newspaper, *UWI Today*, focused on in-depth research stories.

RESEARCH HIGHLIGHTS

Curating Our History:

Library Expands Assets and Access

During the review year, the assets lodged in the Alma Jordan Library's Special Collection increased with the acquisition of four special collections to support research. These included:

- The papers of economist and former parliamentarian, **Winston Dookeran**;
- The collection of press releases, typescripts, and correspondence on Caribbean politics and socio-economic affairs from journalist and BBC correspondent **David Smithers**;
- The collection of papers from **Dr Sahadeo Basdeo**, former lecturer and foreign affairs minister; and
- Author **Lawrence Scott's** *Night Calypso* Archive.

Once lodged at the Library, these collections, along with other rare and uniquely Caribbean documents and artefacts become available to researchers.

New Home for Williams Memorial Collection

There is one precious collection that is being prepared for relocation to an even more accessible spot. In April 2023, the Campus signed a Memorandum of Understanding (MOU) with the Ministry of Education to manage, preserve, and conserve the Dr Eric Williams Memorial Collection. The collection, housed at the Alma Jordan Library on the St Augustine Campus, is to be relocated to the National Library on Knox Street, Port-of-Spain. Once the move takes place, the collection, consisting of the late Prime Minister's academic papers, lectures and books, will still be under UWI's care, but will be more accessible to the public.



Ribbon-Cutting for Memorial Building. (L-R) Port of Spain Mayor Mr Joel Martinez; Prime Minister of Jamaica, Mr Andrew Holness; Prime Minister of Trinidad & Tobago, Dr Keith Rowley; Mrs Erica Williams-Connell; Mr Noel Garcia, Chairman, UDeCOTT (back); Campus Principal Professor Rose-Marie Belle Antoine; Chief Justice Mr Ivor Archie, and others at the ribbon-cutting ceremony for the Dr Eric Williams Memorial Library at Knox Street, Port of Spain. Photos: Life Video Productions



The Unveiling: (L-R) Port of Spain Mayor Mr Joel Martinez; Principal Antoine; Mrs Erica Williams-Connell; Prime Minister of Trinidad & Tobago, Dr Keith Rowley, and Prime Minister of Jamaica, Mr Andrew Holness.



Once the move takes place, the collection, consisting of the late Prime Minister's academic papers, lectures and books, will still be under UWI's care, but will be more accessible to the public.

RESEARCH HIGHLIGHTS

Publications & Patents

Law Journal Launched

The Faculty of Law published the first issue of *The UWI St Augustine Law Journal*. The UWISALJ focuses on legal scholarship which is relevant to the legal community in Trinidad & Tobago, the wider Commonwealth Caribbean and beyond. The journal will be published annually, with special issues as determined by the editorial committee.

Books Launched

Researchers publish their work in books to allow access to their research, theories, and expertise to a broader audience. Unlike scholarly articles, books provide an opportunity to go into more depth, are more likely to endure as an academic resource, and also enrich the discourse in their field. In the period under review, the Campus was pleased to host the launch of the following publications.

Professor Rajendra Ramlogan

- *Commercial Law Cases and Materials From The Commonwealth Caribbean* (Publisher – Bookbaby)
- *Protection of the Environment and the Role of the United Nations: A Tale of Bureaucratic Wastefulness* (Publisher – Notion Press).

Dr Riann Singh and Dr Shalini Ramdeo

- *Contemporary Perspectives in Human Resource Management and Organizational Behaviour* (Publisher – Palgrave MacMillan).

Dr Talia R. Esnard

- *Entrepreneurial Women in the Caribbean: Critical Insights and Policy Implications* (Publisher - Palgrave Macmillan)



Dr Talia Esnard

Dr Georgina Chami (UWI, IIR), **Dr Jerome Teelucksingh** (UWI, History), **Dr Marlon Anatol** (Cipriani College of Labour) - Editors

- *Managing New Security Threats in the Caribbean* (Publisher - Palgrave Macmillan)

Professor Godfrey Steele

- *Human Communication Studies Caribbean Scholarship: Research Knowledge and Stories* (Publisher - Kendall Hunt Publishers)

Dr Vijay Maharaj

- *The Mystic Masseur's Wife* – a novel launched on 17 August 2022 as part of the annual celebration of VS Naipaul's birthday (Publisher –Peepal Tree Press)

Dr Marsha Pearce

- Dr Pearce launched her ekphrastic book project *Black Light Void*, pairing Edward Bowen paintings and short stories in its exploration of Caribbean place and identity (March 2023).

Seismic Research Publishes on La Soufrière

The Seismic Research Centre (SRC) led the production of a thematic special publication with the Geological Society of London, featuring 18 peer-reviewed publications related to the exemplary management, monitoring, and response to the 2020-2021 eruption of the La Soufrière volcano in St Vincent. The publications have been available through Open Access since June 2023 and come on the heels of the 2022 Award for Volcano Surveillance and Crisis Management from the International Association of Volcanology and Chemistry of the Earth's Interior (IAVCEI).

Patents

One patent was reported this year by the Department of Physics in the Faculty of Science & Technology. That was for Dr Davinder Pal Sharma and others for an underpass collision monitoring system. The patent was granted in India in June 2023. Two members of staff at the School of Pharmacy reported gaining seven patents in the UK and India, while the Department of Civil & Environmental Engineering reported receiving five patents.

For further information, please see the 2022/2023 Faculty Report online at <https://sta.uwi.edu/annualreport>

Photo: The Seismic Research Centre (SRC)





Performances, Exhibitions and Screenings

Performing and Visual Arts

The Department of Creative & Festival Arts (DCFA) presented their annual *"Season of the Arts"* over two semesters and included just over 30 productions in Music, Dance, Theatre Arts and Carnival Studies and exhibitions from the Visual Arts Unit, as well as selected symposia. The 2022/2023 season included a guest performance from the University of Minnesota at Duluth Chamber Orchestra and the debut of *"Check De Scene"*, a monthly open forum for students to perform in any genre. Many of these productions and events form part of the students' assessments and were open to members of the public at a low or no cost.

- **Carnival Studies:** - DCFA's *"Old Yard 2023"* (formerly known as *Viey Lacou*) – a showcase of traditional Carnival music and characters.
- **Dance:** - *"Festival of Movement: Rhythm of Culture"* recital featuring BA and Certificate students.
- **Visual Arts:** - Four exhibitions of students' work, including two held off-campus at the Art Society of Trinidad & Tobago, and at Medulla Art Gallery.
- **Theatre Arts:** - Three virtual and face-to-face performances including Shakespeare's *A Midsummer Night's Dream*.
- **Musical Arts:** - 12 concerts and events including *Révérence*, a concert featuring The UWI Arts Chorale and The UWI Arts Steel at the Church of the Assumption, Maraval (April 2023); *Cabaret* – The UWI Arts Chorale at *Kafe Blue* (formerly *Kaiso Blues Café*), Port-of-Spain (May 2023); and a performance by The UWI Arts Steel at the Queen's Park Savannah celebrating the 200th Anniversary of the Holy Trinity Cathedral (June 2023).

TOP: Sharlan Bailey lived up to the legacy of his late father, the Shadow.
MIDDLE: Dancing with the Devil. One of the main attractions of the DCFA Old Yard is its interactive nature.

Many of these productions and events form part of the students' assessments and were open to members of the public at a low or no cost.

Images from the DCFA's production of *A Midsummer Night's Dream*
Photos: Ultimate Media TT



RESEARCH HIGHLIGHTS

Film Screenings

Solange Plaza, Part-time Lecturer and alumna, authored one of the winning scripts coming out of FilmTT's Script to Screen Programme. The world premiere of her short film, *I Dream of Calypso* was held at a red-carpet gala at Central Bank Auditorium in August 2022.

Soundtrack on Spotify

The soundtrack of Film Lecturer **Andreas Antonopoulos'** latest film *Cheenee* got digital distribution and is now available on Spotify, Amazon, and iTunes. DCFA's Music Lecturer, **Khion De Las**, contributed to the soundtrack. The film itself is a documentary researching and exploring the culture and history of Trinidad & Tobago through a mixture of narrative documentary and contemporary dance.



The UWI Arts Chorale and The UWI Arts Steel at the Church of the Assumption, Maraval (April 2023). Photos: Ultimate Media TT

Conferences, Lectures and Workshops

Conferences, lectures, symposia and workshops also provide wider access to the academic output of a university. During this review period the Campus witnessed the return of face-to-face events, but there continued to be a significant number of online or blended format events, like the 2022 Cocoa Research Symposium, the first day of which was fully in person, but the second was held virtually to facilitate international participation. Below are a few significant academic events that were held during the review period.

- Conference on the Economy (COTE): “Climate Change and Disaster Management: Towards Sustainable Development for Small Island Developing States”, 03–04 November 2022, via Zoom.
- Climate Change & COP27: “The Need for Unified Caribbean Leadership”, 9 February 2023
- History Fest: “An Examination of the Business History of T&T”, 01–03 March 2023
- The UWI Network and Outreach for Disability Education and Sensitisation (NODES) in collaboration with Student Life and Development Department (SLDD) - “Disability Matters: Inclusive Futures – Transformative Structures”, 21 April 2023

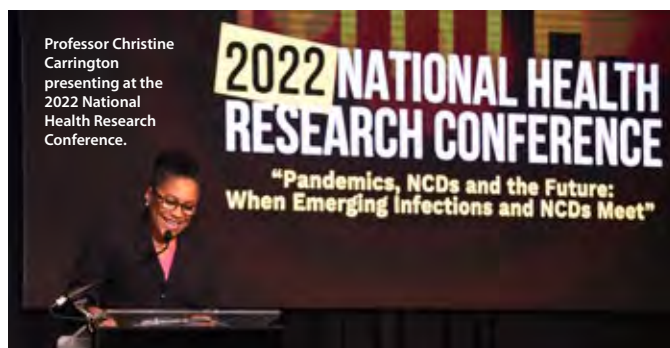
- Conference on the 50th Anniversary of the Black Power Revolution – SALISES with the National Joint Action Committee (NJAC), 20–21 April 2023
- “Child Sexual Abuse Interventions: How far have we come and where are we now?” Panel discussion hosted by IGDS and the Bankers Association of Trinidad & Tobago (BATT), 20 April 2023
- 24th SALISES Conference: “75 Years of Ideas, Innovation, and Development Justice – The UWI, the Caribbean and the Global Agenda”, 03–05 May 2023



LEFT
Dean of the Faculty of Social Sciences, Dr Acolla Lewis-Cameron at the Conference on the 50th Anniversary of the Black Power Revolution.

BELOW
Heroes of the Black Power Revolution: (L-R) Mrs Liseli Daaga, Mr Khafra Kambon and Mr Clive Nunez at the SALISES conference on the Anniversary of the Black Power Revolution.

Photos: Aneel Karim



RESEARCH HIGHLIGHTS

Inaugural Professorial Lectures

An Inaugural Professorial Lecture is delivered by tenured faculty members who have recently attained the rank of full professor. These lectures serve as a formal means for universities to publicly commemorate this significant milestone in the academic careers of their Faculty members. In the 2022/2023 academic year, the Campus officially celebrated the following appointments:

- **Professor Michelle Mycoo**
"Caribbean Small Island Developing States on the Frontline: The Urgency for Climate Action", 01 March 2023
- **Professor Adesh Ramsubhag**
"Journey through the Local Microbial Landscape: Challenges and Biotechnological Potential for the Caribbean", 06 April 2023
- **Professor Bidyadhar Sa**
"Best Evidence Medical Education (BEME): A Caribbean Perspective", 27 April 2023





Revenue Revolution: Strategic Plan 2022-2027

Phase II of the Strategic Plan began at the start of the academic year, marking a shift in focus from improving The UWI's reputation on the global stage to developing the University's revenue-earning potential and reducing dependency on government funding. As in Phase I, these efforts continue to be planned, executed and assessed according to the pillars of **Access**, **Alignment** and **Agility**.

Staff at the Strategic Planning Meeting in November 2022. Photo: Aneel Karim



STRATEGIC HIGHLIGHTS

Strategic Initiatives of the St Augustine Campus

Following the approval of the Triple A Strategy 2022–2027: Revenue Revolution, the Campus held a Strategic Retreat in November 2022 with the following aims:

- **Gain consensus** on the Campus strategies including those Phase 1 initiatives that will continue to be implemented in the Triple A Strategy 2022–2027: Phase II.
- **Encourage organisational transformation** by agreeing on strategies to address governance, cultural and communication gaps.
- **Troubleshoot** by analysing existing gaps and organisational obstacles impeding institutional efficiency.
- **Prioritise** by agreeing on Campus initiatives to achieve key performance indicators (KPIs).
- **Plan for results** by aligning strategy to execution in consideration of process, policy and resource implications for implementation of Campus Implementation Plan.

It was agreed that strategic implementation be executed under the dual focus of Revenue Revolution and Institutional Strengthening. Subsumed within this dual focus are a number of approved projects, which, when effectively implemented, will positively influence the longevity, sustainability and impact of The UWI St Augustine.

A special Campus Implementation Committee, spearheaded by the Office of the Campus Principal and the Campus Office of Planning and Institutional Research (COPIR), was formed to assess and review the progress of implementation of what are referred to as the revenue and culture revolution projects which are listed below.



It was agreed that strategic implementation be executed under the dual focus of Revenue Revolution and Institutional Strengthening.

STA Revenue Revolution Projects

UWI Fine Cocoa: The establishment of The UWI Chocolate Factory as a commercially successful business as a spin-off from the Cocoa Research Centre.

Update: During the review period a contract was awarded for the construction of the chocolate factory. Construction was funded through a TT\$5 million government grant, and the factory is expected to be operational in the first quarter of 2024.

Alumni Giving Project: The UWI STA Alumni Giving Project focuses on raising funds from alumni giving to support student-centred projects.

Update: Work was carried out on developing the campaign, marketing plan and budget, and an online survey targeting alumni was conducted to determine preferences for supporting projects on the Campus.

Global School of Medicine (GSM): The establishment of an offshore Medical School, catering specifically to international students.

Update: The business plan for the GSM was updated and the project is to be re-assessed in light of post-pandemic changes to the operating environment.



Director of the Cocoa Research Centre, Professor Pathmanathan Umaharan, assists Minister of Trade and Industry Paula Gopee-Scoon. Looking on are Campus Principal Professor Rose-Marie Belle Antoine (centre); Ambassador of Japan, His Excellency Matsubara Yutaka (right); European Union Ambassador Peter Cavendish, second from right; and Chinese Embassy Economic and Commercial Officer Zhou Lichun, far right. Photo: Aneel Karim



Digital renderings of the new Chocolate Couverture.

A contract was awarded for the construction of the chocolate factory. Construction was funded through a TT\$5 million government grant

STRATEGIC HIGHLIGHTS

Faculty Revenue-Generating Projects

In addition to the above, Faculties were also called up on to develop their own proposals which were fleshed out during a two-day Strategic Plan Retreat held in November 2022 targeting revenue generation. The Revenue-generating initiatives that emerged were presented in a “Shark Tank” format, helping to further refine them into bankable projects.

STA Cultural Revolution Projects

Student Matters: To determine and address the issues affecting student satisfaction with their university experience utilising a solutions-oriented approach.

Update: *The Campus Working Group collected input from diverse Campus stakeholders to pinpoint critical factors affecting student satisfaction. Sub-committees were formed to tackle these specific concerns. Findings from the latest University Student Satisfaction Survey then shaped project charters for the Campus Working Group and project plans for each sub-working group. Resource needs, as identified by the sub-groups, will be combined to steer the implementation of Campus-wide initiatives.*

HR Matters: To determine and address the issues affecting staff satisfaction and engagement utilising a solutions-oriented approach.

Update: *Charged with delivering a comprehensive plan to improve employee satisfaction and engagement, the deliberations of this Working Group led to the launch of a Campus Mentorship Programme. A Campus Camaraderie Plan is to follow.*

Self-Financing Programmes: To assess the self-financing programme landscape with the intention of creating a sustained enabling environment for increased programme development and enrolment.

Update: *This Group is to examine existing regulatory and policy frameworks for self-financing programmes and determine gaps. Activities conducted during the review period included an audit of existing policies and documents. The Working Group is also to review programmes with the potential to attract students who are willing to finance their own studies.*

Research Grant Funding: To determine the various avenues to sustainably diversify and increase grant revenue earning.

Update: *Five initiatives were identified to increase the number of successful grant applications, but the focus will be on two: value-stream mapping and optimisation of Special Projects financial procedures through digitisation; and providing grant funding training and support.*

Digital Transformation: To create an enabling environment that fosters greater efficiency in operational processes and innovation in service delivery.

Update: *A Campus Digital Transformation Team was created to oversee this initiative. Following consultations, the focus has been on re-engineering systems that impact the student experience and to streamline the student application to enrolment process.*

ANNUAL REPORT 2022/2023

Creating an Inclusive Campus: Staff had the opportunity to exhibit their creative and entrepreneurial talents at the end of year celebration in 2022.

Photos: Dexter Superville





Principal's Strategic Focus

At her January 2023 Induction Ceremony, the Campus Principal selected 'responsiveness, inclusivity, and accountability' as guiding principles for her tenure. She outlined her strategic focus for the Campus, aligning with The University's Triple A strategy as follows:

ACCESS

- Focus on students

ALIGNMENT

- UWI centred in the community
- UWI promoting social consciousness
- Green Agenda – a multidisciplinary approach
- Closer linkages with the Government and private sector to better serve the national agenda

AGILITY

- Revenue generation continuity
- The unique place of UWISTA in The UWI and the region
- Employee engagement
- Pragmatic implementation – commitment to The UWI

Investment Opportunities at UWI-STA

Part of the Campus's response to the Revenue Revolution is the development of commercial products based on years of rigorous research. During the review period, the Campus began inviting potential investors to explore the following opportunities:

- **UWI's Fine Cocoa Products Ltd.** capitalises on Trinidad's reputation for world-class cocoa with a unique flavour profile, health benefits and a low carbon footprint. As the home of the Cocoa Research Centre which manages the largest cocoa genebank in the world, the Campus is well placed to produce a range of innovative, high-value cocoa and dark chocolate products. In April 2023, the symbolic foundation-laying ceremony for The UWI Chocolate Factory took place at the University Field Station in Mount Hope. Beyond fine chocolate and couverture, the factory will be equipped to produce a range of value-added cocoa-based products for markets at home and overseas, including cocoa nibs and cocoa liquor.
- **UWI SEAL-IT** produces a range of safe, sustainable, cost-effective products with global potential. Products include a plastic cement, primer and 4-in-1 coating – all suitable for use in building construction, and a marine coating that can better withstand the Caribbean climate. All made with nationally available asphalt.
- **Biophyt 1.0** is a biopesticide designed for tropical vegetable production systems. A safe, eco-friendly alternative to synthetic pesticides, it promotes plant growth and effectively manages an array of tropical diseases.

- **BioStimulant OJA001s** is a seaweed-based agricultural extract, derived from sargassum. It is 100% organic and non-toxic with nutrients to promote plant growth, yield, and resistance.
- **BITREM** (Biometric IT Using Regular Expressions Machines) is an entirely home-grown fingerprint recognition technology solution that helps prevent unauthorised access to personal data and reduces the risk of identity theft or forgery.

With UWI's extensive network and research capabilities, investors have a reliable partner for innovation and investment.



Principal Antoine making a point to the CEO of the ANSA Group, Mr Anthony N. Sabga III at a meeting in March 2023.



Photo: Atiba Cudjoe



UWI-ANSA meeting participants: (L-R) Mrs Frances Bain-Cumberbatch (Chief Legal and External Affairs Officer, ANSA McAL Group), Professor Pathmanathan Umaharan (Director, UWI Cocoa Research Centre), Dr Graham King (Director, STACIE), Mr Anthony N. Sabga III (Chief Executive Officer, ANSA McAL Group), Professor Rose-Marie Belle Antoine (Pro Vice-Chancellor and Campus Principal), Dr Lebert Grierson (FST - Chemistry), Mr Nizamudeen Mohammed (FST - Chemistry), Dr Rikhi Permanand (Business Development Specialist, ANSA McAL Group), and Dr Richard Fairman (FST - Chemistry). Photo: Aneel Karim

STRATEGIC HIGHLIGHTS

ACCESS

Access Highlights

The ACCESS strategic objective of The UWI STA Campus over the past year has encompassed a range of initiatives and programmes designed to increase enrolment, enhance educational offerings, and support students in various capacities.

AC1: Increase the number of full fee-paying students in senate-approved programmes both in online and face to face modalities – national, regional & international

Student Recruitment

Earlier in this report, we recount some of the main developments related to student recruitment at the Campus level. Below is a summary of recruitment initiatives undertaken by the Faculties.

Postgraduate Programmes:

In response to market demands, Faculties have as far as possible begun to transition their postgraduate programmes from face-to-face to blended or fully online delivery formats. For example, the MSc in Chemical & Process Engineering was conducted in a blended mode, the MSc in Coastal Engineering was also restructured into blended delivery format, the Master's in Public Health (MPH) was offered in a blended format as were the MSc programmes in Renewable Energy Technology and Biomedical Physics.

The MPH saw an increase in enrolment among regional students, while the programmes in Renewable Energy and Biomedical Physics attracted international students. Conversely, Faculties reported that foreign applicants to some programmes lost interest once they learned that only face-to-face delivery was available.



The UWI-Upper Level Science Technology Engineering & Mathematics (STEM) Vacation Camp at the UWI Department of Physics culminated with an egg drop. To the credit of the campers, all eggs landed safely!



Undergraduate Programmes:

The Faculty of Engineering and the Faculty of Food & Agriculture engaged in extensive outreach activities, including school visits, career days, and social media promotion, to increase student interest and enrolment. The Faculty of Food and Agriculture paid particular attention to outreach activities related to the Department of Geography.

At the Faculty of Humanities & Education, Departments such as Modern Languages and Linguistics and Literary, Cultural and Communication Studies conducted various outreach activities, including CAPE and CSEC workshops, career fairs, and competitions, to promote language and communication programmes. The Film programme hosted its first camp for secondary school students to introduce them to the possibilities available in the film industry.

Departments in the Faculty of Social Sciences organised public lectures, conferences, and outreach events to promote programmes and engage with stakeholders, such as the youth activities built into the annual Conference on the Economy.

At the Faculty of Science & Technology, the Mathematics, Chemistry, and Computing & Information Technology departments organised events like the annual Maths Fair, chemistry demonstrations, and web development boot camps to engage secondary school students and promote STEM programmes.

Common Challenges

Across all Faculties, common challenges included the need for additional resources, particularly human resources for outreach activities, budget constraints, and the process to transition programmes to online or blended delivery formats.



Showing our commitment to expanding access to under-served communities, one of our first post-pandemic recruitment visits was to the farming and fishing village of Moruga on Trinidad's south coast in December 2022.

STRATEGIC HIGHLIGHTS

AC2: Increase enrolment of students in non-senate-approved programmes such as professional development short courses both in online and face to face modalities.

Expansion of the Co-curricular Programme

The Office of the Deputy Principal oversaw the expansion of the Co-curricular Programme, which for the first time was made available to UWI staff and the general public. The initiative attracted 30 such applicants, including alumni and those looking for an alternative path to a tertiary qualification from The UWI. However, while the level of interest points to the potential for micro-credentialling, the Campus also notes that there was the expectation among many applicants that courses would be delivered in an online or blended format.

Continuing Professional Education

A Continuing Professional Education (CPE) Framework was developed to encourage professional development and alternative learning pathways for graduate students in the workforce in response to potential applicants requesting

flexible study and cost options. During this review year the Faculty of Humanities & Education offered its first CPE course entitled Practical Social Media Video Creation, the School of Education offered two MAP bundles for upskilling or micro-credentialling.

Single “stand alone” courses are offered each semester and support for this initiative is being extended as interest grows.

Short Courses & Workshops

The School of Dentistry introduced a short course in Dental Assisting and the Faculty of Science & Technology offered several short courses on Computational Statistics. The Faculty of Science & Technology offered workshops in areas such as Modern Techniques of Analytical Instrumentation.

The short courses offered by Faculty of Food & Agriculture continued to be quite popular. Eight courses were offered this year including Aquaponics, Hydroponics 1, Hydroponics 2, Broiler Rabbit Production and Management, Home Gardening and Crop Protection, Nutrition Fundamentals, and a second cycle of Hydroponics 1. Meanwhile, as recounted earlier, the Faculty partnered with the IGDS to develop its first MOOC.

Maths Fair 2023 Photos: Aneel Karim





First Year Experience 2023. Photos: Life Video Productions

AC3: Improving the quality of Teaching and Learning and Student Development

To improve the quality of teaching and learning, the CETL continued to conduct quality assurance exercises. This year the Co-curricular programmes were among those that came under scrutiny.

The Campus Libraries increased the number of digital assets available, the multimedia facilities at the Teaching & Learning Complex (TLC) were fully restored. Other student amenities were upgraded, ranging from the new paved walkways criss-crossing the main campus, to new benches and cafeteria options at other locations.

Faculties focused on building relationships with industry and alumni to facilitate student internships, while improving student engagement through surveys and anonymous feedback mechanisms. The DSSD turned its attention to donor retention, building student engagement through various activities such as the First Year Experience (FYE), a new newsletter, and strengthening the operations of the Guild of Students.



STRATEGIC HIGHLIGHTS

ALIGNMENT

Alignment Highlights

To achieve greater ALIGNMENT, the Campus continued to pursue grants for research, sought to improve engagement with alumni and industry stakeholders, and to develop commercially viable projects to enhance revenue diversification and financial sustainability. Details of the projects mentioned below are available in the strategic review section in the online version of this report.

AL1: Increase grants for academic and applied research

Campus Research & Publications Fund (CRP)

The School for Graduate Studies and Research oversees the administration of the Campus Research & Publication (CRP) Fund. This fund is open to full-time Academic and Senior Administrative and Professional members of staff and Research Students of the Campus. Moneys may be used to support the hosting of conferences and workshops, research/fieldwork, the purchase of equipment, publishing costs for books or project-related administrative matters. In the 2022/2023 academic year, the Fund disbursed roughly TT\$1.5 million to fund 36 staff projects – mainly research and fieldwork. Just over half a million dollars in funds was distributed to support 56 student projects – mainly to attend conferences.

The charts below show the total disbursement by Faculty over time from 2018/2019.

Figure 7: Five-year Trend in CRP Funding for Staff

Source: School for Graduate Studies & Research

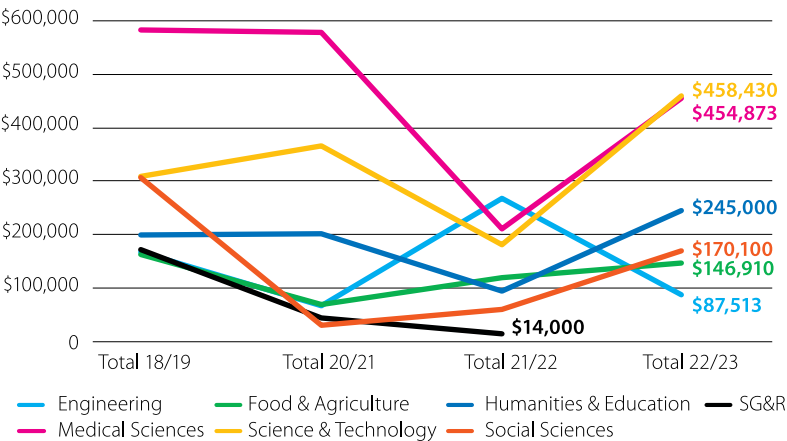
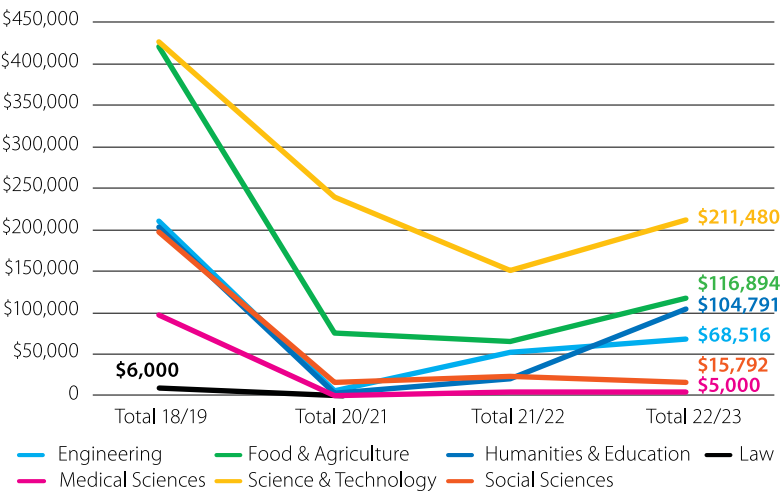


Figure 8: Five-year Trend in CRP Funding for Students

Source: School for Graduate Studies & Research



External Grants

Faculties and research centres excelled in obtaining international research grants spanning areas such as infrastructure assessments, climate change, genomics, and specific studies on arsenic in food products, dietary acrylamide, and green chemistry approaches. Projects funded by Methanex, the National Energy Corporation, Clara Lionel Foundation, IAEA, Future Earth NGO, and Geoact Caring Project showcased the diversity and impact of research initiatives. The Faculty of Medical Sciences received significant in-kind donations for a Centre of Excellence in emerging diseases and genomics, while grants to the Faculty of Science & Technology included funding for research on arsenic in chicken products, dietary acrylamide assessment, and fluoroalkyl substances in food packaging.



His Excellency Dongil Oh, Ambassador of the Republic of Korea - April 2023 *Photo: Aneel Karim*



His Excellency Fernando Nogales, Ambassador of the Kingdom of Spain - September 2022.



The Campus Principal greets His Excellency Victor Hugo Morales Meléndez Ambassador of the United States of Mexico - November 2022. *Photo: Atiba Cudjoe*



Professor Liu Zongming, the President of the University of Jinan in Shandong Province, China (R) toured the Campus with Deputy Principal, Professor Indar Ramnarine - April 2023. *Photo: Atiba Cudjoe*

STRATEGIC HIGHLIGHTS

AL2: Increase and Improve Alumni and Friends Engagement

Co-curricular Courses Go Public

Co-curricular courses at the St Augustine Campus provide opportunities for both personal and professional development. This year, the Campus extended access to co-curricular programmes to staff, alumni, and the general public, attracting 30 applicants as specially admitted students. Among these were six UWI staff, 10 alumni, and six others.

Collaborations with Industry and Alumni

The Campus actively pursued initiatives to enhance alumni and stakeholder engagement, emphasising collaborative projects, mentorship programmes, and strategic alliances. This year examples include collaborations involving the Faculty of Engineering on projects such as a waste-to-bio-resource supply chain analysis, energy optimisation, and agricultural impact studies. The Faculty of Food & Agriculture organised virtual career panels, the Faculty of Humanities & Education engaged alumni in judging events, and the Faculty of Medical Sciences utilised alumni support for various projects. The UN Adaptation Fund also approved a project for climate change adaptation in the South Oropouche Basin.



Representatives of the Trinidad & Tobago Chapter of the UWI Alumni Association reached out to students at the World of Work Recruitment Fair. Photo: Aneel Karim



Opening the FFA Market Place: (L-R) FFA Dean Professor Mark Wuddivira, Campus Principal Professor Rose-Marie Belle Antoine, Mayor of Arima, His Excellency Mr Baliram Maharaj.
Photo: Aneel Karim

AL3: Pursue Commercially Viable Projects to Increase Revenues

Faculty of Food & Agriculture Market Place

The Faculty of Food & Agriculture (FFA) Market Place was launched on 29 March, 2023. The FFA Market Place is a revenue-generating activity that provides FFA students an opportunity to develop their entrepreneurial skills. It also contributes to the wellness of the Campus and the surrounding community as it is a convenient source of fresh fruits, vegetables, milk, sustainably reared gourmet meats, eggs, plants, seed kits, freshly cooked meals, and many other items, including the organic pesticide developed by the Faculty. Most of the produce was sourced from the Faculty's own University Field Station, a farm that produces livestock, poultry and crops. The venture facilitates practical training for agribusiness, agriculture and shade house students.



STRATEGIC HIGHLIGHTS

Strategic Project Administration

Faculties explored diverse revenue streams through initiatives such as lab equipment rentals, GIS and analytical services, consultancies and workshops. While some of these initiatives are purely commercial, in many instances especially when governmental agencies are involved, the service to the community is most important. One example is the pivotal role played by The UWI Engineering Institute in administering the South Oropouche Flood Mitigation Project which commenced in 2023. This is a four-year project led by the Ministry of Planning and Development and executed by The University of the West Indies. The perennial flooding experienced in this watershed causes millions in economic losses and disrupts the ecological balance.

Innovative Revenue Models

The Faculty of Humanities & Education conceptualised the Humankind Studio, a one-stop creative shop that will seek to monetise the wealth of talent and knowledge available across the Faculty. The Faculty of Law held Procurement Workshops in response to the Procurement Act of 2023, providing valuable information to and bolstering relationships with stakeholders while generating revenue.

Entrepreneurial Ventures in Science & Technology

The Faculty of Science & Technology supported the growth-phase operations of UWI Seal-IT, established bursary accounts, and set up procedures for income-generating services. SALISES and the HEU provided consultancy services nationally and regionally, contributing to improvements to the quality of life for Caribbean people, generating new knowledge that furthers academia, and generating revenue to support the Campus.



MOU to establish a Learning Factory to facilitate Training, Research and Development, and Process Improvement in the deployment of Industry 4.0 and Digital Transformation. (L-R) Mr. Anil Ramnarine, MIC-IT CEO, Ms Tricia Coosal, President of the Trinidad & Tobago Manufacturers' Association (TTMA), and Pro Vice-Chancellor and Campus Principal Professor Rose-Marie Belle Antoine. *Photo: Aneel Karim*



Technical Cooperation Agreement between UWI and the IDB for Blue Carbon research in T&T's Mangroves - January 2023 (L-R) Ms Carina Cockburn, IDB country representative for Trinidad & Tobago and Campus Principal Professor Rose-Marie Belle Antoine. *Photo: Aneel Karim*



MoU with UTT and Shell for Carbon Capture, Utilisation and Storage (CCUS) Atlas mapping in Trinidad & Tobago. (L-R) Pro Vice-Chancellor and Campus Principal Professor Rose-Marie Belle Antoine; Mr Suhail Kak, GM Development and Subsurface, Shell T&T; and Emeritus Professor Clément Imbert, Member, Board of Governors, University of Trinidad & Tobago.

Photo: Aneel Karim



Minister of National Security, the Honourable Fitzgerald Hinds with Principal Antoine after signing an MOU where the Ministry of National Security, the Office for Disaster Preparedness Management (ODPM) and The UWI agreed to work together to address matters related to climate change and natural disasters. Measures will include the exchange of information; training, research, publications, joint sponsorships and more.

Photo: Aneel Karim

STRATEGIC HIGHLIGHTS

AGILITY

Agility Highlights

AG1: Restore Financial Health to The UWI

Cost Reduction and Efficiency Measures

Campus Security implemented measures to optimise cost and efficiency through the strategic deployment of manpower during major events, like examinations and registration. This resulted in substantial cost savings.

Procurement

The Procurement Unit and the Campus Legal Office conducted extensive sensitisation sessions and provided support to the entire Campus in implementing procedures, forms and templates, and policies to ensure compliance with the Public Procurement and Disposal of Public Property Act of Trinidad & Tobago (2023) and attendant regulations. The Campus itself successfully completed the registration and prequalification process in order to provide services and consultancies to public bodies.

Legal Issues

The Campus Legal team cleared the way for future collaborations. The Campus finalised two Head Leases from the State to The UWI. One was to use the former Public Library Building, now referred to as the Dr Eric Williams Memorial Library, to house the permanent exhibition of the Dr Eric Williams Memorial Collection. The other was for the 200 acres of land at Orange Grove for the establishment of the Agricultural Innovation Park and Collaboration Agreement between UWISTA and Orange Grove Solar Limited for the Solar Project at Orange Grove.



(L-R) Ms Shelly Lopez, Secretary, receiving a token of appreciation from Campus Registrar, Dr Dawn-Marie DeFour-Gill during Administrative Professionals Week.



The strategic deployment of officers made a positive impact on the efficiency of Campus Security.

AG2: Continue the Development of a CAMP Team

Common Challenges and Collaborative Efforts

Addressing common challenges like prolonged HR processes, funding limitations, and staffing issues, The UWI fostered a narrative of collaboration, international partnerships, and dedication to staff development and operational efficiency.

Staff Development

Faculties actively participated in professional development, recruitment, and operational efficiency efforts. The Faculty of

Medical Sciences introduced a unique Research Mentorship programme to provide support to new researchers, and established linkages with regional and international universities.

Improving Infrastructure for Staff Satisfaction

In response to staff concerns, where funding was available, Faculties & Departments invested in upgrading the facilities used by staff. For example, the Department of Chemistry in the Faculty of Science & Technology, refurbished the ATSS staff room and maintained a Health & Wellness programme. The Faculty of Food & Agriculture upgraded facilities, supported international programmes, and conducted development training. The Faculty of Humanities &

Education embraced regular meetings and collaborative discussions for achieving a Creative, Caring, Accountable, Motivated, Professional (CAMP) Team.

Enhancing Campus Security

Ongoing projects aimed at enhancing Campus security included vehicle refurbishment, provision of tools and PPE, installation of traffic barriers and signage, Phone System Upgrade, and CCTV upgrade with video analytics.

Flexibility in Course Delivery

The Centre for Language Learning (CLL) within the Faculty of Humanities & Education fostered collaboration through a Staff-Student Liaison Committee (SSLC) and continued offering a mix of in-person and online classes, showcasing flexibility in course delivery.



Administrative Professionals taking a turn on the dance floor. Photo: Aneel Karim



Campus Executive Management and key senior administrators on retreat. Photo: Aneel Karim

STRATEGIC HIGHLIGHTS

AG3: Build Out the UWI Digital Agenda to Foster Greater Efficiency in Operational Processes and Innovation in the Delivery of its Services

Digitalisation of Administrative Processes

Through the Office of the Campus Registrar (OCR), the St Augustine Campus made significant progress in digital transformation during the 2022/2023 reporting period. Special projects are listed below. Please see detailed Strategy Review section in the online version of this report.

- **Ellucian CRM Recruit:** New application and customer relationship system.
- **Digitisation of Examinations Functionalities:** Automation of common service and information requests.
- **Thesis Tracker:** Streamlining the thesis application process for a better student experience.
- **Timetabling and CELCAT:** More efficient classroom and class management.
- **Banner De-modification:** Streamlining Banner for better systems integration.
- **Data Visualisation Project:** Improving the delivery of data for decision-making.
- **Digital Student Contact Centre:** Coming soon – a project to improve student services and streamline queries.

Campus IT Services (CITS) undertook several initiatives to enhance service efficiency and effectiveness.

- A new portfolio of Service Desk reports supported departments like the Bursary's Student Accounts section, Campus IT Support, and Library IT in addressing service requests and incidents more efficiently.
- An upgraded Service Desk application introduced new functionalities, addressed bugs, and improved overall platform efficiency.
- The Student Accounts & Receivables Service Request self-service interface was redesigned for improved request classification and distribution, contributing to operational efficiency.
- Also, working with the Human Resources Division, CITS delivered specialised "Technology/Computer Literacy" as part of an ancillary staff development programme.





Creating an Inclusive Campus

Listening Sessions & Open Door Hours

To foster an atmosphere of inclusivity, just three months after assuming office, from 03 to 09 November 2022 the Principal held two listening sessions for staff at the Learning Resource Centre and Daaga Auditoriums respectively. Staff were invited to voice concerns, ask questions and make suggestions on matters affecting the Campus, Faculties or Departments. The sessions were moderated by Emerita Professor Rhoda Reddock, hundreds of staff members participated, and a report was generated to inform the agenda of the new principal. The feedback was collated and analysed into thematic areas and shared in a report to the Principal for action. The Marketing & Communications team collated over 200 data points or contributions from staff.



A direct outcome of these sessions was the UWI Pop-up Shop, an Artisan Market held on 04 June 2023, showcasing the talent and entrepreneurial spirit of the Campus community. Another initiative born from the sessions was the introduction of the Principal's Open Door Hours every Wednesday from 3:00 p.m. to 5:00 p.m., starting 30 November 2022. Staff were invited to have one-on-one sessions with the Principal to share ideas or just to talk. However, for issues requiring resolution, staff were advised to use established channels before escalating to the Campus Principal.



The UWI Pop-up Shop, an Artisan Market held on 04 June 2023, showcased the talent and entrepreneurial spirit of staff and alumni.



Photos: Atiba Cudjoe

ADMINISTRATION AND INFRASTRUCTURE

Faculties Facilitating Feedback

The School of Dentistry implemented an Anonymous Feedback system and the inputs received from staff, students, and patients were discussed. In the Faculty of Social Sciences, the Talk2 initiative was introduced, enabling students to engage with the Faculty in real time through an online chatbot, providing them with prompt and remote access to accurate information. The feedback was positive and contributed to better decision-making for website design and content.

Special Initiatives for Staff

The Campus hosted a number of events to encourage interactions among staff and to foster a feeling of belonging among staff. These included a Cancer Awareness Walk in October 2022 followed by a “burnout” workout session a month later, and in April 2023, administrative professionals were treated to a special celebration that included a luncheon, games and dancing. The Department of Chemistry hosted a 5K Fun Run in March 2023 that attracted staff and student participants from across the Campus.



Creating an Inclusive Workplace

According to the SALISES' Disability Studies Research Cluster, evidence suggests that persons with disabilities are industrious and efficient in the workplace, when given the opportunity - but, employers are reluctant to hire them. The Division of Student Services and Development (DSSD) is working to change this.

On Campus, students with disabilities were hired as student assistants, peer tutors, and exam invigilators. In addition to helping students supplement their finances, it is part of a broader initiative to help change attitudes in the workplace and empower students.

In this review year, the Student Life & Development Department (SLDD), an arm of the DSSD, held its second annual workshop on "Navigating the Job Search with Disabilities," in collaboration with the National Centre for Persons with Disabilities and Scotiabank. Selected students participated in Scotiabank's six-week 'STEP' Trainee Programme, developing skills for Customer Services roles as they were deployed at branches throughout the country. Ultimately, one SLDD student secured a Summer internship, and a student from the previous year's cohort was reinstated. Although only in its second year, there is evidence that the initiative is making a difference: First Citizens Bank has expressed interest in providing internships for students with disabilities.



Students assigned to work at the World of Work event. Photo: Life Video Productions

ADMINISTRATION AND INFRASTRUCTURE

Process & Service Improvements

Customer Service Training

The Office of the Deputy Principal spearheaded training in customer service for 176 members of staff from across the Campus, stressing the human touch. Meanwhile, other areas of the Campus, such as the Campus IT Services, the Faculty of Law, and Financial Advisory Services, turned to technology to streamline services, improve user experiences, and improve data collection and analysis.

Building Employee Satisfaction

As part of the next steps towards implementing the Triple A Strategy at the Campus Level and in service of our strategic objective of continuing the development of a “creative, caring, accountable, motivated, professional (CAMP) team” (AG2), an Employee Satisfaction and Engagement Committee (ESEC) was established under the chairmanship of the Director, Human Resources.

The Campus Mentorship Programme was officially launched in April 2023. The programme was designed to support employees in managing their personal and professional development by providing an opportunity for networking, collaboration, and knowledge sharing. Eighty-seven mentees (inclusive of Academic and ATSS members) accessed the programme and were paired with 47 trained and qualified mentors from across the Campus who have volunteered to share their time, knowledge and expertise to support and empower the mentees on their development journey.

The Bursary conducted a satisfaction survey to assess pain points and engaged employees via retreats and separate meetings to actively obtain feedback, which informed objectives. This focus on collaboration and efficiency has led to tangible planning objectives such as:

- Updating the Activity Based Costing Model for costing and pricing all new and existing self-financing programmes, collaborating closely with each faculty to fine-tune the costing approach to match their specific needs.
- Updating timely metrics to measure Campus performance and developing a comprehensive reporting system for units.
- Embracing digital transformation by transitioning all student financial interactions to electronic platforms, digitising documentation, and streamlining payment processes.

The Faculty of Social Sciences initiated ADVANCE, a staff training programme, focusing on personal and professional development for Administrative and Technical Support staff. The Faculty of Food & Agriculture introduced training sessions for Technical Assistants and Demonstrators, and post-contract surveys to enhance the student learning experience. The Faculty of Humanities & Education addressed matters at the School of Education related to safety by providing enhanced lighting, and a dedicated shuttle service, as well as improvements to the cafeteria, and the placement of outdoor benches.

Securing the Campus

The Campus Security Department previously achieved significant cost reductions that extended into the review period in 2022/2023. Strategic measures, focusing on streamlined manpower deployment during crucial UWI events like Examinations, and Registration, and to implement the No Thoroughfare policy, contributed to these savings.

A Campus Built by and for Students

The Department for Computing & Information Technology (DCIT) in the Faculty of Science & Technology (FST) has a vibrant internship programme that includes paid, on-campus internships which are used to build and maintain technology solutions for arms of the Campus, such as the Health Services Unit (HSU) and the Marketing & Communications (M&C) Office. There are now eight such UWI projects including two new applications developed for the Campus. A "Proposal Review App" was created to help staff at the Centre for Excellence in Teaching and Learning (CETL) to approve course outlines included in programme proposals. DCIT students also developed a 'Lockers App' for the Student Activity Centre (SAC) to help manage locker rentals. Both apps were at the beta testing stage with launch dates to be announced shortly.



In November 2022, Community & Environmental Psychology students planted a Sea Grape tree outside the Faculty of Social Sciences to raise awareness about the psychosocial and environmental benefits of physical and social spaces.

ADMINISTRATION AND INFRASTRUCTURE

Student Amenities Fund

Introduced in 2017, the SAF is partly funded by an amenities fee of \$500 and is paid by students at the beginning of every academic year at registration. The fee applies to all students registered at the St Augustine Campus except for specially admitted and exchange students.

Major projects completed during this review period were:

- the upgrade and enhancement of the Fitness Centre/Gym – UWI SPEC for TT\$160,000;
- the installation of six GPS Tracking Devices in the Student Shuttle Buses for TT\$32,100;
- covering existing and new walkways as well as the construction of a pavilion cost TT\$2.1 million;
- lighting for these areas was installed for TT\$200,000;
- rehabilitation of the Campus swimming pool – TT\$92,500 was paid from the SAF, amounting to 50% of the total cost of the rehabilitation.



BEFORE: The COVID-19 shutdown took its toll on infrastructure like the pool on the main campus.



AFTER: Time to dive in! (L-R) Deputy Principal, Professor Indar Ramnarine; Mr Kyle Bisnath, Vice-President of the Guild of Students; Campus Principal, Professor Rose-Marie Belle Antoine; and Head of the St Augustine Academy of Sport, Dr Anand Rampersad. *Photos: Aneel Karim*

Campus IT Infrastructure

Ongoing IT projects included upgrading the Student Portal, preparing the test environment for PeopleSoft Upgrade, implementing Multi-Factor Authentication (MFA), and enhancing accessibility and privacy on the Campus website. Additionally, CITS conducted an audit of data centre operations, supplied Internet and Metro Ethernet services, and acquired new switches for data centres to reduce the risk of failures. Initiatives such as the installation of wireless upgrades, hyper-converged server solutions, and early warning devices demonstrated the Campus's commitment to improving the technology infrastructure.

Construction Projects

During the 2022/2023 academic year, the Campus experienced several challenges which significantly impacted on our ability to deliver completed capital projects. The main challenge were related to the level of funding available and the timeliness with which money was released. As a result, only a few projects went into implementation and were brought to completion during the year.



ADMINISTRATION AND INFRASTRUCTURE

The major focus was on the two projects funded by the Ministry of Education under the Public Sector Investment Programme (PSIP) as outlined below:

Construction works commenced on the following projects during this period:

- Design and construction of a Chocolate Couverture Factory at The UWI Field Station, Mt Hope (PSIP-funded) (TT\$8.0 million)
- Renovation of Chemistry C1 building and replacement of fume hoods (Phase 1) at the Faculty of Science & Technology (PSIP-funded) (TT\$41.9 million)
- Renovations to Trinity House to serve as the Headquarters for Campus Security operations (\$0.4M)

Projects completed and handed over during this period:

- Relocation and renovations to Office of the Deputy Campus Registrar to the Lloyd Braithwaite Student Administration Building (TT\$0.3 million)
- Construction of a new wastewater treatment plant at the Sir Frank Field Grounds and associated lift stations at the Canada Hall and Engineering carparks (TT\$25.9 million)
- Replacement of 12KV switchgear at the Faculty of Engineering (TT\$1.9 million)

Major procurement undertaken during the period:

- The supply, delivery, installation, testing and commissioning of a Gas Chromatograph Mass Spectrometer for the Department of Chemistry, Faculty of Science & Technology (TT\$2.3 million)
- Supply and delivery of two 12-Seater and two 25-seater Student Shuttle buses (SA Funds) (TT\$1.6 million)

Fire at the Lloyd Braithwaite Building

Just after 7:00 pm on Thursday 24 November 2022, smoke was detected emanating from the Lloyd Braithwaite building on the St Augustine Campus of The University of the West Indies.

The building, which houses Student Administration (Admissions, Graduate Studies, Examinations and the DSSD), was immediately evacuated. The Trinidad & Tobago Fire Services soon arrived on the scene, along with the Campus Incident Management Team and Executive Management, and the fire was soon brought under control. A later assessment revealed that the damage sustained was largely contained within an estimated 1000 sq. ft. storage room and that no one was injured as a result of the incident. Only one fire officer had to be treated for smoke inhalation. No student or sensitive records were stored in that area of the building and therefore no such documents were lost.

This report on the Campus's consolidated financial position and results for the fiscal year ended 31 July 2023, covers the operations of the St Augustine Campus, UWI ROYTEC and the St Augustine Campus Enterprises Co. Ltd. (SACEL).

The academic year 2022/2023 saw the pandemic wane and the Campus gear up for the full return of normal face-to-face operations in August 2022, with significant levels of maintenance expenditure in preparation to receive students who had not been on Campus for the previous two years. The year also saw the Government of Trinidad & Tobago hold their subvention for the Campus Grants Committee funded programmes at TT\$466.3 million. Total funding for the financial year ended July 2023 was TT\$944.8 million against total expenditure of TT\$972.8 million, resulted in an operating deficit of (\$28) million in comparison to the operating deficit in the previous year of TT\$10.4 million.

The Campus has now switched gears towards the Revenue Revolution as we implement the 2022 – 2027 strategy. This is a continuation of the previous planning cycle focus of Revitalising Caribbean Development through the thematic areas – Access, Alignment and Agility, but with the specific intent of revenue growth. "We have to grow ourselves out of the current financial situation": That is the directive given by Sir Hilary Beckles, Vice-Chancellor of The University of the West Indies; hence, Converting Reputation to Revenue continues to be the mandate.

While Revenue Revolution is the focus, the St Augustine Campus has and continues to concentrate on cost containment and improving efficiency. The global economic environment continues to creep out of the pandemic hampered by critical events such as the war in Ukraine and now in Israel.

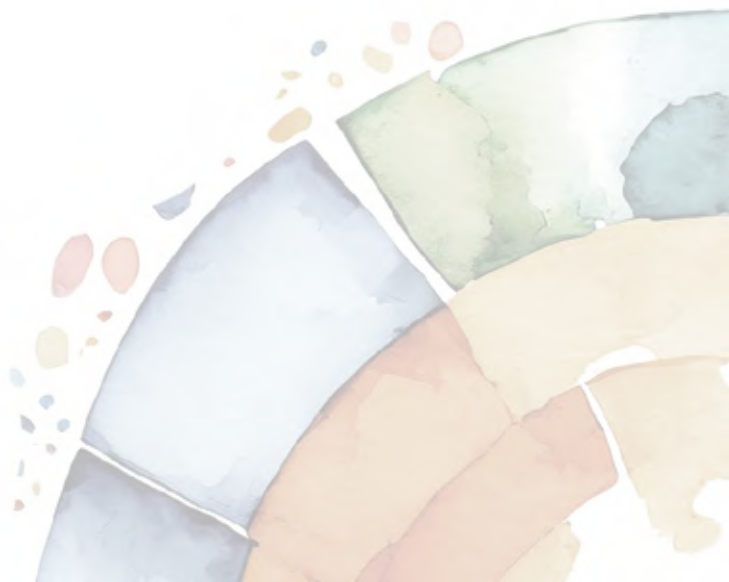
Consolidation

These consolidated financial statements encompass the accounts of the St Augustine Campus, UWI ROYTEC and the St Augustine Campus Enterprises Co. Ltd. (SACEL).

The Bursar's Report should be read in conjunction with the financial statements appended, which comprise:

- Consolidated Statement of Financial Position
- Consolidated Statement of Comprehensive Income
- Consolidated Statement of Changes in Funds and Reserves
- Consolidated Statement of Cash Flows
- Notes to the Consolidated Financial Statements

The financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) and on an accrual basis as required by these standards. These financial statements have been reviewed by our auditors PwC. The Campus Audit Committee approved the dissemination of these financial statements on 24 November 2023.



Finances

Income

Total consolidated income for the year ended 31 July 2023 totaled TT\$944.8 million representing a slight increase of TT\$13.1 million or 1.4% over the previous year.

Funding from Government subventions was TT\$475.8 million compared to TT\$485.1 million in the previous year.

Tuition and other student fees of TT\$72.1 million declined by TT\$11.2 million (13.4%), primarily due to the declining enrolment of students in postgraduate programmes. The removal of Government Assistance for Tuition Fee Expenses programme (GATE) and the COVID-19 pandemic continue to negatively impact the number of postgraduate applications being received.

Special projects income for 2023 was TT\$51.7 million slightly down by TT\$0.5 million from TT\$52.2 million in the previous year. The St Augustine Campus continues to focus on external donor-funded projects as a means of diversifying its income. Net Special Projects balances in 2023 stood at \$178.9 million, an increase of TT\$28.7 million over 2022.

Other teaching activities which capture the performance of the Faculty of Medical Sciences, the self-financing and summer/mid-year programmes at the Campus, as well as the performance of ROYTEC and SACEL, increased by TT\$22.8 million over the prior year. This TT\$22.8 million increase is mainly due to the increase in the Faculty of Medical Sciences income of TT\$13.3 million (an increase in contributions from the Government of Trinidad & Tobago of TT\$9 million and the two cohorts of full fee-paying students now enrolled into the MBBS programme). There was also an increase in income

from Self-Financing programmes and summer/mid-year programmes in the amount of TT\$11.6 million, which can be attributed to a shift in enrolment to these areas and away from traditional CGC-funded programmes.

Total revenue for ROYTEC at TT\$23.2 million is TT\$2.5 million lower than the previous year. The operations of SACEL continue to be minimal, accounting for approximately 2.7% of consolidated operations.

Commercial Operations cover the operations of the Bookshop, Central Stores, Multimedia Centre, Students' Halls of Residence and the rental of commercial spaces on Campus. Revenue of TT\$17.9 million represents an 82% increase over the previous year with the reopening of the Campus and Halls of residence.

Of the TT\$44.5 million of Miscellaneous Income, TT\$32.5 million represents amortisation of capital grants. Capital grants represent funding received for specific building projects and/or grant funding used to purchase specific capital items. When the relevant asset is brought into use, it is capitalised as an asset and a Capital Grant is also registered as a capital inflow on the Balance Sheet. The Capital Grant is amortised to the income statement over the useful life of the asset at a rate equivalent to the depreciation charge applied to the very same asset. The breakdown of income sources is as follows:

Table 1: Consolidated Income 2022 – 2023

INCOME	\$'000		\$'000
	2023	%	2022
Government contributions	475,784,664	-1.9%	485,146,229
Tuition and other student fees	72,113,426	-13.4%	83,271,664
Special projects	51,689,028	-1.0%	52,211,854
Other teaching activities	276,634,733	9.0%	253,845,608
Commercial operations	17,871,314	82.1%	9,814,599
Investment income	6,164,625	36.1%	4,529,092
Miscellaneous income	44,540,799	3.8%	42,919,383
TOTAL INCOME	944,798,589	1.4%	931,738,429

Figure 9: Consolidated Income 2023

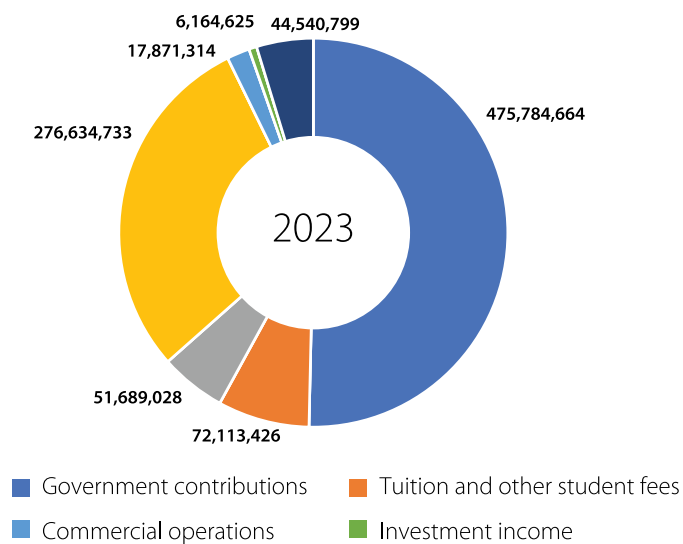
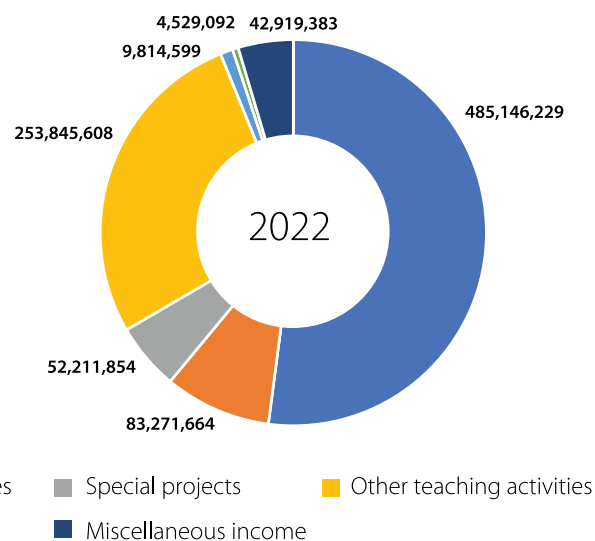


Figure 10: Consolidated Income 2022



Finances

Expenditure

Total expenditure for the year of \$972.8 million increased by \$30.7 million over the previous year. Increases in Administrative, Departmental and Central expenses were as expected with 2022/2023 being the first full year of face-to-face operations since the COVID-19 pandemic. The normalisation of staff costs and the increase in maintenance expenditure to bring systems, property, plant and equipment back to appropriate working conditions post-pandemic accounted for this overall increase. The detailed breakdown of expenditure is as follows:

Total expenditure for the year of \$972.8 million increased by \$30.7 million over the previous year. Increases in Administrative, Departmental and Central expenses were as expected with 2022/2023 being the first full year of face-to-face operations since the COVID-19 pandemic.



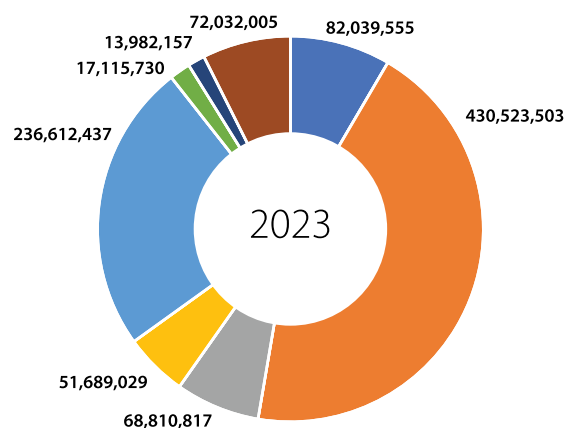
Table2: Campus Expenditure 2022, 2023

Source: The Bursary

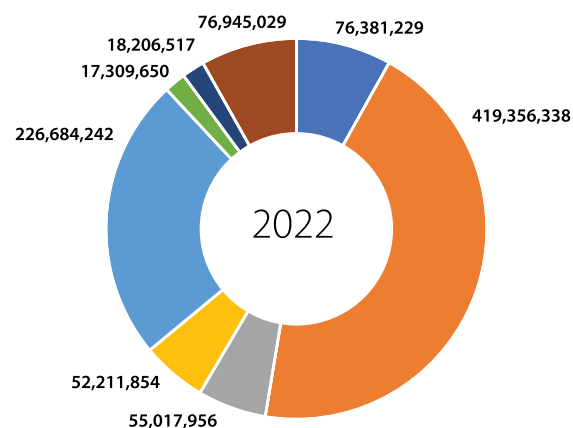
EXPENDITURE	\$'000		\$'000
	2023	%	2022
Administrative	82,039,555	7.4%	76,381,229
Departmental	430,523,503	2.7%	419,356,338
Central	68,810,817	25.1%	55,017,956
Special projects	51,689,029	-1.0%	52,211,854
Other teaching activities	236,612,437	4.4%	226,684,242
Commercial operations	17,115,730	-1.1%	17,309,650
Impairment losses	13,982,157	-23.2%	18,206,517
Depreciation, Employee Benefits Obligations, Financial Costs	72,032,005	-6.4%	76,945,029
TOTAL EXPENDITURE	972,805,233	3.3%	942,112,815

Figure 9: Campus Expenditure 2022

Source: The Bursary

**Figure 9: Campus Expenditure 2022**

Source: The Bursary



■ Administrative
 ■ Other teaching activities
 ■ Departmental
 ■ Commercial operations
■ Central
■ Impairment losses
■ Special projects
■ Depreciation, Employee Benefits Obligations





LOOKING AHEAD

The University of the West Indies has embarked on a journey towards financial sustainability with a vision that calls for collective action and innovation. Amidst fiscal challenges, UWI is charting a course towards self-reliance, but forever guided by our primary mandate to advance the quality of life of the people of the Caribbean while contributing to the global store of human knowledge. Vice-Chancellor Beckles' vision for the Revenue Revolution sets the stage for a transformative era, where The University embraces entrepreneurship and global engagement to create a brighter future.

As we embark on this journey, the theme of this report, *"Creating Change Together,"* underscores our shared commitment to shaping a better tomorrow. Each initiative, whether it is fostering multilingualism, advancing climate-smart research, or engaging alumni, reflects our collective determination to make a meaningful impact.

The St Augustine Campus, in particular, is spearheading efforts to expand our reach and impact, from recruiting international students to revitalising the cocoa sector and fostering alumni connections.

As we reflect on our achievements and challenges, and look towards the future, let us remember that Caribbean people are indeed a colourful, vibrant mosaic, and let us celebrate the unique contributions of every individual. Just as each piece comes together to form a beautiful whole, so too do our efforts combine to create positive change. Together, we have the power to shape a brighter future for generations to come.

**To find out how you can be part of the revolution,
visit sta.uwi.edu**

Campus Enrolment by Programme Level and Delivery Mode Campus Enrolment by Programme Level and Delivery Mode: 2001/2002, 2018/2019 & 2022/2023

	2001/2002*	2018/2019	2022/2023	% Increase in Enrolment: 2001/02 - 2022/23
Full-Time First Degree Enrolment	4,647	9,914	9,055	95%
Part-Time First Degree Enrolment	713	478	535	-25%
Evening First Degree	-	395	15	
Summer First Degree	-		-	
Not Identified First Degree Enrolment	-	99	46	
Total On-campus Enrolment in First Degree Programmes	5,360	10,886	9,651	80%
On-campus Enrolment in Certificate and Diploma Programmes	430	360	296	-31%
Total On-campus Undergraduate Enrolment	5,790	11,246	9,947	72%
Higher Degrees, Advanced Certificates & Diplomas	1,851	4,993	3,911	111%
Total On-campus Enrolment	7,641	16,239	13,858	81%
Ratio of Female : Male Students (On-Campus Enrolment)	1.5 : 1	1.7 : 1	1.7:1	
Trinidad & Tobago Students as a % of On-Campus Enrolment	88%	93%	93%	
UWIDEC & Online Programmes**	418	-	-	-100%
Off Campus (Affiliated Institutions & other Tertiary Level Institutions)	127	110	18	-86%
Other Students (Undeclared & Summer, Pre Science, Pre-Health)	-	749	623	
TOTAL ENROLMENT: On-Campus/Distance/Online/Affiliated Institutions	8,186	16,349	14,499	77%

* On Campus Enrolment only

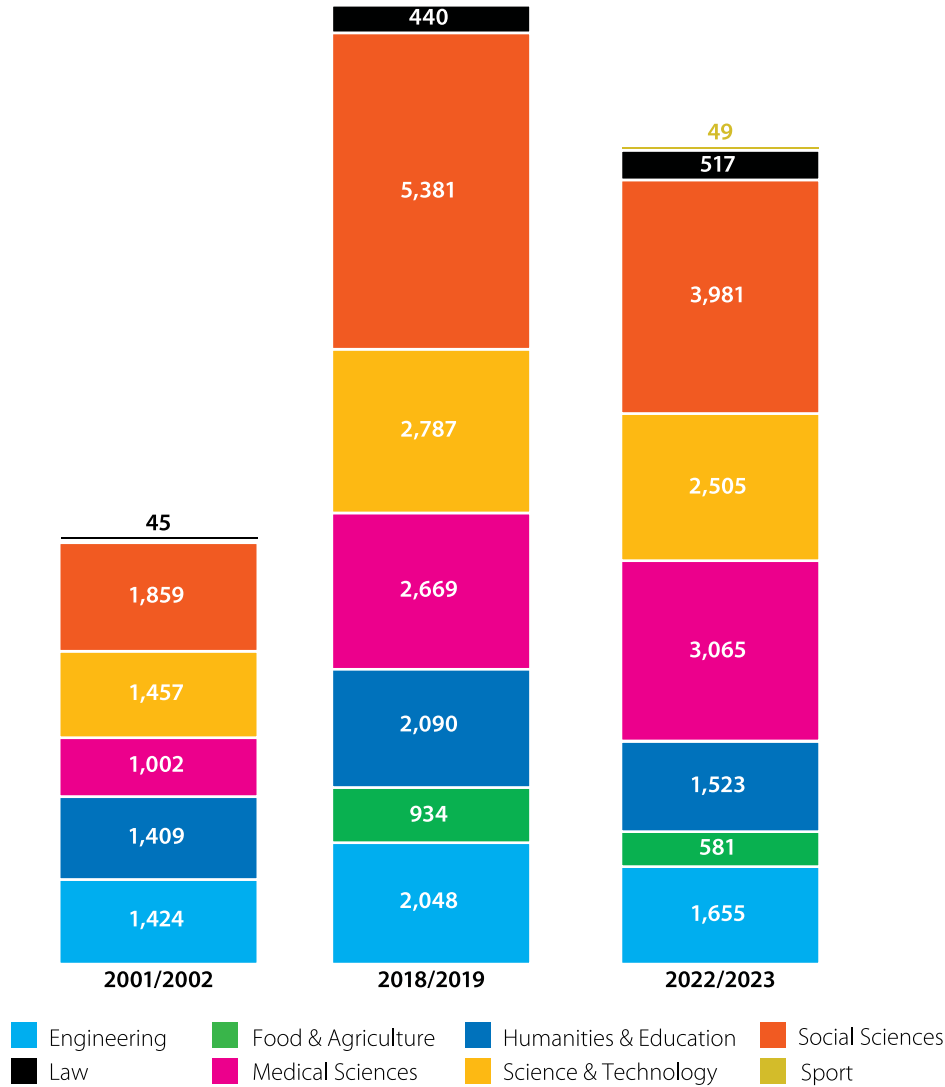
** As of the Academic Year 2007–2008, students enrolled with the Open Campus (formerly UWIDEC) are not counted as students of the St Augustine Campus.

Source: Campus Office of Planning and Institutional Research Business Intelligence System

Comparative Distribution of Campus Enrolment
Comparative Distribution of Campus Enrolment by Faculty 2001/2002, 2018/2019 & 2022/2023

	2001/2002	2018/2019	2022/2023	Annual % Difference 2001/2002 vs 2022/2023
Engineering	1,424	2,048	1,655	16%
Food & Agriculture	-	934	581	-
Humanities & Education	1,409	2,090	1,523	8%
Law	45	440	517	1049%
Medical Sciences	1,002	2,669	3,065	206%
Science & Technology	1,457	2,787	2,505	72%
Social Sciences	1,859	5,381	3,981	114%
Sport	-	-	49	-
Total	7,211	16,349	13,876	92%

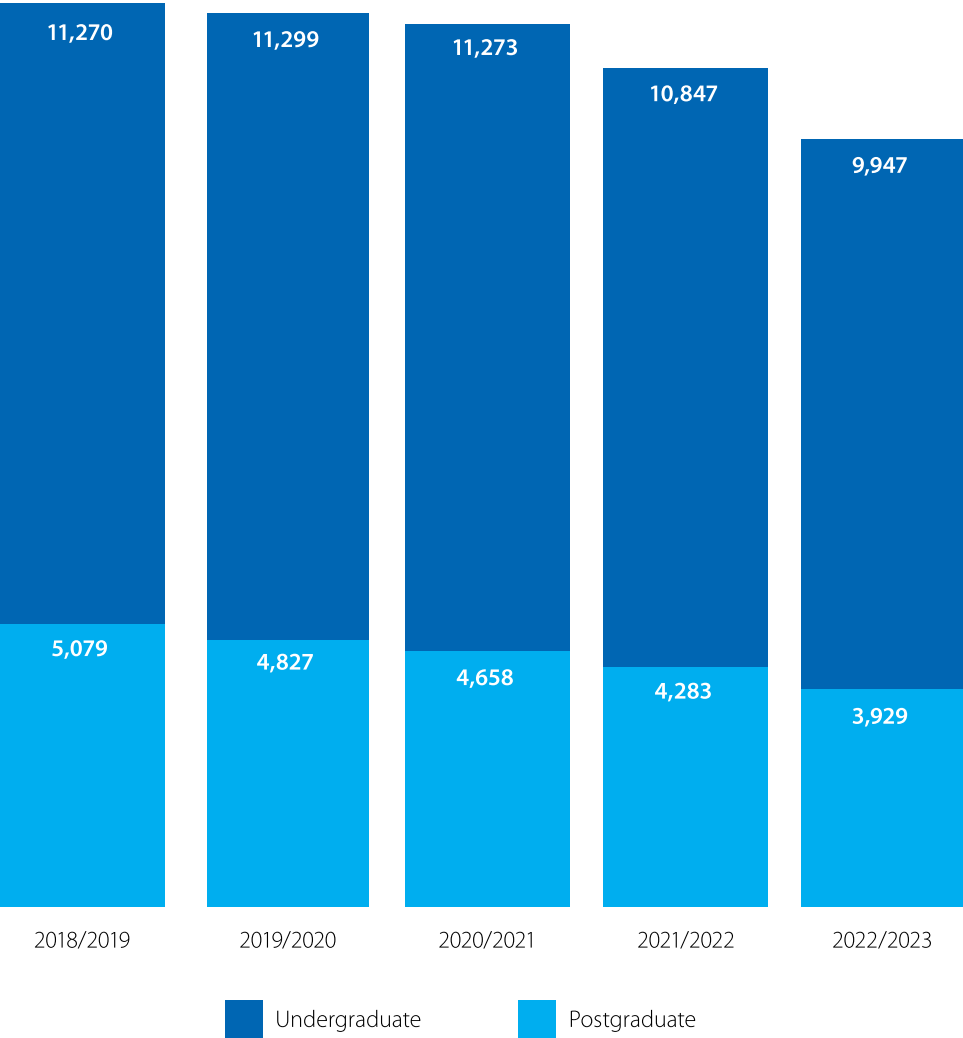
Comparative Distribution of Campus Enrolment
Comparative Distribution of Campus Enrolment by Faculty 2001/2002, 2018/2019 & 2022/2023



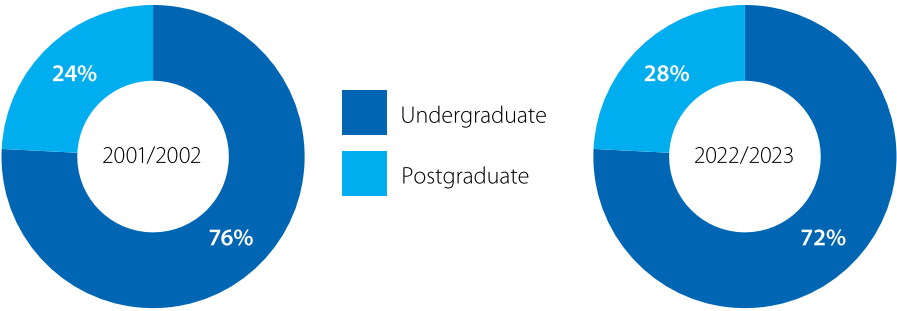
Comparative Distribution of Campus Enrolment by Degree Type 2018/2019 - 2022/2023

Student Level	Degree Type	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	Growth Rate 2021/22 vs 2022/23
Graduate	Doctor of Medicine	247	209	221	225	222	-1%
	Doctorate	516	496	488	484	465	-4%
	Graduate Certificate	40	31	34	25	33	32%
	Graduate Diploma	474	584	464	429	545	27%
	Master of Philosophy	369	344	298	260	223	-14%
	Qualifying	47	44	47	37	17	-54%
	Taught Master's	3,386	3,119	3,106	2,823	2,424	-14%
Postgraduate Total		5,079	4,827	4,658	4,283	3,929	-8%
Undergraduate	Certificate	317	369	309	272	234	-14%
	Diploma	43	112	195	120	62	-48%
	First Degree	10,910	10,818	10,769	10,455	9,651	-8%
	Qualifying	-	-	-	-	-	
Undergraduate Total		11,270	11,299	11,273	10,847	9,947	-8%
Grand Total		16,349	16,126	15,931	15,130	13,876	-8%

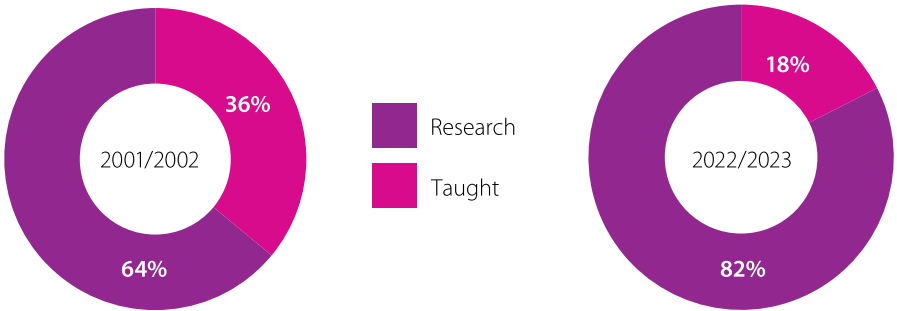
Comparative Distribution of Campus Enrolment by Degree Type 2018/2019 - 2022/2023



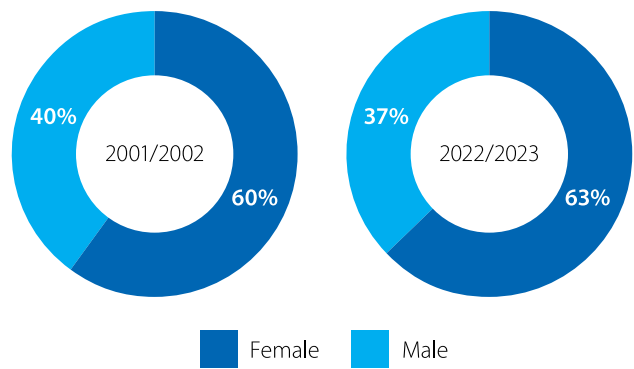
Comparative Distribution of On-Campus Enrolment between Undergraduate and Postgraduate Levels 2001/2002 & 2022/2023



Comparative Distribution of Postgraduate Enrolment between Research Degrees and Taught Graduate Programmes: 2001/2002 & 2022/2023

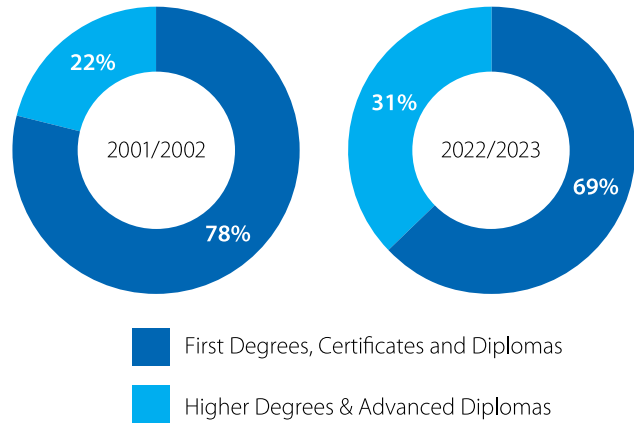


Comparative Enrolment by Sex: 2001/2002 & 2022/2023



Comparative Output of Graduates: 2001/2002 & 2022/2023

	2001/2002	2022/2023
First Degrees, Certificates and Diplomas	1,539	2,490
Higher Degrees & Advanced Diplomas	435	1,101
TOTAL	1,974	3,591





STRATEGY REVIEW

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ACCESS

Widening access to quality tertiary education.

AC1: Increase the Number of Full Fee-Paying Students

Office of the Deputy Principal

Co-curricular Programme Goes Public

The Campus's Co-curricular programme was offered to external students and staff for the first time in September 2022. Thirty candidates applied to take courses as Specially Admitted Students, including ten alumni and six people who had previously applied to the university but were not admitted, indicating that this provided an alternative avenue for these applicants. Most applicants were interested in the following courses - Public Speaking (25%), First Aid CPR (21%) and Defensive Driving (5%). Microsoft certifications (Microsoft Excel Expert and Learn to Collaborate 365) were popular among alumni.

The data suggests that there is potential for micro-credentialling. However, the expectation of online delivery was a significant attraction for specially admitted students. When they learned that the courses were to be delivered face-to-face, many chose to defer or abandon registration. This challenge highlights a gap between student expectations and programme offerings, impacting enrolment numbers.

Meanwhile, a comprehensive Quality Assurance Review of the Co-curricular Programme was conducted which identified areas for improvement, laying the groundwork for future enhancements to the programme.

The Division of Student Services and Development (DSSD)

Integrating Persons with Disabilities in the Workplace

The 2nd Annual "Navigating the Job Search with Disabilities" event held on 29th September 2022, was a collaborative effort between the Student Life and Development Department (SLDD), the National Centre for Persons with Disabilities, Scotia Bank, and one of our graduates. The Scotiabank 'STEP' Trainee Programme selected students from the pool of participants to undergo developmental training for Customer Services Officer roles, with placements in branches across Trinidad & Tobago. Based on the success of this initiative, First Citizens Bank made internship requests for students with disabilities, indicating a growing recognition of the value these students bring to the workforce.

The Campus itself employed undergraduate students with disabilities as Student Assistants and engaged postgraduate students as Peer Tutors and Exam Invigilators. Other students received specialised training to support the special examination programme as scribes for students unable to write their exams. The commencement of the SLDD Accessible Shuttle, despite a scaled-back service due to decreased demand, was a critical step towards improving Campus accessibility.

Support for Regional Students

For regional students, the Campus hosted a webinar to clarify immigration issues and inform students about employment opportunities, although implementation faced delays due to staffing changes in the relevant departments. A satisfaction questionnaire was disseminated to assess the services provided by the Immigration Division and the SLDD.

New Co-curricular Courses

The Careers, Co-curricular, and Community Engagement sectors saw the introduction of new co-curricular courses, resume critique boot camps, and career advice sessions that surpassed objectives due to the inclusion of additional sessions. The “Managing my Finances” workshop integrated into the First Year Experience Programme was a successful financial literacy initiative.

Community Engagement

Community Engagement activities faced challenges due to the pandemic and staff shortages but still facilitated impactful events like “Walk a Mile in My Shoes” for the International Day for the Elimination of Violence against Women and the Volunteer Open Day.

The Guild Administration Office

The Guild Administration Office undertook numerous initiatives, including youth leadership work, food drives, support for financially challenged students through bursaries, literacy support through book clubs, and leadership development programmes.

Student Accommodation

Student Accommodation Office provided job opportunities, reduced accommodation rates, and engaged with students during the challenging COVID period, highlighting the university’s responsive approach to student needs.

Student Engagement

Lastly, the Student Engagement Unit successfully launched the “Let’s Learn Life” knowledge empowerment series and the “Emerging Leaders” student leadership training programme.

However, they faced challenges like academic commitments clashing with engagement periods and insufficient financial resources.

Marketing & Communications Office

Brand & Recruitment

The newly constituted Brand & Student Recruitment Marketing (B&SRM) team, part of the Marketing & Communications Office, has been pivotal in this progress despite challenges from new procurement legislation and operational issues. By deploying an integrated marketing and communications strategy that encompassed social media, online advertising, and traditional outreach methods, undergraduate applications saw a near 30% increase. This success is largely credited to the digital marketing full-funnel strategy, which skilfully guided potential applicants from initial awareness to enrolment.

School Visits & Campus Tours Resumed

The Outreach and Visitor Services team’s physical presence in 48 secondary schools and interaction with 5,264 prospects, along with the ‘Ask UWI’ virtual outreach programme, has been crucial in facilitating direct interaction with prospective students. The initiative allowed for detailed guidance and insights into programme offerings, enhanced by testimonials from current students.

Online Advertising Yields Results

Online advertising for six specific programmes or programme clusters garnered over 2.6 million impressions, leading to substantial engagement and the generation of 3,516 leads, demonstrating a successful conversion of interest to tangible prospects.

STRATEGY REVIEW

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FACULTIES & RESEARCH INSTITUTES

Below are just a few of the activities and achievements emanating from the faculties related to this strategic objective. For details, please see the companion Faculty Report available online at <https://sta.uwi.edu/annualreport>

Faculty of Engineering

The Faculty of Engineering focused on digitisation and outreach. A consultant was engaged to transition postgraduate courses online, although approval processes were slow. Outreach for student recruitment was bolstered by additional human resources, resulting in improved engagement. An increase in part-time programmes offered also marked a significant advancement.

The Department of Civil Engineering (DCE) adopted a hybrid approach to education, with academic advising and orientation going online, while practical components like labs and internships resumed physically. The MSc programme in Chemical & Process Engineering was delivered in a blended format, enhancing flexibility and accessibility.

The Department of Civil & Environmental Engineering (DCEE) revamped the MSc Coastal Engineering into a blended delivery format, aiming to boost enrolment and attract fee-paying students.

The Department of Mechanical & Manufacturing Engineering (DMME) direct marketing efforts for the MSc Engineering Management programme resulted in adequate enrolments for the 2023/2024 academic year after a year's hiatus. Efforts to attract foreign applicants were partially hampered by the face-to-face nature of the programmes, prompting a shift towards a blended delivery model.

Faculty of Food & Agriculture

The Faculty launched new self-funded programmes, including an MSc in Food Security and diplomas in Pesticide Technology and Animal Science. The Professional Certificate in Shade House Production graduated 64 students, and a new certificate in Aquaculture was developed along with the Ministry of Youth Affairs & National Service to train 100 youths, signifying a direct contribution to the agricultural sector and youth development.

Outreach activities in secondary schools and the hosting of Geography Awareness Week 2022 were pivotal in attracting fee-paying students. A comprehensive database of geography coordinators was created to improve communication and recruitment efforts.

Faculty of Humanities & Education

The Faculty showed adaptability by facilitating staggered auditions for music programmes and hosting a virtual open house to boost admissions. However, some initiatives, like the Creative Writing Camp, faced cancellation due to insufficient enrolment.

Faculty of Medical Sciences

The Department of Paraclinical Sciences successfully transitioned the Master's in Public Health programme to a blended format, enhancing the appeal to a broader demographic. The School of Pharmacy and School of Nursing also noted increased intakes in their respective programmes, despite challenges with scholarships and marketing.

Faculty of Science & Technology

The Faculty undertook curriculum reviews in alignment with CARICOM/National Qualifications Frameworks and engaged in direct outreach, such as visits to the University of Guyana to promote occupational health and safety courses.

Faculty of Social Sciences

The Department of Economics introduced new courses in Behavioural and Urban Economics, despite delays in approval processes. The Department of Political Science successfully launched a certificate programme in Public Service HR Dynamics, enrolling 20 students, demonstrating a commitment to expanding professional education.

SALISES

The Sir Arthur Lewis Institute for Social and Economic Studies (SALISES) adjusted the MSc in Development Statistics for online delivery and there are plans to offer existing MPhil and PhD programmes online as well to attract students from the Global South, beyond the Caribbean region.

AC2: Increase Enrolment in Non-Senate-Approved Programmes

Office of the Campus Registrar

New CRM Provides Rich Data and Engagement Opportunities

The Office of the Campus Registrar streamlined the student application process with the roll out of Ellucian CRM Recruit for the 2023/2024 cycle. The implementation of the new Customer Relationship Management (CRM) system by the Office of the Campus Registrar will bolster the Campus's ability to track and nurture relationships with prospects from initial contact through

the recruitment funnel. The system is expected to become a cornerstone of engagement with prospective students and the public, aligning with the University's commitment to expanding access to education.

The Admissions section enhanced its communication by revising various student letters, such as visa and immigration documentation, while the Graduate Studies department supported the expansion of the Continuing and Professional Education Framework at the STA Campus, offering single course applications each semester, thus promoting professional development and alternative learning pathways.

Campus IT Services (CITS)

The Campus IT Services launched an Instagram channel to recruit students and market its Co-Curricular and IT Academy courses. CITS also developed a student excellence recognition programme to award top-performing students in Co-curricular and IT Academy courses.

FACULTIES & RESEARCH INSTITUTES

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The **Faculty of Engineering** reported an increase in enrolment in the Pre-Engineering programme. Across the Faculty short courses were developed and laboratory facilities improved to offer online courses, remote software training, and virtual labs. Examples include the Chemical Engineering instruments lab and the Rock Mechanics Facilities.

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The **Faculty of Food & Agriculture** collaborated with the Institute for Gender and Development Studies to develop a MOOC on FutureLearn.com; and with the Ministry of Education to devise a half day workshop for Geography Teachers.

The **Faculty of Humanities & Education** teamed up with industry experts to offer its first Continuing Professional Education (CPE) course on Practical Social Media Video Creation. The School of Education introduced two micro-credentialing bundles for graduate prospects seeking to upgrade their skill set.

The **Faculty of Law** held a well-attended workshop to guide businesses and individuals in the legal and other professions through the requirements of the Procurement Act of 2023.

The **Faculty of Medical Sciences** launched a new DM in Medical Microbiology in July 2023, and outlined plans to introduce new programmes in Thoracic Surgery and Plastic Surgery. The Schools of Dentistry, Pharmacy, and Nursing also proposed new programmes, such as short courses in Dental Assisting, Certified Nursing Assistant, and Total Parenteral Nutrition.

The Department of Mathematics in the **Faculty of Science & Technology** offered several short courses on computational statistics; the Department of Chemistry continued to diversify the services it offered through the Research Outreach Consulting and Analytical Services (ROCAS) unit. The Department hosted three workshops on Modern Techniques of Analytical Instrumentation, targeted to local industry professionals,

In the **Faculty of Social Sciences**, the Department of Behavioural Sciences and the Department of Economics have engaged students and staff in practical learning experiences, and the Department of Management Studies participated in a mentorship programme that provided comprehensive business training.

AC3: Improving the Quality of Teaching and Learning and Student Development

The Campus Libraries

The Campus Libraries sought to increase the availability of digital learning objects by creating their own videos. Staff also created a thesis template based on the *Chicago Manual of Style* to reduce the likely number of formatting errors, thus the number of times a thesis would have to be reviewed, all contributing to a faster and less stressful process. Working with the Examinations Section the Campus Libraries were able to increase the availability of past papers.

Campus IT Services

In addition to offering Co-curricular courses in Microsoft Excel and Technology Literacy to equip students with essential skills for academic and professional success, CITS through its IT Academy piloted a "Thesis Essentials Workshop" to enhance students' academic writing skills.

Office of the Campus Registrar

Campus Security

Security upgrades were implemented at the Student Activity Centre (SAC), including the installation of a CCTV system to provide a safe environment for student development activities.

Timetable Management

The installation and upgrade of the CELCAT Server provided timetable management resources to the departments for more efficient management of classrooms and classes to improve the quality of the student learning experience.

The Teaching and Learning Centre (TLC)

Multimedia facilities were restored in almost all teaching spaces and laboratories at the Teaching & Learning Centre. Repairs to the Building Management Systems (BMS) and air conditioning units were conducted at all five TLC Chemistry and Life Sciences labs to facilitate their use by postgraduate students. All these activities enhanced the ability of the Campus to deliver quality education.

The Division of Student Services and Development (DSSD)

The Financial Advisory Services section of the DSSD employed a simple but effective donor retention strategy to ensure the continued and increased availability of scholarships and bursaries to support students. A similar approach was taken for contributors to the Adopt-A-Student programme.

FACULTIES & RESEARCH INSTITUTES

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Across faculties such as Engineering, Food & Agriculture, Law, and Science & Technology, initiatives were undertaken to enhance curricula, facilities, and practical experiences for students, underscoring the university's dedication to providing quality education. Despite challenges such as funding

constraints and administrative hurdles, proactive measures were taken to improve the overall educational experience for students, aligning with the university's strategic objective of widening access to quality tertiary education.

ALIGNMENT

Alignment means greater alignment of our single university with academia, industry and international partnerships relevant to the region's needs.

AL1: Increase grants for academic and applied research**FACULTIES & RESEARCH INSTITUTES**

Below are just a few of the activities and achievements emanating from the faculties related to this strategic objective. For details, please see the companion Faculty Report available online at <https://sta.uwi.edu/annualreport>

Faculty of Engineering

At the Department of Mechanical Engineering (DMME), Dr Renique Murray secured funding for a preliminary feasibility assessment of methanol use as a fuel for Trinidad & Tobago, aligning with the University's objective of fostering industry partnerships and applied research.

Faculty of Food & Agriculture

Funding was secured from the UWI-CRP (Campus Research and Publication Fund) for a project titled "The development of low-cost Unmanned Aerial Vehicle Systems (UAVs/drone) technologies to examine stream water quality," totaling TT\$51,389.07.

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Another significant project, coordinated through the UWI Office of Global Affairs, and funded by the Clara Lionel Foundation, aimed to establish an online spatial database of Climate Change (CC) and Disaster Risk Reduction (DRR) projects completed by the UWI, with a budget of US\$144,000.

Additionally, an International Atomic Energy Agency (IAEA) research grant of \$15,000 Euros was awarded for the project “High Intensity Storm Event Contributions to Stormflow and Stream Residence Time in a Watershed in Northern Trinidad,” with the goal of improving methodologies for assessing storm events under climate change scenarios.

Another two-year project valued at US\$300,000 funded by the Future Earth NGO and set to commence in May 2023, aims to implement nature-based solutions for hazard mitigation and adaptation strategies in the coastal zone. Another significant initiative, the Geoact Caring Project, valued at \$300,000 Euros, aimed to integrate science and end-users’ needs for innovative mitigation and adaptation solutions in the Caribbean region, commencing on 01 July.

Several other research grants were obtained, including funding for sweet potato variety research under a CARDI project, and for establishing an FAO-funded Insect Farming/IBR Facility at the University Field Station.

Faculty of Humanities & Education:

Dr Suzanne Burke of the Department of Literary, Communication and Cultural Studies (DLCCS) received a Caribbean Development Bank Grant worth US\$10,000 to publish conference findings from the CARIFESTA 2019 symposium – “Journey Round

Myself”, as well as a Caribbean Development Bank grant worth US\$50,000 to conduct a mapping exercise of arts and entertainment venues throughout the English-official speaking Caribbean entitled “Caribbean Spaces & Places”.

The Department of Modern Languages & and Linguistics (DMLL) provided valuable Speech-Language Pathology (Clinical Linguistics) services to children, showcasing its commitment to community engagement and addressing societal needs. Despite challenges in facilities and resource constraints, the Department continued its impactful work.

Faculty of Medical Sciences

Department of Preclinical Sciences

The Department received an in-kind donation of equipment, reagents, supplies and training worth ~£1,000,000 (US\$1,237,741) under a collaborative agreement between the UK Health Security Agency, The UWI and CARPHA signed October 2022.

The Pan American Health Organisation (PAHO) also provided an in-kind donation in the form of personnel salary support (~US\$50,800) and a backup generator for the laboratory (~US\$27,000). The generator is to mitigate against power disruptions that are becoming more frequent and causing losses of laboratory reagents and samples, as well as delaying students’ progress.

The Wellcome Trust funded a project on “West Africa, West Indies, West London: Mechanisms driving heterogeneity in immunity to SARS-CoV-2 variants”. The consortium grant stands at £2,998,058 (US\$3,654,723) of which £597,680 (US\$739,629) is intended for UWI, including 15% in administrative charges.

Faculty of Social Sciences

The Department of Behavioural Sciences and the Department of Political Science conducted various research projects and collaborations with regional and international organisations, addressing critical societal issues such as intimate partner violence, and the impact of COVID-19 on students' anxiety and mental health, while fostering academic-industry partnerships.

Faculty of Science & Technology

The Faculty received significant research grants covering a wide range of disciplines, including environmental science, chemistry, pharmacognosy, and public health.

- Rose Environmental Equipment Donation to the MSc OESH (Occupational and Environmental Safety and Health) Programme – GASMET Analyser — US\$40,000
- Grant: RSC Research Fund: Development of N-linked Cyclodextrin Analogues, March 2023, Dr Lorele Lalgee — £3,982.
- Audrey S. Bingel Fully Funded Research Fellowship in Pharmacognosy. Department of Chemistry and Biochemistry, North Carolina, Summer 2023, Dr Yomica Powder-George — US\$12,000
- Grant: Fieldwork – Arsenic in Local Chicken Products and Health Risks, November 2022, Dr Terry Mohammed — TT\$31,000
- Grant: Fieldwork – Dietary Acrylamide Assessment in Caribbean, December 2022, Dr Grace-Anne Bent — TT\$28,000

Graduate Student Projects

- Grant: Fieldwork for Fluoroalkyl Substances in Food Packaging, March 2023 — TT\$14,000
- Grant: International Conference on Global Public Health presentation - Arsenic in Chicken Products, March 2023 — TT\$10,000
- Grant: Green Chemistry and Engineering Conference presentation – Green Approaches to Upgrading Levulinic Acid, May 2023 — \$TT10,000

AL2: Increase and Improve Alumni and friends engagement and involvement in university life

Campus Libraries

The Campus Libraries collaborated with the National Archives and SALISES to host the Black Power Exhibition, and supplied the NGC Bocas Lit Fest with resources for an exhibition celebrating the famed national author, Samuel Selvon. The Libraries also interviewed activist Clive Nunez for the Oral Records and Pictorial Programme.

Centre for Excellence in Teaching and Learning (CETL)

Introducing Easy Video Creation for Academics

Answering increasing calls for high-quality video artefacts in teaching and learning, CETL introduced the CETLinX Teaching Innovation Studio using OBS technology. OBS – the One Button Studio, is a simplified video recording setup that has been used at academic institutions world-wide to make video production accessible to faculty members. A dedicated space was designed to allow for pre-recorded lectures, live streams of workshops, podcasts and the creation of other digital artefacts. The official launch was set for Semester I, 2023/2024.

Marketing & Communications

The Marketing & Communications team coordinated over 250 events and activities, ranging from academic symposiums to cultural celebrations. These events included milestone anniversaries such as the Caricom at 50 Symposium and the 70th Anniversary of The UWI Seismic Research Centre, which provided alumni, friends and stakeholders with numerous opportunities to reconnect with the University community. The team also spearheaded a series of events commemorating the

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university's 75th anniversary, strategically designed to resonate with alumni, staff and students, such as the Blood Drive, Staff Art competition, and All Staff Pop-Up Market. The continued popularity of virtual events also expanded the typical reach of the Campus.

For the period, eleven issues of the monthly flagship Campus newspaper *UWI Today* were published on the last Sunday of every month in the *Trinidad & Tobago Guardian* and on the newspaper's social media pages with a reach over 250,000 people. To give greater amplification to these stories and encourage further engagement with our audiences, the M&C team employed a content strategy across several platforms. The LinkedIn platform was strategically used to share content from UWI St Augustine *UWI Today* publications.

Looking at the performance of *UWI Today* posts on LinkedIn specifically, the data revealed the following:

- For the academic year 2022/2023, the *UWI Today* content was viewed a total of 194,583 times on LinkedIn.
- LinkedIn users engaged with *UWI Today* content, by liking, commenting and sharing posts a total of 9,441 times.
- LinkedIn users followed the *UWI Today* links shared on LinkedIn 5,634 times (i.e. 5,634 link clicks)

The most engaging *UWI Today* posts were the ones which featured profiles of prominent UWI alums and current members of the UWI community. The top 3 posts by engagement featured UWI alums, Golda Lee Bruce and Marla Dukharan, and Professor Sanjay Bahadoorsingh, respectively.

FACULTIES & RESEARCH INSTITUTES

Below are just a few of the activities and achievements emanating from the faculties related to this strategic objective. For details, please see the companion Faculty Report available online at <https://sta.uwi.edu/annualreport>

Faculty of Engineering

In the Faculty of Engineering, the Department of Chemical Engineering (DCE) initiated collaborative research with Proman Global Development LLC on a waste-to-bio-resource supply chain analysis. Meanwhile, the Department of Civil & Environmental Engineering (DCEE) conducted research on agricultural impacts on river water quality and worked towards climate change adaptation measures. In the Department of Electrical & Computer Engineering (DECE), community service-learning programmes continued, albeit with some delays, and discussions were reopened on innovation laboratory partnerships.

Faculty of Food & Agriculture

In the Faculty of Food & Agriculture, the Department of Geography hosted a virtual career panel featuring alumni who shared their experiences since graduation.

Faculty of Humanities & Education

In the Faculty of Humanities & Education, industry liaison committees were established, and alumni committees were revived to strengthen connections. Events such as History Fest showcased alumni involvement, enriching teaching and learning experiences. The Department of Creative and Festival Arts (DCFA) hosted the Seasons of the Arts in Semesters I and II. Semester I featured concerts in Dance and Music, Symposia in Visual Arts, and plays directed by graduating students.

Semester II featured concerts in Music, a major play from the Theatre Arts, the Old Yard (formerly Viey Lacou), as well as a Visual Arts Pop-Up Market and exhibitions of students' work.

Faculty of Medical Sciences

Across the Faculty of Medical Sciences, departments engaged alumni in teaching roles and secured grants and donations to support various initiatives, demonstrating ongoing collaboration. Grants from organisations like Community Chest, dental supply companies and private donors were secured by the School of Dentistry to support the Special Needs Clinic. The School also obtained donations from alumni and dental supply companies to assist financially challenged students in purchasing dental equipment for their studies.

Faculty of Law

The Faculty of Law forged alliances with external stakeholders, enhancing opportunities for student engagement and learning through cooperative endeavours with legal institutions and groups including the Law Association of Trinidad & Tobago and the Public Defenders Department.

Faculty of Social Sciences

The Faculty of Social Sciences, engaged with stakeholders through guest lectures and panel discussions.

Faculty of Science & Technology

In the Faculty of Science & Technology, mentorship activities and outreach programmes to secondary schools were conducted, along with forums and collaborations with industry and government bodies on economic and trade-related matters.

Agreements

During the period under review, the St Augustine Campus signed several Agreements and Memoranda of Understanding to formalise the partnerships between The UWI and a number of public and private organisations. These include the following:

- On 15 November 2022, Professor Antoine was a signatory to a Grant Administration Agreement with the Corporación Andina de Fomento (CAF) Development Bank of Latin America. Also signing was Mr Sergio Díaz-Granados, Executive President of CAF Development Bank. Funding of US\$10 million was provided by the Adaptation Fund for the Trinidad & Tobago: Multisectoral Adaptation Measures to Climate Change in the South Oropouche River Basin for Flood Relief project, which was conceptualised at the Conference of Parties (COP25) in 2019.
- The St Augustine Campus and the Inter-American Development Bank signed a Technical Cooperation Agreement on 12 December 2022. The Agreement, in the amount of US\$996,000, will implement a Monitoring, Reporting and Verification (MRV) system for mangrove ecosystems that will provide a science-based data platform on the sequestration and release of blue carbon in participant country sites of the United Kingdom Blue Carbon Fund.
- The St Augustine Campus, through the FFA, and the North Carolina Agricultural and Technical State University (NCAT) signed a Memorandum of Understanding on 10 November 2022. The MOU allows both parties to collaborate and cooperate in providing research for enhancing the quality of NCAT students' knowledge of agriculture in an international setting.

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- An Agreement was signed between the World Intellectual Property Organisation (WIPO) and The UWI on 01 December 2022. This Agreement covered the conduct of a competition on Appropriate Technologies (AT) that was organised by WIPO in close collaboration with the Trinidad & Tobago Intellectual Property Office (TTIPO) from 01 December 2022 to 31 March 2023.
- On 19 January 2023, the Campus signed a historic MOU with the Ministry of National Security to collaborate on national disaster resilience. The MOU provides a platform for collaborative efforts in training, research, publications, sponsorships, and internships, thereby fostering growth and development.
- Following the formation of the Latin American & Caribbean Space Agency (ALCE) in 2021, the Department of Geomatics Engineering and Land Management signed a Memorandum of Understanding (MOU) on 24 March 2023 with the Mexican Foreign Ministry and the National Institute of Statistics and Geography, to cooperate on a geospatial observation centre. The Centre's main aim will entail fortifying the Caribbean against the impacts of climate change. Satellite imagery from the European Space Agency and US satellites will be fed into the Centre's servers to monitor land use and land cover changes, mangroves, flooding, quarrying, sargassum seaweed mats, and other large-scale environmental phenomena to assess any potential threats and opportunities. The Centre is in the process of having equipment and tools installed to begin operationalisation.
- On Monday, 29 June 2023, the Campus signed a ground-breaking agreement with the Telecommunications Authority of Trinidad & Tobago (TATT) to establish a Conformance and Interoperability Regulatory Sandbox. The agreement seals a partnership with the Department

of Electrical & Computer Engineering (DECE) and TATT to work towards testing new telecommunications products and associated services in a controlled environment with specific conditions. They also hope to promote innovation and expedite the development and production of custom radio frequency-enabled devices, to address national and regional needs.

AL3: Pursue commercially viable projects to increase revenues from commercial operations

FACULTIES & RESEARCH INSTITUTES

Below are just a few of the activities and achievements emanating from the faculties related to this strategic objective. For details, please see the companion Faculty Report available online at <https://sta.uwi.edu/annualreport>

Faculty of Engineering

The Faculty's Engineering Institute took on the role of Administrator for the South Oropouche Flood Mitigation Project in collaboration with the Latin American Development Bank (CAF). This initiative showcased the University's dedication to addressing pressing regional needs through strategic partnerships, leveraging expertise to tackle complex challenges.

The Department of Mechanical & Manufacturing Engineering (DMME)

The department identified challenges related to technical staff involvement in commercially viable projects. It highlighted the need for revisiting compensation mechanisms to incentivize participation, reflecting a proactive approach towards optimising human resource management to support strategic objectives.

Faculty of Food & Agriculture

The Faculty achieved notable success in revenue generation through various avenues. This included the rental of lab equipment and sale of GIS services, demonstrating the Faculty's capability in providing specialised services to external stakeholders. Additionally, initiatives such as the facilitation of a GIS workshop for the Basel Convention Regional Centre and the commercialisation of Biophyte agriproducts showcased the Faculty's commitment to addressing agricultural needs and fostering innovation in the sector. The launch of the FFA Market Place further underscored efforts to enhance marketing strategies and expand outreach to the wider community.

Faculty of Humanities & Education

The Faculty conceptualised the Humankind Studio project, aimed at generating revenue through the creation of productions tailored for the Faculty. This initiative exemplified the Faculty's innovative approach towards revenue generation, leveraging creative endeavours to support its academic mission.

Faculty of Law

In response to legislative changes, the Faculty launched the first paid virtual Procurement Workshop, catering to the needs of external stakeholders. This initiative highlighted the Faculty's responsiveness to emerging trends and its commitment to providing relevant and timely professional development opportunities.

Faculty of Science & Technology

The Faculty secured temporary funding arrangements for the growth phase operations of the spin-off Company UWI Seal-IT Ltd. and welcomed the establishment of new accounts and procedures for income-generating services on the Campus.

SALISES

(Sir Arthur Lewis Institute of Social and Economic Studies)

SALISES successfully concluded various projects, including the Rights for Children and Youth Partnership (RCYP) Project worth CDN\$4.3M (split across various research partners regionally), which addressed social issues through collaborative initiatives. The Institute also concluded a two-year project to develop a comprehensive wealth index (CWI) for Trinidad & Tobago, with funding from the International Institute for Sustainable Development (ISD) worth CDN\$100,000.

AGILITY

Using The UWI's resources and capabilities to respond to the needs of its key stakeholders in a changing environment.

AG1: Restore Financial Health to The UWI

The Office of the Campus Registrar

The Examinations Section

The Examinations Section successfully streamlined procurement and financial processes, making the purchase of products and services for examinations and graduation functions more efficient.

FACULTIES & RESEARCH INSTITUTES

Below are just a few of the activities and achievements emanating from the faculties related to this strategic objective. For details, please see the companion Faculty Report available online at <https://sta.uwi.edu/annualreport>

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Faculty of Engineering

The Faculty of Engineering successfully secured consulting projects through the Engineering Institute, augmenting its revenue streams.

Department of Chemical Engineering

Notable initiatives include the delivery of a self-financing MSc Petroleum Engineering Programme at the University of Guyana and the provision of short courses, software training programmes, and lab facilities to serve stakeholders. The Department also received substantial funding from entities like the Ministry of Energy & Energy Industries (MEEI), bpTT, and Proman Limited, facilitating the operations of various programmes and scholarships within the department.

Department of Electrical & Computer Engineering

The Department of Electrical & Computer Engineering embarked on several projects aimed at addressing challenges posed by the COVID-19 pandemic. Collaborating with officials from the Ministry of Health, prototypes were developed and tested for products such as an Air Recirculation and Decontamination unit (ARAD) and a UWI-V+ continuous positive airway pressure device.

Faculty of Food & Agriculture

Partnering with the Ministry of Youth Development & National Service, the Faculty offered a Shade House Production and Management programme to 100 students, as well as support services to the Ministry's Homestead programme to assess soil health and nutrition. The Faculty launched its Market Place on the Main Campus, executed projects worth over TT\$10 million in total and sustained income generation through its Agro-Environmental Services, providing essential services to various sectors.

Faculty of Humanities & Education

The Faculty initiated curriculum reviews to align course offerings with stakeholders' needs.

Department of Literary, Cultural & Communication Studies

Course offerings were streamlined, courses with low enrolment were eliminated, and the number of part-time tutors was reduced, resulting in more efficient staff-student ratios. Regular meetings were instituted to ensure alignment between personal and professional goals.

Faculty of Law

The virtual Procurement Workshops launched in the review period Launched was a successful revenue-generating activity and will be the blueprint for similar endeavours in the future.

Faculty of Medical Sciences

School of Dentistry

The School restarted discussions with Campus Management on the implementation of the University approved business plan for financial solvency.

Faculty of Social Sciences

Department of Behavioural Sciences

The Department of Behavioural Sciences offered various mediation and conflict management training sessions. Clients included the Judiciary, Turks and Caicos and the Trinidad & Tobago Prison Service. The Department introduced Child Protection and Safeguarding training for 73 residential care workers in Trinidad & Tobago, and 100 young people received training in youth development, civic engagement, leadership and team building, sponsored by the Ministry of Youth Development & National Service.

Department of Political Science

The Department was granted approval to change the mode of delivery for 12 courses from face-to-face to blended.

Faculty of Science & Technology*Department of Chemistry*

The Department organised three Analytical Instrumentation workshops, each yielding approximately £25,000. Additionally, it expanded its ROCAS (Research, Outreach, Consulting and Analytical Services) consulting services to cater to the growing market for new products in cosmetics and personal care. The Department continued to supply commercial hand sanitizers to the UWI Bookshop and for Faculty events. Meanwhile, the Department started a search for business partnerships to support a project aimed at digitising the Department's natural products knowledge base and intellectual property to be made available online for a fee.

AG2: Continue the development of a Creative, Caring, Accountable, Motivated, Professional (CAMP) Team

Campus Principal's Listening Tours

Led by the Campus Principal and implemented with the support of the Marketing & Communications Office (M&C) the Listening Tour initiative aimed at engaging various stakeholders within the Campus community. These events focused on gathering insights from staff, students, and retirees regarding Campus operations, challenges, revenue generation, and ideas for enhancing the Campus. Objectives included understanding stakeholder needs, building relationships, identifying challenges and opportunities, and improving decision-making processes.

The format involved the Campus Principal meeting with key stakeholders to encourage questions, address concerns, share ideas, and build rapport. The Events and Projects team at M&C managed the execution of these sessions, which generated valuable feedback. Separate staff sessions were conducted on 3 and 9 November, resulting in over 200 data points or contributions that were collated, analysed, and shared with the Campus Principal for further action and planning.

Office of the Campus Registrar**Campus Security**

The Campus Security facilitated extensive field training sessions, predominantly delivered through training programmes, workshops, and seminars conducted by the Trinidad & Tobago Police Service (TTPS). The training covered a wide range of topics such as cybercrime awareness, crime scene sketching, and response tactics to active shooter incidents, among others. Moreover, the implementation of the Certified Protection Professional (CPP) certification aimed to cultivate a cadre of adept leaders capable of executing security policies with finesse, thereby strengthening the Department's strategic capabilities.

Efforts to streamline deployment processes yielded notable successes. Through strategic manpower allocation for crucial UWI events like Examinations and Registration, resources were optimised, resulting in discernible cost savings.

Human Resources

The Campus continued to implement the Strategic Workforce Planning initiative introduced in the previous review period. This initiative aims to harmonise the operations of its 81 departments with the UWI's strategic plan by identifying and prioritising positions with significant potential impact. To

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support the implementation of SWP, sixty-nine employees received specialised training. The anticipated benefits include improved workforce planning, more efficient talent allocation, enhanced recruitment strategies, heightened employee engagement, and ultimately, the achievement of Campus goals.

The Appointments Section of the Human Resource Division has reinforced its selection process for academic, senior administrative, and professional roles. Additional techniques such as technical assessments, reference checks, and certificate verification were incorporated to increase the likelihood of hiring the most suitable candidates.

An Employee Satisfaction and Engagement Committee (ESEC) was established during this review period and represents a pivotal step towards realising the Triple A Strategy. Chaired by the Director of Human Resources, the committee comprises staff from various departments and faculties, tasked with identifying and addressing issues impacting employee satisfaction. During the review period and whilst engaged in the preparation of the employee engagement action plan, the ESEC partnered with the HR Division on two initiatives, namely, the Campus Mentorship Program and an Administrative Professional's Day event.

The Campus Mentorship Programme

The Campus Mentorship Programme, launched on 5 April 2023, provides a platform for networking, collaboration, and knowledge sharing among employees. Eighty-seven mentees (inclusive of Academic and ATS members) were paired with forty-seven mentors, facilitating development in key areas such as research and publication, teaching, grant writing, entrepreneurial activity, networking, and leadership. The

mentorship cycle will run for one year from May 2023 to April 2024. Each mentor/mentee relationship will be required to have a minimum of 10 sessions for the duration of the year.

Employee Wellness

This period saw an increase in the number of staff members accessing Employee Assistance Programme (EAP) services over the year prior. One hundred and eight six people accessed the EAP services provided by Families in Action during the contractual period, representing a utilisation rate of 6.9%. This was an increase as compared to the previous period's utilisation rate of 4.8%.

Employee Engagement

Employee engagement continues to be a challenge for the Campus. Aligned to the Triple A strategic objective to "Foster a creative, caring, accountable, motivated, professional (CAMP) team", a Staff Satisfaction Survey was undertaken in 2022 and again in 2023 as was done in prior years. The participation rate by staff has historically been low and the Campus's Staff Satisfaction Score averages 43%, which is significantly below the target of 60%. Analysis of the results highlighted several areas for improvement, which the Campus will seek to address through the proposals being developed by the Employee Satisfaction and Engagement Committee (ESEC).

Talent Gaps in the HR Division

The 2020 report of the UWI Chancellor's Commission on Governance of the UWI has cited several human resource management issues and recommended that the leadership invest the required time and resources necessary to achieve alignment of purpose. Over the years, the Human Resource needs of the Campus have evolved and the current structure

and capabilities within the HR Division are no longer suited to effectively support the varying needs of the Campus and its strategic endeavours. Several functional gaps currently exist and the ability to address them suitably and swiftly continues to be a challenge given the ongoing financial constraints facing the institution.

FACULTIES & RESEARCH INSTITUTES

Below are just a few of the activities and achievements emanating from the faculties related to this strategic objective. For details, please see the companion Faculty Report available online at <https://sta.uwi.edu/annualreport>

Across the faculties, a range of initiatives underscores a steadfast commitment to staff development, engagement, and well-being. In the Faculty of Engineering, academic staff participated in diverse professional development activities, while technical and administrative staff pursued higher education degrees and attended workshops. Similarly, the Faculty of Food & Agriculture upgraded staff facilities and provided training opportunities, including international collaborations. The Faculty of Humanities & Education rolled out blended language courses and fostered staff engagement through departmental meetings and events. In the Faculty of Medical Sciences, a Mentorship programme was initiated to support research-focused staff development. The Faculty of Social Sciences organised fun and creative activities and began refurbishing office spaces. Finally, the Faculty of Science & Technology implemented health and wellness programmes, engaged staff through team-building events, and improved efficiency through restructuring and protocol development.

Division of Student Services and Development (DSSD)

Insufficient human resources challenged the ability of the DSSD to fulfil its mandate and workplan, placing additional strain on existing staff. That said, arms of the DSSD sought to build a CAMP environment by encouraging personal and professional development as well as team-building exercises.

The completion and rollout of the Student Disability Policy demonstrated a commitment to inclusivity and responsiveness to student needs. Although there were challenges, the overall response from the St Augustine Campus was positive. Significant improvements were made to the scholarships and bursaries website, including the introduction of an online facility for document uploads and user-friendly enhancements. There were challenges related to interface limitations and the need for further promotional efforts. Progress was also made in advancing the Division's digital identity development and brand management process, including the acquisition of tools for hosting training workshops.

AG3: Generate economies of scale and scope for The UWI

Office of the Campus Registrar Campus Security

The Campus initiated various facilities and technology improvement projects to fortify security infrastructure. These included vehicle refurbishments, the provision of adequate tools and personal protective equipment (PPE) for security personnel, and the upgrade of surveillance systems with advanced video analytics capabilities.

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Examinations Section

In the realm of academic administration, the Examinations Section under the Office of the Campus Registrar successfully conducted approximately 1,873 exams with minimal disruption, despite challenges stemming from industrial action. The Examinations Section also designed and implemented an alternative system to manage entry into exam venues with the intention of creating more efficient registration and financial clearance procedures for students.

Division of Facilities Management

The Division of Facilities Management undertook a number of maintenance works and capital projects to improve infrastructure and support the institution's academic mission. Throughout the reporting period, the division completed over 4,000 work orders encompassing civil, mechanical, and electrical maintenance tasks. Capital projects completed over the review period were as follows:

Buildings & Infrastructure:

- Student amenities – refurbishment of the swimming pool and pump shed; covered walkways; renovation to Freedom Hall I Block
- Capital Projects – refurbishment of security booths; facelift to DAAGA Auditorium

Electrical & Mechanical

- Capital Projects —the replacement of AC units in the Library Storage Building & Social Sciences Lounge
- The commissioning of a new wastewater treatment plant for the main Campus
- Maintenance work in the main electrical substation
- Transformer oil analysis and High Voltage Works
- Replacement of 12kV cable and switchgear for LBSAB, CLL & Daaga Hall
- The installation of one new generator for the PBX

Grounds

- Significant tree pruning was undertaken at the St Augustine Campus With monthly reporting to the EMA through external providers.

Occupational Health, Safety, and Environment (OHSE) Unit

The Occupational Health, Safety, and Environment (OHSE) Unit were at the fore of promoting a culture of safety and compliance across the Campus. Through rigorous risk assessment and incident management processes, the Unit conducted approximately 180 risk assessments and investigated 125 incident reports during the reporting period. This proactive approach to risk management underscored The UWI's commitment to ensuring the health, safety, and well-being of its Campus community.

Campus Legal Office

The Campus Legal Office made significant strides in procurement compliance and land and asset management, supporting the institution's strategic objectives through meticulous legal oversight and contract management. The Office provided extensive support to the Procurement Unit in implementing procedures, forms and templates and policies to ensure compliance by the UWISTA with the Public Procurement and Disposal of Public Property Act of Trinidad & Tobago and attendant regulations. The following policies were finalised during the review period for approval by the relevant Campus authorities:

- UWISTA Ethical Code of Conduct for Procurement and Disposal of Assets
- UWISTA Conflict of Interest Policy for Procurement and Disposal of the Assets
- UWISTA Disposal of Assets Policy

In addition, the following matters were also finalised:

- The Head lease from the State to The UWI and associated MOU to use the former Public Library Building, now referred to as the “Dr Eric Williams Memorial Library” to house the permanent exhibition of the Dr Eric Williams Memorial Collection.
- The Head Lease from the State to The UWI for the 200 acres of land at Orange Grove for the establishment of the Agricultural Innovation Park and Collaboration Agreement between UWISTA and Orange Grove Solar Limited for the Solar Project at Orange Grove.

Campus Office of Planning and Institutional Research (COPIR)

The Campus Office of Planning and Institutional Research (COPIR) played a pivotal role in guiding the institution’s long-term strategic direction and ensuring data-informed decision-making. Facilitating the development and operationalisation of Phase 2 of the Triple A Strategy 2022—2027, COPIR provided crucial support in coordinating cross-campus planning processes and monitoring performance against key strategic objectives. Moreover, through a series of stakeholder feedback surveys and institutional research studies, COPIR gathered valuable insights into stakeholder perceptions, needs, and expectations, empowering the institution to make informed decisions and enhance the quality of its academic programmes and support services.

In the period under review, the COPIR completed several studies and reports including:

- The Prospective Student Survey,
- The Graduate Tracer Survey — Class of 2020,
- The Employer Perception Study,
- The 2022/2023 Student Exit Survey,
- Campus Statistical Digest 2017/2018 to 2021/2022,

- Times Higher Education World University Rankings Exercise 2022, and
- Times Higher Education Impact Assessment 2022

Marketing & Communications Office (M&C)

During the reporting period, the Communications and Media Management team in the Marketing & Communications Office (M&C) made significant strides in building brand equity through strategic media partnerships and data-driven approaches. Through M&C, the Campus issued 221 media releases and invitations, more than doubling the previous year’s count, and was mentioned in 198 media interviews. Additionally, 20 ‘Research in Action’ articles were placed for free in the *Daily Express*, further enhancing the institution’s visibility.

Recognising the importance of data in today’s digital landscape, the Communications team developed a framework for measuring and reporting on these types of earned media and assigning a value. The team’s analysis determined that from August 2022 to July 2023, the Campus had earned 15,700 free mentions in the media and 146,000 online engagements, valued at TT\$880,900 in paid advertising. This was a \$133,900 (17.9%) increase when compared to the previous year.

M&C’s small creative team provides photography, videography and graphic design services to the Campus. During the review period the team conducted 84 photo shoots, fulfilled 1,162 creative requests and produced 1,175 digital and print creative assets. The Campus is proud to report that among these assets were the University’s 75th anniversary logo and the accompanying brand guidelines which shaped the rollout and execution of marketing and communications programmes across the Campuses, as the milestone was commemorated throughout the region and the world.

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FACULTIES & RESEARCH INSTITUTES

Below are just a few of the activities and achievements emanating from the faculties related to this strategic objective. For details, please see the companion Faculty Report available online at <https://sta.uwi.edu/annualreport>

Across faculties and departments, efforts were made to embrace digital transformation, enhance student support services, and maintain a consistent brand image. The Faculty of Humanities & Education's CLL (Centre for Language Learning) established a Staff-Student Liaison Committee (SSLC) to foster greater collaboration and communication, while continuing its online course delivery to cater to diverse learning preferences. Similarly, the Faculty of Social Sciences' Department of Behavioural Sciences embarked on a digital transformation exercise to streamline administrative processes and enhance efficiency, exemplifying the institution's commitment to innovation and excellence in teaching and research.

AG4: Build out The UWI Digital Agenda to foster greater efficiency in operational processes and innovation in the delivery of its services

Campus Libraries

The Campus Libraries successfully migrated the Aleph Service to new hardware and continued to upgrade to Dspace 7.0 for improved functionality. The DSpace software is the foundation for the Campus's online repository for the scholarly and research output of the academic community of the Campus. Library staff worked with Campus committees to understand research data management needs and deploy appropriate solutions.

Centre for Excellence in Teaching & Learning (CETL)

In May 2023 approval was granted to transition the Certificate in University Teaching & Learning (CUTL) programme to a fully online format starting in September of the same year. This will allow CETL to cater to the evolving educational needs of prospects and motivate more academic teaching staff to enrol in the programme. Alongside this decision was another approving the acceptance of non-UWI applicants to the CUTL and the related costing proposal.

Office of the Campus Registrar

Update — Ellucian CRM Recruit

The implementation of Ellucian CRM Recruit by the Office of the Campus Registrar for the 2023/2024 application cycle contributed to a significant improvement in the efficiency of the internal processes of the Campus. The Admissions and Graduate Studies teams were able to provide timely updates to applicants, which in turn resulted in improved responsiveness in communication with prospective students.

Update — Digitisation of Examinations Functionalities

The Examinations Section commenced a project to automate the request for transcripts and verification letters. The section also worked on automating responses to clients and a tracking system regarding the issuance of transcripts and verification letters. The Section, collaborated with the Student Accounts Section of the Bursary, to implement an automated system for the rental and return of the academic regalia worn for graduate, which made it easier for graduates to apply online to rent the academic regalia. It also facilitated timelier reporting to the Bursary and a quicker turnaround for rental refunds.

Update — Thesis Tracker

The Thesis Tracking System was built for staff of Graduate Studies and Research (GSR) only, allowing them to track thesis applications received from students. The first version of the system encountered minor technical and security challenges. Consequently, the team developed a short-term tracker system enhancement using SharePoint. This is now ready to be tested for implementation.

Update — Time-tabling and CELCAT

The CELCAT Server Installation and Upgrade was completed and provides timetable management for more efficient management of classrooms and classes and thereby improves the quality of the student learning experience.

Update — Banner De Modification

It was discovered that there were 143 modifications and customisations made to Banner Self-Service and that these were blocking any upgrade path to Banner Self-Service 9. A script was run by Ellucian and CITS and it has been determined that the modifications did not involve the base code of Banner. CITS established a new version of Banner Self-Service, and a functional team has been arranged to test and analyse each modification to determine its value.

Update — Data Visualisation Project

This project was introduced to create snapshots of key performance indicators which would be visually impactful and will serve as useful aids to management and operational teams alike. The Argos platform was upgraded by CITS to the latest version. A few demo data blocks were imported into the upgraded version. A demo template for a dashboard has been created by OCR and shared with Evisions for some

data visualisation data blocks. CITS and COPIR have asked for training in Argos. Evisions has submitted a proposal for training and further help in data block creation. A project team was convened to support the project moving forward.

Update — Digital Student Contact Centre

A project team was convened to develop a Digital Student Contact Centre. A demo of the Amazon Web Services' (AWS) Contact Centre, which is powered by artificial intelligence (AI), was shared with the Student Guild, OCR, CITS, DSSD, Bursary and M&C. The idea is to bring services to students rather than ask students to run around Campus to various offices. Hundreds of questions and answers have already been created to feed into the AI platform. The next step is to build the queries into the platform for testing. The initial reconfiguration of the lobby of the Lloyd Brathwaite Student Administration Building is expected to serve as an on-demand e-service to students.

The Registry IT/ID Card Office

The Registry IT/ID Card Office underwent several upgrades and changes during the reporting period. Lobby PCs were replaced with funding from the Student Amenities Fund, to improve students' access to technology resources for registration purposes. The ID Card Picture Upload Software Application server infrastructure was upgraded, but concerns were raised about the lack of staff resources to support maintenance and administration.

Student Administration System (SAS) Unit

Integration of the Postgraduate GPA system in Banner was completed in this review period. Student output reports were re-designed, and Faculties can easily distinguish graduate legacy (non-GPA) from new graduate (GPA) students.

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Work commenced on the analysis, design and modelling of requirements for the implementation of The UWI's Foreign Language Policy in Banner. This design took into consideration the lifecycle of the student and focused on data inputs, processing and output, automating labour intensive manual tasks like registration and grading students who received an exemption for a foreign language.

Marketing & Communications Office

The Marketing & Communications (M&C) team at UWI St Augustine experienced significant growth across all digital platforms during the reporting period with our primary social media platforms (Facebook, Instagram, LinkedIn, X and YouTube) increasing overall by 11% or 172,620 additional followers. Individual platforms like Instagram and YouTube showing particularly strong growth of 33% and 12% respectively but Facebook continues to lead with more than 90,000 followers. The team also identified top engaged organic posts across various platforms, highlighting successful content strategies.

In line with their focus on enhancing the student and prospect experience, the Publications team at M&C prioritised user-friendly content delivery. Despite facing challenges due to team restructuring and project delays, the team remained dedicated to harmonising content across Campus websites and digital platforms. Collaborating with the Bursary and the M&C Brand & Student Recruitment Marketing team, they revised undergraduate and postgraduate fee booklets to simplify information on fees and payment procedures. Additionally, they resumed production of printed and digital brochures promoting academic programmes, garnering significant views and engagement.

One notable initiative was the BeUWI Undergraduate Programme Search app, developed and maintained by students from the Department of Computer and Information Technology. The app, popular among prospective students, provided valuable insights into user demographics and behaviour, aiding the marketing team in refining their targeting strategies.

FACULTIES & RESEARCH INSTITUTES

Below are just a few of the activities and achievements emanating from the faculties related to this strategic objective. For details, please see the companion Faculty Report available online at <https://sta.uwi.edu/annualreport>

In the Faculty of Engineering, the Department of Civil Engineering (DCE) offered students a flexible mix of online and face-to-face academic advising sessions. Simultaneously, the Department of Civil & Environmental Engineering (DCEE) prioritised internal quality evaluations and preparedness for future reviews.

The Faculty of Food & Agriculture invested in upgrading classroom technology and improving internet connectivity, particularly at farm-based facilities. The Faculty successfully coordinated webinars and initiated collaborative ventures with other departments, aiming to enhance the learning environment and academic offerings.

The Faculty of Humanities & Education embarked on a comprehensive tracer survey across its departments during the reporting period. This initiative sought to gather insights into industry needs and tailor academic programmes accordingly, effectively aligning educational offerings with market demands.

In the Faculty of Medical Sciences, notable advancements included the successful transition of its Master's in Public Health (MPH) programme to a blended learning format. This shift optimised the use of multimedia and information technology labs to enhance the educational experience for students. Conversely, the School of Dentistry faced challenges in digitising radiology services due to inadequate support from external stakeholders.

In the Faculty of Science & Technology, the Department of Chemistry made progress on a project to upgrade video recording equipment in laboratory spaces, with user training pending completion. Academic staff also actively participated in digital and virtual delivery modes facilitated by the Centre of Excellence in Teaching and Learning.

The Department of Computing and Information Technology (DCIT), developed the 'CETL Proposal Review App' to help expedite approvals of course outline, and the 'SAC Lockers App' to help manage locker rentals at the Student Activity Center. Both apps are currently in the beta testing stage and are expected to be launched soon, with maintenance responsibilities to be transferred to DCIT's Computing Connections Unit. Meanwhile, the Department of Life Sciences (DLS), the Department incorporated MS SharePoint and other Microsoft 365 tools to enhance efficiency in information management, enabling smoother collaboration and communication within the department.



Campus Executive Management

R-M. Belle Antoine

- Chair, Arthur Lok Jack Global School of Business
- Chair, ROYTEC School of Business and Applied Studies Ltd., Trinidad
- President, Family Planning Association of Trinidad & Tobago
- Director, Guardian Media Ltd.
- Trustee, International Planned Parenthood Federation, London
- Member, Law Association of Trinidad & Tobago
- Member, Organisation of Eastern Caribbean States (OECS) Bar Association
- Member, National Industrial Relations Advisory Committee
- Member, Editorial Board, Law Association of Trinidad & Tobago
- Member, Editorial Board, Faculty of Law, Cave Hill, UWI
- Legal Advisor on COVID-19 Vaccination and Labour Law Policy to:
 - Organisation of Eastern Caribbean States (OECS) Heads of Government
 - CARICOM
 - Trinidad & Tobago Chamber of Industry & Commerce
 - Antigua & Barbuda Employers' Federation
 - Trinidad & Tobago Manufacturers' Association (TTMA)
 - OCBA
- UN ECLAC Expert to the UN Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean (Escaz. Agreement) Implementation Guide
- Cambridge Commonwealth Fellow
- Honorary Fellow, Society of Trust and Estates Practitioners, London

I. Ramnarine

- Member, Fisheries Society of the British Isles
- Member, World Aquaculture Society
- Vice-Chairman, National Environmental Committee
- Member, Aquaculture Association of Trinidad & Tobago
- Reviewer, several international journals

D-M. DeFour-Gill

- Member, American Marketing Association (AMA)
- Member, Council for the Advancement and Support of Education (CASE)
- Member, CUPA-HR (College and University Professional Association for Human Resources)
- Member, Penn GSE (University of Pennsylvania) Alumni
- Member, Bayes Business School, (City University London) Alumni
- Director, St. Augustine Campus Enterprises Company Limited
- Director, ROYTEC School of Business and Applied Studies, Limited

K. Kalloo

- Director, Lovely Homes Ltd
- Member, University School Association Ltd
- Director, St. Augustine Campus Enterprises Company Limited
- Fellow, Association of Chartered Certified Accountants (ACCA)
- Member, Institute of Chartered Accountants of Trinidad & Tobago

F. Soodeen

- Member, United Kingdom Scholarly Communications Group (UKSG)
- Member, Chartered Institute of Library and Information Professionals (CILIP)
- Member, Association of College and Research Libraries (ACRL)

Campus IT Services (CITS)

N. Alladin

- Director, National Information and Communication Technology Company Limited (IGovTT)

D. Dhoray

- Member, Facebook Community Standards Caribbean User Group
- Member, Internet Society (ISOC)
- Member, Board of Directors, Rotary Club of San Fernando
- Director & Founder, The CyberSafeTT Foundation

N. Gowandan

- External Expert Reviewer - The Cropper Foundation / Ministry of Social Development and Family services
- Examination Developer, The Linux Foundation (LFCS, LFCE, LFCA, LFCT, Vim)
- Fellow, the Internet Corporation for Assigned Names and Numbers (ICANN) - ICANN 78
- Member, The Internet Society
- Reviewer, Caribbean Corporate Governance Institute (Draft Trinidad & Tobago Corporate Governance Code 2024)
- Member, ROYTEC Educational Technology Committee
- Research Panellist, Transforming Data With Intelligence

M. Raghunanan

- Member, Institute of Electrical and Electronics Engineers (IEEE)

N. Seegobin

- Member, Association for Computing Machinery (ACM)
- Member, Project Management Institute (PMI)

Campus Libraries

P. Bowen-Chang

- Member, International Federation of Library Associations and Institutions (IFLA)
- Member, Library Association of Trinidad & Tobago (2004-Present)
- Member, Association of Caribbean University, Research and Institutional Libraries (ACURIL) (2018, 2015, 2006)
- Member, Society of American Archivists (SAA) (2012-2013)
- Member, American Library Association (ALA) (2013, 2010, 2006)
- Member, Program for Cooperative Cataloguing (PCC)/ Name Authority Control (NACO), Caribbean Funnel Group

A. Dolabaille

- Member, American Library Association
- Member, Library Association of Trinidad & Tobago

N. Dwarika-Bhagat

- Senior Member, Academy of Health Information Professionals
- Personal Member, ACURIL Executive Council
- Member, International Federation of Library Associations, Health and Biosciences Libraries Section
- Member, Association of Caribbean University, Research and Institutional Libraries
- Member, Library Association of Trinidad & Tobago
- Co-chair, ACURIL Virtual Health Libraries Content Area Roundtable

K. Eccles

- Chair, Policy Research and Investigation Committee, Seminar on the Acquisition of Latin American Library Materials, (SALALM), 2021/24.

PUBLIC AND PROFESSIONAL SERVICE

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L. Nero

- Board Member, National Library and Information Systems Authority
- Co-chair, Association of Caribbean Universities Research and Institutional Libraries (ACURIL), Special Interest Group - Archives, Museum and Records Management.

S. Premchand

- Reviewer, Emerald Insight for the Journal, *VINE: The Journal of Information and Knowledge Management Systems* (2014 to Present)
- Member, Canadian Association for Information Science/ L'association canadienne des sciences d l'information (CAIS/ACSI), Canada
- Member, Chartered Institute of Library and Information Professionals (CILIP), United Kingdom
- Member, Library Association of Trinidad
- Member, Quest Oracle Community, USA

K. Ramtahal

- Executive Council Member, ACURIL (2014 to Present)
- Personal Member, ACURIL (2008 to present)
- Co-Chair, ACURIL Virtual Reference and Electronic Resource Content Area Roundtable (2014 to present)
- Member, ACURIL Conference Programme Committee
- Member, Library Association of Trinidad & Tobago (2006 to present)
- Member, Education Committee, Indian Caribbean Museum of Trinidad, and Tobago (2018 to present)
- Member, Programme for Cooperative Cataloguing (PCC)/ Name Authority Control (NACO), Caribbean Funnel Group
- Member, Editorial Board, *Caribbean Library Journal* (2012 – 2021)

A. E. Reid

- Member, Medical Library Association (MLA) & International Cooperation Caucus of the MLA, Chair, International Cooperation Caucus
- Member, Library Association of Trinidad & Tobago (LATT)
- Member, Association of Caribbean University Research and Institutional Libraries
- Member, European Association of Health Information and Libraries (EAHIL)
- Member, Research Gate Community
- Peer Reviewer, *Journal of Electronic Resources in Medical Libraries*
- Member, University Advisory Committee (ULAC)

S. Renwick

- Member, Library Association of Trinidad & Tobago (LATT) (1986-present)
- Member, Association of Caribbean University, Research and Institutional Libraries (ACURIL)
- Fellow, Chartered Institute of Library and Information Professionals (CILIP)

M. Winter

- Member, Library Association of Trinidad & Tobago

Centre for Excellence in Teaching and Learning (CETL)

L. Hill

- Member, Educause Horizon Report Committee (International)
- Member, Education Advisory Board, South Caribbean Conference, Seventh-Day Adventist Church

J. Jones

- Member, Trinidad & Tobago Association of Teacher Educators (TTATE)
- Member, Mixed methods International Research Association (MMIRA)
- Member, Board of Directors, Artistic Director, Covenant Performing Arts Company (COPAC)
- Coordinator, Social Advisory and Strategy Committee, New Covenant Life Centre
- University of Sheffield, Career Mentoring Service (outreach)
- Executive Liaison, Life 20/20, USA (outreach)

J. Mohammed

- Member, Caribbean Dawah Association (CDA) Social Outreach Programme (outreach)
- Member, Eternity Martial Arts (Anti-Bullying Programme) (outreach)
- Member, Nur-e-Islam Community Outreach Programme (outreach)
- Member, Life Skills Volunteer Tutor (Ministry of Labour) (outreach)

J. Zephyrine

- Member, The Association of Caribbean Higher Education Administrators (ACHEA)
- Member, Dowling International Academy (DIA)
- Association of Caribbean Higher Educators and Administrators (ACHEA) 2022 and 2023 conferences and other special events, including public schools. (Outreach)

Division of Student Services & Development (DSSD)

J. Alder

- Member, International Association of Student Affairs & Services
- Member, Corporate Governance Sub-committee, Office of the Vice-Chancellor, The UWI
- Brand & Experience Manager, Miss Trinidad & Tobago Universe

A. Best-Noel

- Newsletter Editor and Member, International Association of Student Affairs and Services
- Member, American College Personnel Association's (ACPA)
- Committee Member, Alumni Relations, Intervarsity Christian Fellowship
- Member, Caribbean Tertiary Level Personnel Association
- Committee Member, UNICEF & Office of the Prime Minister, Youth Forum

D. E. Charles

- Chair, UWIDEF Fundraising Committee
- Director, UWIDEF
- Member, First Citizens Foundation, Youth Development & Education Committee
- Member, National Association of Student Personnel Administrators (NASPA)

J. Huggins

- Member, Caribbean Tertiary Level Personnel Association (CTLPA Regional and T&T Chapter)
- Member, International Association of Student Affairs and Services (IASAS)
- Governing Board, Assembly Coordinator International Divisions and Members, American College Personnel Association (ACPA)

PUBLIC AND PROFESSIONAL SERVICE

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- President, The UWI Network and Outreach for Disability Education and Sensitization (NODES)
- Member/Advisor, Movement of Anglican Staff and Students (UWI)
- Committee Member, United Nations Partnership on the Rights of Persons with Disabilities (UNPRPD) Legislative Review Panel
- Member, National Centre for Persons with Disabilities (NCPD)
- Member, Persons Associated with Visual Impairment (PAVI)
- Member and Mentor, The UWI Alumni Association (T&T Chapter)
- Mentorship Coordinating Team Member and Mentor, The UWI Alumni Association (T&T Chapter) Mentorship Programme
- Member, Association on Higher Education and Disability (AHEAD)
- Member, St. Barnabas on the Hill Anglican Church Vestry

K. Lewis

- Member, American College Personnel Association (ACPA) - College Students Educators International
- Member, National Academic Advisors Association (NACADA)
- Member, National Association of Student Personnel Administrators (NASPA)

K. Smith

- President, Caribbean Tertiary Level Personnel Association (CTLPA) T&T Chapter (2023-2024)
- Member, International Association of Student Affairs and Services (IASAS)
- Member, National Association of College and University Business Officers (NACUBO)
- Chair, 70th Anniversary Committee, The University School

Marketing & Communications Office

D. Caesar

- Member, Council for the Advancement and Support of Education (CASE)
- Member, Public Relations Association of Trinidad & Tobago (PRATT)
- Executive Member (Assistant Director of Programmes), Girls of Impact (NGO)

S. Glasgow

- Member, Council for the Advancement and Support of Education (CASE)
- Executive Member (Director of Events), Public Relations Association of Trinidad & Tobago (PRATT)

W. Gregorio

- Member, American Marketing Association (AMA)
- Member, Council for the Advancement and Support of Education (CASE)
- Member, International Association of Business Communicators
- Board Member, Rotary Club of St. Augustine

N. Huggins-Boucaud

- Member, Council for the Advancement and Support of Education (CASE)
- Member, Digital Marketing Institute (DMI)
- Member, The Andrea Project (NGO)

N. Kerr

- Member, Council for the Advancement and Support of Education (CASE)

Office of the Campus Registrar

D. Samuel

- President, Ellucian Latin America and Caribbean User Group
- Member, CEDAW (Convention for the Elimination of all Forms of Discrimination against Women) Committee of Trinidad and Tobago (CCoTT)
- Secretary, Supervisory Committee, T.G.G Credit Union
- Member, Evisions Strategic Thought Leadership Group
- Member, ACHEA (Association of Caribbean Higher Education Administrators)
- Member, Coalition Against Domestic Violence

Faculty of Engineering

Department of Chemical Engineering

H. Hassanali

- Committee Member, Upstream Effluent Management (UEM) (Government appointee)

R. Hosein

- Member, Energy Task Force
- Vice-Chairman, EI Caribbean
- Member, SPE Board of Directors & Education and Accreditation Committee (2020 to 2023)
- Reviewer for International Journals:
 - *British Journal of Applied Science and Technology*
 - *Journal of Petroleum Science and Engineering*
 - *Petroleum Science and Technology*
 - *Journal of Petroleum & Environmental Biotechnology*
 - *Advances in Petroleum Exploration and Development*
 - *Journal of Energy and Fuels; Journal of Energy Source*
 - *West Indian Journal of Engineering, WIJE*
- Editor, *International Journal of Petroleum Science and Engineering*

- Member, Publications and Editorial Board, the *West Indian Journal of Engineering* (WIJE)
- Editor, *International Journal of Petroleum Science and Engineering*

A. Jupiter

- Member, National Steering Committee on Carbon Capture and Carbon Dioxide (CO₂) Enhanced Oil Recovery

S. Mujaffar

- Member, Board of Management, Caribbean Industrial Research Institute (CARIRI)

S. Singh-Gryzbon

- Reviewer:
 - *Annals of Biomedical Engineering (ABME)*
 - *Journal of Biomechanics (JB)*
 - *Journal of the Royal Society Interface (RSIF)*
 - *Biomechanics and Modeling in Mechanobiology (BMMB)*
 - *Cardiovascular and Interventional Radiology (CVIR)*
- Member, Editorial Board of *Energies*

J. Smith

- Reviewer, *Journal of the Association of Professional Engineers of Trinidad & Tobago* (APETT)

L. Sobers

- Coordinator, CO₂ Emission Reduction Mobilisation (CERM) project

Department of Civil & Environmental Engineering

H. Azamathullah

- EMA environmental clearance highway extension projects

K. Banerjee

- UWI Consultant, Office of Disaster Preparedness and Management (ODPM) National Comprehensive Disaster Management Policy (2021 to present)

V. Cooper

- Member, Trinidad & Tobago Bureau of Standards (TTBS) Plumbing Code Committee

Department of Electrical & Computer Engineering

R. Adams

- Chairperson, National Technical Committee for ICT, Trinidad & Tobago Bureau of Standards (TTBS) (2019 to present)
- External Evaluator, Accreditation Council of Trinidad & Tobago (ACTT) (2016 to present)

S. Bahadoorsingh

- Co-opted Member, Government of Republic of Trinidad & Tobago Cabinet Appointed Committee to Investigate the Causes of, and National Response to, the Islandwide Power Outage in Trinidad on February 16, 2022
- Chairman, Trinidad & Tobago Bureau of Standards (TTBS) National Technical Committee, Electrical Codes (2020 to present)
- Chairman, Trinidad & Tobago Bureau of Standards (TTBS) High Voltage Code Committee (2020 to present)
- President, International Electrotechnical Commission (IEC) National Electrotechnical Committee Affiliate Country Programme for Trinidad & Tobago (2020 to present)
- Member, Regional Electric Vehicle Strategy (REVS) Steering

Committee and CARICOM EV Working Group (2018 to present)

- Member, Trinidad & Tobago Bureau of Standards (TTBS) High Voltage Code Committee (2018 to present)
- Co-Chairman, Trinidad & Tobago Bureau of Standards (TTBS) Specification Committee for Electric and Plugin Hybrid Vehicles (2018 to present)
- Member, 5th, 6th and 7th Board of Trustees for The College of Science, Technology and Applied Arts of Trinidad & Tobago (COSTAATT). Member, Finance and Tenders as well as Human Resource Committees (2016 to present)
- Member of Government Electrical Inspectorate Technical Committee (2015 to present)
- Director, Electric Vehicle Company of Trinidad & Tobago Limited (2014 to present)
- Director, Multistakeholder Advisory Group of Trinidad & Tobago (2014 to present)
- Treasurer, Multistakeholder Advisory Group of Trinidad & Tobago (2019 to present)
- Education Liaison Officer, ISA Trinidad Section (2011 to present)

A. Joshi

- Principal Investigator, Nvidia GPU Center
- President, India Alumni Association of Trinidad & Tobago (IAATT)
- Member, Technical Board for the International Assoc. for the Development of Advances in Technology (IADAT), Spain
- Member, Editorial Board of the American Journal of Electrical and Electronic Engineering (2013 – present)
- Associate Editor, *Journal of Science, Technology and Engineering*, Maxwell Scientific, UK. 2009
- Member, IEEE since 2003
- Leader, Computer Systems Engineering Group
- External Examiner, PG research, Birla Institute of Technology, Mesra, India

- External Examiner, PG research, Pune University, Pune, India
- External Examiner, University of Trinidad & Tobago (UTT)

K. Mallalieu

- Principal Investigator, Caribbean ICT Research Programme
- Chair, UWI St Augustine Campus ICT Steering Committee
- Chair, Board Review Committee, Telecommunications Authority of Trinidad & Tobago (TATT)
- Chair, Americas Chapter of Network of Women in International Telecommunication Union (ITU) Development Sector, NoW in ITU-D (AMS)
- Deputy Chair, Telecommunications Authority of Trinidad & Tobago (TATT)
- Vice Chair, NoW in ITU-D (global)
- Coordinator, Organisation of American States (OAS) InterAmerican Telecommunication Commission (CITEL) Permanent Consultative Committee I (Telecommunications/Information and Communication Technologies), PCCI, Mentoring Programme
- Technical Supervisor (pro bono), ITU/Caribbean Telecommunications Union (CTU)/TATT Smart Seas Toolkit for Disaster Resilience
- Mentor, Association for Progressive Communications (APC) Socio-political Advocacy for Community Networks Engagement (SPACE) programme.
- Mentor, Global Symposium of Regulators, Sharm El Sheik, May 2023
- Member, Government of Trinidad & Tobago (GoRTT) Ministry of Digital Transformation (MDT) Digital Society Technical Working Group
- Member, Board of the Caribbean Open Institute
- Member, TATT Audit Committee
- Member, Caribbean Spectrum Management Task Force
- Member, Radio Emergency Associated Communication Teams (REACT) 2496 Unit 136
- Member, IEEE

C. Mohammed

- Senior Member, Society for Technical Communication (STC)
- Member, Editorial Sub-Committee, West Indian Journal of Engineering

F. Muddeen

- Member, Ministry of Education (MoE) Scholarships Selection Committee
- Chairman, Sub-Committee 2 of the National Quality Council under the Ministry of Trade and Industry
- Member, Trinidad & Tobago Bureau of Standards (TTBS) Lab Accreditation Committee
- Member, Ministry of Trade and Industry Advisory Committee on Metrology
- Chairman, Joint BOETT/APETT Continuing Professional Development Committee
- Reviewer for IET Circuits, Devices & Systems Journal

A. Pooransingh

- External Examiner, The University of Trinidad & Tobago (UTT), Information and Communication Technology (ICT) Programmes (Dip. Software Engineering, Dip. Computer, Network and Telecommunication Engineering, BSc. Computer Engineering and MSc. Information and Communication Technology) (2019 – Present)

C. A. Radix

- Member, UWI ITU - ATC Coordination Committee

C. Ramlal

- Senior Member, International Society of Automation (ISA)
- Section Leader, ISA 2018-present
- Co-Principal Investigator, UWI COVID Engineering R&D group
- Co-Leader of ARCLabs R&D Group

PUBLIC AND PROFESSIONAL SERVICE

ONLINE ONLY

S. Rocke

- Participant, IEEE-SA: Wearable and Medical IoT Interoperability and Intelligence Initiative
- Member, IEEE 11073 Point of Care Devices, Standards Committee and Member, IEEE 11073 Point of Care Devices, Service-Oriented Device Connectivity Subgroup (SDC SG)
- Member, IEEE Nanotechnology Council, Standards Committee (NTC-SC)
- Member, IEEE Sensors Council Standards Committee (SC-SC)
- Member, Caribbean Community of Practice for Health Policy and Systems Research (CoP4HPSR)
- Member, Editorial Board for Frontiers in Communications & Networks, Frontiers in Antennas & Propagation
- Founder and Principal Investigator, Biomedical Innovation R & D Lab (BIRDLab)(Key initiatives: Simultaneous Wireless Information Transfer & Monitoring System, Non-invasive Diabetes & CKD Sensing System, ML4NCDs)
- Senior Member, Institute for Electrical & Electronics Engineers (IEEE) and Member, IEEE Communications Society (IEEE ComSoc)

A. Singh

- Co-Principal Investigator, UWI COVID Engineering R&D group
- Co-Leader, ARCLabs R&D Group

Department of Geomatics Engineering & Land Management

R. Al-Tahir

- Associate Editor (Engineering): FACETS. Canadian Science Publishing. Ottawa, Canada
- Editorial Board: American Journal of Remote Sensing
- Academic Reviewer:
 - *Geocarto International*
 - *Geomatica*

- *Land*
- *Journal of Geographic Information System*
- *Remote Sensing*
- *ISPRS International Journal of Geo-Information*
- *Sensors*
- *Sustainability*
- *International Journal of Environmental Research and Public Health*

- Court appointed Expert Witness – Photogrammetric Investigations and Assessments

D. Davis

- Court appointed expert witness – Photogrammetric Investigations and Assessments

E. Edwards

- UWI Technical Lead, Strengthening Information Management at the Registrar General's Department through the design, development and implementation of a Property Business Registration System. Ministry of the Attorney General and Legal Affairs. January 2019 – Present;
- Member, URISA Caribbean Chapter

C. Griffith-Charles

- President, Atlantic Region, Commonwealth Association of Surveying and Land Economy (CASLE)
- President, Fulbright Alumni Association of Trinidad & Tobago (FAATT)
- Member, FIG Joint Commission 3 and 7 Working Group on 3D Cadastres
- Academic reviewer:
 - *Land Use Policy Journal*
 - *Land*
 - *Agronomy*
 - *ISPRS International Journal of Geo-Information*
 - *International Federation of Surveyors (FIG)*

J. Kotzebue

- Founder and leader, UWI-Caribbean Sustainable Transport Lab (CSTL)
- Member, Editorial Review Board, *International Journal of E-Planning Research* (IJEPR)
- Jury Member, Awards for Outstanding Planning Achievement in the Commonwealth, Commonwealth Association of Planners, 2023

S. Lalloo

- Delegate, Commission 4 - Valuation and the Management of Real Estate, The International Federation of Surveyors (FIG)

K. Miller

- Academic Reviewer for *Journal of Environmental Management*

M. Mycoo

- Member, UNDESA and the independent group of scientists (IGS), Selected as 1 of 15 Experts which Led and Drafted the UN 2023 Global Sustainable Development Report
- Scientific Member, International Science Council
- Member, International Scientific Advisory Committee, United Nations Educational, Scientific and Cultural Organization's Intergovernmental Science Programme of the Management of Social Transformations (MOST) 2019-2022
- Deputy Executive Director, The UWI Global Institute for Climate Smart and Resilient Development 2022-2023
- Member, UNESCO-International Scientific Committee Foresight Expert Panel of 1 of 20 distinguished scholars across the global scientific community to contribute to UNEP's 2022-2023 Programme of Work and Medium-Term Strategy 2022-2025, Science-Policy Sub-programme: Developing and Implementing a Strategic Foresight Trajectory
- Member, UNDESA and the independent group of scientists (IGS) 1 of 15 Experts Leading and Drafting the 2023 Global Sustainable Development Report

- Member, International Science Council, Major impact on policies relating to sustainable development goals in Small Island Developing States and international jurisdictions
- Vice President & Member, International Scientific Advisory Committee, United Nations Educational, Scientific and Cultural Organization's Intergovernmental Science Programme of the Management of Social Transformations (MOST), Impact on climate change adaptation projects, advocacy and youth empowerment policies, Bridging natural and social sciences in curriculum development
- Member, Future Earth Coasts, Regional Engagement Partner 2019-2024, Coastal research and policy development
- Member, United Nations Habitat University Partnership Initiative, Urban Planning Education and Capacity Building,
- Member of Working Group, New Urban Agenda and Regional Action Plan for Latin America and the Caribbean, United Nations Economic Commission for Latin America and the Caribbean, 2017 onwards
- Member of Caribbean Resilience and Recovery Knowledge Network, Policy development on natural hazards and resiliency building

B. Ramlal

- Representative, UWI & Academic Network Americas, Committee to implement Geospatial Data Infrastructure for Caribbean Countries
- Reviewer:
 - *International Journal of Environmental Research and Public Health*
 - *International Journal of Geographic Information Systems*

M. Sutherland

- Contributing Author, Chapter 6, Grenada National Ecosystem Assessment
- Review Editor, Intergovernmental Panel on Climate Change 6th Assessment Report
- Expert Reviewer, IPCC 6th Assessment Report
- Member, Commission 4, International Federation of Surveyors
- Academic Reviewer, *International Federation of Surveyors*

Department of Mechanical & Manufacturing Engineering

B. Chowdary

- Vice-Chairman, Publication and Editorial Board, *West Indian Journal of Engineering*
- Associate Editor, *Global Journal of Flexible Systems Management* (JFSM), Springer Publications (2013 to date)

E. Ekwue

- Chairman, Publication and Editorial Board, *West Indian Journal of Engineering*
- Reviewer of many Regional and International Journals.

K. Fai Pun

- Chairman, Technology and Engineering Management Society Chapter, IEEE T&T Section
- President, Caribbean Academy of Sciences – Trinidad & Tobago Chapter (since September 2020)
- Council Member, International Council for Science (ICSU) - Regional Office for Latin American and the Caribbean ICSU-ROLAC (till April 2020)
- Emerald Brand Ambassador, Emerald Publishing Latin America & Caribbean/ Emerald Publishing Limited (since September 2020)
- Editor, *Journal of The Associations of Professional Engineers of Trinidad & Tobago*; ISSN 1000-7924
- Editor, *West Indian Journal of Engineering*, ISSN 0511-5728

A. Adeyanju

- Member, Editorial Team, *International Review of Applied Sciences*, Asian Online Journal Publishing Group
- Member, International Scientific Committee and Editorial Review Board on *Energy and Environmental Engineering*, WASET
- Senior Member, HKCBES
- Academic Member and Reviewer, *ATINER*, Greece

J. Bansee

- Chair, IMechE - Pan-Caribbean Group
- President, Association of Professional Engineers of Trinidad & Tobago (APETT)

J. Bridge

- Member, Publication and Editorial Board, *West Indian Journal of Engineering*
- Faculty Advisor, Student Chapter of American Society of Mechanical Engineers

C. Maharaj

- President, APETT (Association of Professional Engineers of Trinidad & Tobago)
- Director, Contract Caterers Limited
- Director, Allied Caterers Limited
- Director, Katerserv Limited
- Director, Caribbean Airlines Limited
- Chair, Operations and Risk Management Sub-Committee, Caribbean Airlines Limited
- Member, Editorial Sub-committee, *West Indian Journal of Engineering*

R. Murray

- Member, National Boiler Examiners Board (Statutory Board). 2016 – 2019 and 2019 – present

K. Ojha

- Member, Institution of Engineers-India (MIE)

C. Pemberton

- President, The Society of Caribbean Engineers

Faculty of Food & Agriculture**N. Badrie**

- Member, Caribbean Agricultural Health and Food Safety Agency (CAHFSA) on the Caribbean
- Task Force on Food Safety (CTFS) as a technical advisory committee
- Member, UNESCO/CAS Partnership - Caribbean L'Oreal – UNESCO FWIS Prize

S. H. Bawa

- Member (voting), CARPHA's Hypertension Guideline Development Committee
- Member, Polish Association of Dieticians (Chairperson of the Committee on Exercise and Sports Nutrition as well as Nutritional Oncology)
- Member, European Federation of the Association of Dietitians (Active participant in the program "Obesity Prevention in Schoolchildren")
- Member, Polish Association of Nutritionists
- Member, Federation of European Nutritionists
- Member, Polish Association on the Study of Overweight and Obesity
- Member, Community "Nutrition and Chronic Non-communicable Diseases" of the United Nations Standing Committee on Nutrition
- Member, Calcium Interest Group of the National Institutes of Health (USA)

- Member, Polyunsaturated Lipid Functional Interest Group of the National Institutes of Health (USA)
- Reviewer (Expert), *Editorial Advisory Board of the Polish Journal of Food and Nutrition Sciences*
- Reviewer (Expert), *The scientific journal "Agro Food hi-tech", which belongs to the ISI (Institute of Scientific Information)*
- Reviewer (Expert), *The scientific journal "Journal of Nutrition Education and Behavior", which belongs to the ISI*
- Reviewer (Expert), *The scientific journal "Polish Journal of Food and Nutrition Sciences", which belongs to the ISI*
- Reviewer, *The scientific journal "West Indian Medical Journal"*
- Reviewer, *Scientific Committee of the scientific journal "Developmental Period Medicine", which belongs to the ISI*
- Reviewer, *Scientific Committee of the scientific journal "Polish Journal of Environmental Science", which belongs to the ISI*
- Reviewer (Expert), *Sage Open Journals*
- Reviewer (Expert), *Editorial Advisory Board of the International Research Journal of Medicine and Medical Sciences*

M. Boman

- Associate Professor (Docent, unpaid academic appointment), The Swedish University of Agricultural Sciences (SLU)
- Member, Editorial board of *Journal of Forest Economics*
- Member, Reference group concerning establishment of nature reserve in Torup beech forest outside Malmö, Sweden
- Reviewer/Referee, *AMBIO*
- Reviewer/Referee, *Ecological Economics*
- Reviewer/Referee, *Environmental and Resource Economics*
- Reviewer/Referee, *Forest Ecology and Management*

- Reviewer/Referee, *Forest Policy and Economics*
- Reviewer/Referee, *Journal of Environmental Management*
- Reviewer/Referee, *Journal of Environmental Economics and Management*
- Reviewer/Referee, *Journal of Forest Economics*
- Reviewer/Referee, *Journal of Bioeconomics*
- Reviewer/Referee, *Land Economics*
- Reviewer/Referee, *Naturvårdsverket Rapport 4933*.
- Reviewer/Referee, *Conservation Biology*.
- Reviewer/Referee, *Human Dimensions of Wildlife*.
- Reviewer/Referee, *Scandinavian Journal of Forest Research*
- Reviewer/Referee, *Tourism Management*.
- Reviewer/Referee, *Tropical Agriculture*.
- Reviewer/Referee, *Land Use Policy*.
- Reviewer/Referee, *Resource and Energy Economics*.

J. Darsan

- Member, Jamaica Geographical Society (JGS) since 2002
- Member, Geographical Society of Trinidad & Tobago (GSTT) since 2005
- Member, American Association of Geographers (AAG) since 2008
- Member, Coastal Education and Research Foundation, Inc. (CERF) since 2009
- Reviewer, Journal of Coastal Research (JCR) since 2012.
- Reviewer, Caribbean Geography (CG) since 2012.

A. De Sormeaux

- Technical Expert, The Caribbean Agro-Economic Society (CAAES)
- Member, The Caribbean Agro-Economic Society (CAAES)
- Reviewer/Editorial Associate, *The Farm and Business Journal*.

K. Farrick

- Reviewer, Journal of Hydrology, Hydrological Processes, Canadian Journal of Forest Research.
- Judge, 25th European Geophysical Union General Assembly, Hydrology section poster presentations, April, 2023.

S. D. Hutchinson

- Member, Tropical Agriculture Journal Management Committee
- Member (Invited), Caribbean Regional Fisheries Mechanism (CRFM)/CARICOM Fisheries and Aquaculture Priority Commodity Working Group (FISHCOM WG)
- Member, North American Association of Fisheries Economists (NAAFE)
- Member, International Institute of Fisheries Economics and Trade (IIFET)
- Member, American Agricultural Economics Association (AAEA).
- Member, Caribbean Agro-Economic Society (CAAES)
- Panelist, COP 27 Virtual Ocean Pavilion

C. Joseph

- Member, Trinidad & Tobago Association of Nutrition and Dietetics
- Member, The Academy of Nutrition and Dietetics
- Member, The Jamaica Association of Professionals in Nutrition and Dietetics

J. Joseph

- Administrative Coordinator, Caribbean Agricultural Extension Providers' Network (CAEPNet)
- Member, Association of International Agriculture Extension Educators (AIAEE)
- Member, Caribbean Agricultural Extension Providers' Network (CAEPNet)

O. Maharaj

- Volunteer, Agricultural Multi-Disciplinary Voluntary Advisory Committee (Agricultural Economics & Policy), Ministry of Agriculture, Land and Fisheries
- Agribusiness Specialist, Caribbean Agricultural Research and Development Institute (CARDI)

S. Nichols

- Elected Life Member, World Public Health Nutrition Association
- Elected Member, American Society for Nutrition
- Elected Fellow, World Cancer Research Fund (WCRF) Academy
- Elected Member (MACE), American College of Epidemiology
- Chartered Biologist (CBiol MSB), Society of Biologists (UK)
- Life Member, Tobago AIDS Society
- Honorary Member (Elected), Tobago Hypertension Society
- Member, Tobago Diabetic Society
- Contact for Trinidad & Tobago, Lancet Physical Activity Observatory
- Member, Editorial Board, *Journal of Physical Activity Research*.

I. Orimoloye

- Reviewer, South African's National Research Foundation Rating Application.
- Editor, *Sustainable Cities and Society* (Elsevier)
- Editor, *International Journal of Climate Change Strategies and Management*
- GeoMentor, American Association of Geographers

H. Patterson-Andrews

- Member, Caribbean Examinations Council
- Member, The Caribbean Agro-Economic Society (CAAES)
- Member, American Society for Quality

P. Prout

- Member, American Nutrition Society
- Member, Nutrition and Dietetics Board of Trinidad & Tobago

R. Roopnarine

- Member, CMO's Hydromet focus group (August 2022)
- Member, Resilient Aquaculture Steering Committee, FAO-SLC (September 2022)
- Member, GWP-C technical steering Committee June 2023 to May 2025

A. Saint Ville

- Editorial Board Member, *Journal of Society and Natural Resources* (since 2020)
- Reviewer, *Journal of Society and Natural Resources*

D. Saravanakumar

- Appointed, Chair of the Green Leaf Awards 2023 Steering Committee, Environmental Management Authority of Trinidad & Tobago

G. Seepersad

- Expert, USDA Regional Plant Health Experts Technical Working Group (TWG)
- Marketing Expert/UWI Representative, Market Information of the Americas (MIOA) - Market Information Systems to the Western Hemispheric Market Information and Intelligence technical Working Group
- UWI Representative, CARDI National Coconut Development Committee
- Advisor, St Lucia Farmers: CARDI Community of Farmers.
- UWI Representative, CARICOM Business Development Thematic Group

PUBLIC AND PROFESSIONAL SERVICE

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- Expert (Agriculture Disaster Management), UWI & IICA: CARDI; FAO: NAMDEVCO; TABA; ODPM
- Expert, USDA Committee of Experts – Ranking of Pests of Economic Importance in the Caribbean

G. Thongs

- Political Economy Analysis (PEA) Assessor, Trinidad
- Member, United States Agency for International Development (USAID)

M. Webb

- Member, Advisory Board, Caribbean-American Political Action Committee, Washington, DC
- Member, Young Barbados Professional Society of Washington, DC
- Member, Cricket West Indies Medical Panel
- Member, Caribbean Association of Nutritionists and Dietitians (CANDI)
- Member, American Society for Nutrition (ASN)
- Member, Academy of Nutrition and Dietetics
- Member, District of Columbia Metropolitan Area Dietetic Association
- Member, Cricket West Indies Medical Panel
- Member, Nutrition Evidence Library (NEL) Team, United States Department of Agriculture
- Member, Caribbean Association of Nutritionists and Dietitians (CANDI)
- Member, American Society for Nutrition (ASN)
- Member, Academy of Nutrition and Dietetics
- Member, District of Columbia Metropolitan Area Dietetic Association
- Article Editor and reviewer, *Sage Open*
- Reviewer, *Journal of Developing Areas*
- Reviewer, *Nutrition Reviews*
- Nutrition Evidence Library Abstractor, *Center for Nutrition Policy and Promotion (CNPP)*

M. Wuddivira

- Juror, inaugural edition of the Young Talent Caribbean Region L'Oréal-UNESCO For Women in Science
- Fellow, Caribbean Academy of Sciences
- President, Caribbean Academy of Sciences
- Member, Soil Science Society of America (SSSA)
- Member, Caribbean Academy of Sciences (CAS)
- Chair of Council, Caribbean Academy of Sciences (CAS)
- Director, Board of Directors, Cocoa Research Centre (CRC)
- Director, Board of Directors, Caribbean Agricultural Research and Development Institute (CARDI)
- Member, Steering Committee, Caribbean WaterNet/CAPNET UNDP
- Associate Editor - Journal of Plant Nutrition and Soil Science (Wiley)
- Chair Editorial Board - Tropical Agriculture Journal
- Reviewer, for various high impact journals with prestigious publishers such as Elsevier, Taylor & Francis, Springer, John Wiley & Sons, etc.

Faculty of Humanities & Education

Department of History

G. S. Matthews

- Secretary, District Advisory Board, Church of the Nazarene - Trinidad & Tobago District
- Member, Association of Caribbean Historians (ACH)

J. Teelucksingh

- Advisor, Girmitya Foundation (a non-governmental organisation in Trinidad & Tobago)
- President, Committee for International Men's Day
- President, Committee for World Day of the Boy Child
- Member, Leverhulme Project Advisory Board for project - 'Trade Unions and Spaces of Democratization in Britain, the Caribbean and Greece' (based in England) 2021-2023

- Member, Civil Society Working Group for Male Programmes, Office of the Prime Minister (Gender and Child Affairs) 2018 to 2023

Department of Literary, Cultural & Communication Studies

S. Burke

- National Consultant, UNESCO Quadriennial Reporting on Convention for the Promotion and Protection of Cultural Diversity. Ministry of Tourism, Culture and the Arts, November 2022

Department of Modern Languages & Linguistics

T. Ali

- Member, Steering Committee for the Development of a Caribbean Model of Behavioural and Cultural Change for Men, a project of the United Nations Spotlight Initiative in partnership with the European Union
- Masculinity Consultant, First Citizens National Boys Development Programme. First Citizens Foundation, Trinidad & Tobago

B. Braithwaite

- Director, Caribbean Yard Campus (2018–present)
- Board Member, Trinidad & Tobago Association of Sign Language Interpreters (2018–present)
- Director, Lloyd Best Institute of the Caribbean (2017–present)
- Independent Director, Deaf Empowerment and Advancement Foundation (2010–present)
- Peer Reviewer, Linguistic Society of America's Annual Conference (2020-present)
- Scientific Committee Member, *Theoretical Issues in Sign Language Research* (2018-present)
- Peer Reviewer, *Sign Language Studies* (2020-present)

S. Chinien

- Member, CLARE/CELFA Research Group, Université Bordeaux Montaigne, France.
- Member, AFFC (African Federation of Film Critics), Dakar, Senegal
- Director and Council Member, University School (as of December 2020)
- Member, Communications and Outreach Committee, University School
- Chair, Policy and Governance Committee, University School

A. Diaz-Fernández

- President, Ile Ifa Igba Olorun: The Cuban Yoruba Association of Trinidad & Tobago (2015-present)

J. Dennis

- Supervisory Examiner, CAPE Communication Studies

S. R. Evans

- Consultant, Judicial Education Institute of Trinidad & Tobago (JETT), the Judiciary, Trinidad & Tobago (2019–present)

J-A. S. Ferreira

- CXC Panel Member, Portuguese, CCSLC and CSEC (2014–present)
- Member, SIL Americas Group, and Wycliffe Bible Translators Caribbean (1995–present)
- Executive Member, Society for Caribbean Linguistics

R. Francis

- Elected Secretary of Society for Caribbean Linguistics

PUBLIC AND PROFESSIONAL SERVICE

ONLINE ONLY

R. Figuera

- Peer Reviewer, *Educational Linguistics*, American Association of Applied Linguistics (2021–present)
- Editorial Review Board, *Caribbean Educational Research Journal* (2020–present)
- Member, Black English Language Professionals and Friends 2020–present)
- Member, Association for the Hearing Impaired, Trinidad & Tobago
- Member, Diagnostic Research Educational and Therapeutic Centre for the Hearing Impaired (DRETCHI), Trinidad & Tobago (2018–present)
- President, ACTION TESOL Caribbean (2019–present)
- Trinidad & Tobago Representative, Linking TEAs (Associates in Latin 11 America and the Caribbean), an Association with IATEFL International Association of Teachers of English as a Foreign Language, a subsidiary of the British Council (2019–present)
- Trinidad & Tobago Representative Central American and Caribbean Basin TESOL Regional Group (Affiliates in Latin America and the Caribbean), a Regional Professional Group with TESOL International, a subsidiary of the Affiliate Network Professional Council (2019–present)

R. Guédez

- Member, Community Engagement and Service Learning Advisory Board

B. Jones

- Member, Society for Caribbean Linguistics
- Member, International Society for the Linguistics of English

E. Maitrejean

- Member, Council, TAALS (The American Association of Language Specialists) (Re-elected)

K. Matthews

- Consultant, Psychoeducational Diagnostic and Intervention Centre (PEDIC), School of Education (SOE), Faculty of Humanities and Education (FHE) (2019–present)
- Consultant, Student Life and Development Department (SSDD), UWI, St Augustine (2019–present)
- Member, PEDIC Multidisciplinary Team (MDT) for Case Reviews (2021–present)
- President, Speech-Language and Audiology Association of Trinidad & Tobago (SLAATT) (2021–present)
- Vice-Chairman, Occupational Therapy and Speech Language Therapy (OTSLP) Board of Trinidad & Tobago (2021–2024)
- Speech-Language Pathology (SLP) Representative, Council of the Professions Related to Medicine (2021–2024)
- Consultant, Child Behaviour and Development Unit (CBDU), Wendy Fitzwilliam Paediatric Hospital (2018–present)
- Consultant, Speech Therapy Unit, Paediatric Department, Teaching Hospital, Southwest Regional Health Authority (SWRHA) (2020–present)
- Consultant, Otolaryngology Department, San Fernando General Hospital, Southwest Regional Health Authority

P. Palma

- Foreign Language Editor, Caribbean Examinations Council (2008 – present)
- Member, Editorial Board, *Hispanic Journal*, Indiana University of Pennsylvania (2021 – present)
- Project coordinator and teacher trainer, Heroes Foundation /UWI Language Teaching and Learning Project (2021–present)

K. Sanderson Cole

- Chief Examiner, CAPE Literatures in English

Film Programme

S. Best

- Member, Board of Film Censors, Trinidad & Tobago

L. Parks

- Member, The Society for Cinema and Media Studies

Y. Ramesar

- Member, Caribbean Artists Salon
- Member, Caribbean Film Educators Network
- Member, Association of Independent Video & Filmmakers
- Member, Film Club of India

Faculty of Law

T. Affonso

- Member, Law Association of Trinidad & Tobago
- Member, International Law Association (Caribbean Branch)
- Director, Caribbean Centre for Human Rights

A. P. Elias-Roberts

- Member, New York State Bar Association
- Member, Law Association of Trinidad & Tobago
- Member, Guyana Bar Association
- Member, Canadian Council of International Lawyers
- Member, Oxford University Alumni Association (UK)
- Member, Queen's University Alumni Association (Canada)
- Member, Queen's College Old Student Association (Guyana)
- Member, Editor Board, Global Energy Law and Sustainability Journal
- Reviewer, *Commonwealth Law Bulletin*
- Reviewer, *Oil, Gas & Energy Law (OGEL)*
- Volunteer judge, Hague Inter-University Law Debate Tournament (The Netherlands)

J. Koo

- Tier 1 Trainer, The National Intellectual Property Training Centre

J. T. Marcus

- Member, Law Association of Trinidad & Tobago
- Fellow, Chartered Institute of Arbitrators
- Member, World Anti-Doping Agency (WADA) Continental Results Management Committee for the Americas
- Member, Juridical Commission of the Caribbean Association of National Olympic Committees (CANOC)
- President, Trinidad & Tobago Association for Sport and Law
- Alternate Judge, Judicial Panel of the International Volleyball Federation
- Teacher, Port-of-Spain Church of Christ
- Teacher and Founding Member, Damian Jean-Baptiste Caribbean School of Ministry

Faculty of Medical Sciences SCHOOL OF MEDICINE

Department of Clinical Medical Sciences

R. Ali

- Fellow, Royal College of Physicians Edinburgh (04/2020 – present)
- Fellow, Society for Cardiovascular Angiography and Interventions (04/2017 – present)
- Fellow, American College of Cardiology (06/2016 – present)
- Fellow, American College of Physicians (03/2016 – present)

P. Bahadursingh

- Fellow, Royal College of Paediatrics and Child Health

C. Bodkyn

- Fellow, Royal College of Physicians, Ireland.
- Member, The Paediatric Society of Trinidad & Tobago.
- Member, SIOP – The International Society of Paediatric Oncology
- Member, ASPHO – American Society of Pediatric Hematology and Oncology
- Member, AMEE – An International Association of Medical Education
- Member, National Cancer Control Coordinating Committee
- Member, Ministry of Health Clinical Assessment Committee
 - Chair, American Society of Hematology (ASH), Children's International Consortium on Acute Leukaemia (C-ICAL) Protocol development committee
- Member, Caribbean Association of Oncology and Haematology (CAOH)

N. Baboolal

- Member, Psychiatric Health Tribunal
- Director, Dementia Awareness of Trinidad & Tobago (DARTT)
- Member, Trinidad & Tobago Medical Association
- Registered, General Medical Council, U.K.
- Member, Medical Protection Society
- Member, Trinidad & Tobago Association of Psychiatrists

M. Fernandes

- Chairman, Board of National Emergency Ambulance Services
- Member, Royal College of Paediatrics and Child Health, London

S. L. Giddings

- Member, Infectious Disease Society of America
- Member, International Society of Travel Medicine
- Member, Trinidad & Tobago Medical Association
- Member, Executive Board, T&TMA South ranch (since November 2017)
- Member, Medical Protection Society
- Fellow, American College of Physicians

G. Hutchinson

- Member, International Committee, International Association of Suicide Prevention
- Member, Research Advisory team, the Caribbean Public Health Agency (CARPHA)
- Member, Mercy Committee, Ministry of National Security, GORTT

K. Khan

- President Elect, Caribbean Alliance of National Psychology Associations (November 2020 – present)
- Member, Executive Liaison, Disaster Mental Health Committee, Caribbean Alliance of National Psychology Associations (November 2020 – present)
- Executive Council Member, Caribbean Alliance of National Psychology Associations (November 2018 – present)
- Chair, Caribbean Regional Conference in Psychology Committee, Caribbean Alliance of National Psychology Associations (November 2018 – present)
- Member, Caribbean Alliance of National Psychology Associations, Professional Education and Training Committee (Nov 2016 – present)
- Member, Trinidad & Tobago Ministry of Health, Mental Health and Psychosocial Services MHPSS Technical Working Group (2020 – present)
- Director, Silver Lining Foundation, NGO, Trinidad & Tobago (2019 – present)

- Member, Ethics and Licensure Committee, Trinidad & Tobago Association of Psychologists (Nov 2019 – present)
- Member, NWRHA Regional Mental Health Committee (2016 – present)

S. Koury

- Member, Royal College of Paediatrics and Child Health

P. Maharaj

- Member, Radiological Society of Trinidad & Tobago
- Member, American Roentgen Ray Society
- Member, Radiological Society of North America
- Fellow, Royal College of Radiologists
- Fellow, American College of Radiology
- Member, Society of Cardiovascular Computed Tomography

D. Ojar

- Radiological Society of North America
- American Society of Neuroradiology

A. Ramlackhansingh

- Member, Royal College of Physicians

F. Rampersad

- Member of Executive and Founding Member of the Radiological Society of Trinidad & Tobago
- Member, Medical Board, Trinidad & Tobago
- Fellow, Royal College of Radiology (UK)
- Member, Trinidad & Tobago Medical Association
- Member, Caribbean Society of Radiologists
- Fellow, Royal College of Physicians, Edinburgh

S. Reid

- Member, Delta Omega Honor Society in Public Health-Alpha Chapter, Johns Hopkins University School of Hygiene and Public Health
- Founding President and Member, Adventist Health Professionals Association
- Member, Caribbean Psychiatric Association
- Member, Association of Psychiatrists of Trinidad & Tobago

S. Sakhamuri

- Vice-President and President Elect, Thoracic Society of Trinidad & Tobago (TSOTT)
- Fellow, American College of Chest Physicians (ACCP)
- Fellow, American Thoracic Society (ATS)
- Fellow, Asian Pacific Society of Respiriology (APSR)
- Member, European Respiratory Society (ERS)
- Member, Trinidad & Tobago Medical Association (TTMA)

S. Sandy

- Member, American Academy of Neurology
- Member, American Epilepsy Society
- Member, International League Against Epilepsy
- Member, Epilepsy Society of the Caribbean
- Trinidad & Tobago Medical Association
- Member, Medical Protection Society

N. Seecheran

- Fellow of the Society of Cardiac Interventions and Angiography (SCAI), Member #30369
- Fellow of the American College of Cardiology (ACC), Member #1008519
- Fellow of the European Society of Cardiology (ESC), Member #690500
- Member of the European Association of Percutaneous Cardiovascular Interventions (EAPCI), Member #690500

PUBLIC AND PROFESSIONAL SERVICE

ONLINE ONLY

- Member of the Working Group on Thrombosis, Member #690500
- Fellow of the American College of Physicians (ACP), Member #02521124
- Medical Board of Trinidad & Tobago (MBTT), Registration #S-471

V. Singh

- President, Paediatric Society of Trinidad & Tobago (PSTT) (2015 – present)
- President, Caribbean Endocrine Society (CARES) (May 2019 to present)
- Scientific Advisor, Diabetes Association of Trinidad & Tobago

S. Teelucksingh

- Member, American Endocrine Society
- Member, American Diabetes Association

Department of Clinical Surgical Sciences

R. Arozarena Fundora

- Reviewer, *Caribbean Medical Journal* (CMJ)
- International Member, American Head and Neck Society (AHNS)

S. Cawich

- President Elect, Caribbean College of Surgeons
- External Examiner, Postgraduate Surgery, Georgetown University
- Head of Training, Caribbean Society for Laparoscopic Surgeons
- Member, Advisory Committee, *Caribbean Medical Journal*
- Editor in Chief, *Journal of the Caribbean College of Surgeons*
- Secretary, Caribbean Chapter of American HPB Association

- Member, Caribbean College of Surgeons' Outreach & Disaster Committee
- Editorial Board Member, *Permanente Journal* (Canada)

D. Dan

- External Examiner, University of Guyana Postgraduate Surgery
- Governor, Trinidad & Tobago Chapter, American College of Surgeons
- Former President, American College of Surgeons, Trinidad & Tobago Chapter
- President, Caribbean Obesity Society
- Member, Board of Directors, John E. Sabga Foundation for Pancreatic Cancer
- Member, Board of Directors, Genesis Insurance Brokers and Benefits Consultants Ltd.

K. Ekemiri

- Member, College of Optometrist in Vision Development (January 2019 to present)
- Member, Trinidad & Tobago Optometry Association (January 2019 to present)
- Member, Rwanda Optometry Association (August 2014 to present)
- Member, Nigeria Optometry Association (January 2009 to present)
- Trinidad & Tobago Licensed Optometrist (January 2019 to present)
- Member, Rwanda Allied Health Professional Council: Rwanda Licensed Optometrist (August 2014 to present)
- Member, Optometrists and Dispensing Opticians Board of Nigeria: Nigeria Licensed Optometrist. (January 2009 to present)

N. Farnon

- Secretary, Trinidad & Tobago Opticians Registration Council (TTORC)
- Executive Member, Trinidad & Tobago Optometrist's Association (TTOA)

V. Harry

- Consultant in Gynaecological Oncology, Mt Hope Women's Hospital

S. Juman

- Member, National Health Research Conference Committee

S. Khan

- Member, Royal College of Obstetricians and Gynaecologists

R. Maharaj

- Secretary, Caribbean Chapter of the Americas Hepato-Pancreato-Biliary Association

L. Merritt-Charles

- Member, Online Video Quality Assurance Panel, Education Committee, Association of Anaesthetists of Great Britain & Ireland
- Member, Cardiac Life Support Training Group, Advanced Cardiac Life Support Instructor
- Member, Advanced Life Support Group, Advanced Paediatric Life Support Instructor
- Member, Executive, Trinidad & Tobago Anaesthetists Association
- Trustee, North Central Regional Health Authority

D. Murray

- Medical Referee (Appointment under the Workmen's Compensation Act)
- Ministry of Health Representative and Council Member, Trinidad & Tobago Blind Welfare Association (TTBWA)
- Chairperson, Eye Health and Welfare subcommittee of Council (TTBWA)

J. F. Paul

- Member, Executive, North Central Regional Health Authority (NCRHA)
- UNDP Advisor, Emergency Medicine project to strengthen the Regional Health Authorities
- Advisor to Ministry of Health, National COVID response (Emergency Medicine and Paediatric Emergency Medicine)
- Lecturer, IEDLI (Harvard University affiliated organisation) in recent EM management online series
- Executive Member, Trinidad & Tobago Emergency Medicine Association (TTEMA)

S. Y. Persad

- Consultant Obstetrician/Gynaecologist, SWRHA (2008 to 2011, 2020 to present)
- Consultant Obstetrician/Gynaecologist, Southern Medical Clinic (2008 to present)
- Head of Obstetrics/Gynaecology Department, San Fernando General Hospital (SFGH)

S. Persaud

- President, Caribbean Urological Association (2022-2024)
- Chair, Caribbean College of Surgeons (CCOS) Standards Committee (2023-2024)
- Member, Standards and Accreditation Committee, Caribbean College of Surgeons
- Member, Endourology Committee, Academy of the International Society of Urology (SIU)

PUBLIC AND PROFESSIONAL SERVICE

ONLINE ONLY

C. Quan Soon

- Vice President, Society of Surgeons of Trinidad & Tobago
- Secretary, Caribbean Association of Orthopaedic Surgeons
- Council Member, Princess Elizabeth Home for Physically Handicapped Children

M. Ramdass

- Board Member, *West Indian Medical Journal*

T. Seepaul

- President, The Caribbean Association of Orthopaedic Surgeons

K. Singh

- Vice President, Trinidad & Tobago Anaesthetists Association (TTAA)
- Senior Editor, *Caribbean Medical Journal*

SCHOOL OF DENTISTRY

L. Coldero

- UWI Representative, Dental Council of Trinidad & Tobago

T. Hoyte

- Member, International Dental Ambassador – Caribbean Region
- Member, Royal College of Surgeons of Edinburgh

S. Marchan

- UWI Representative, Dental Council of Trinidad & Tobago

R. Naidu

- Member, Ministry of Health Clinical Governance and Research Ethics Committee

D. Rohit

- Chairman, Dental Council of Trinidad & Tobago

SCHOOL OF NURSING

O. N. Ocho

- Chairperson, Oversight Committee, Nursing Council of Trinidad & Tobago
- Member, Education Committee, Nursing Council of Trinidad & Tobago
- Chairperson. Leadership Sub-Committee, Omega Kappa Chapter of Sigma Theta Tau

A. Dolly

- Member, Trinidad & Tobago Anglican Diocesan Council,
- Member, Anglican Board of Social Responsibility
- Chairperson, Anglican Board of Social Responsibility (Tobago)
- Member, Anglican Provincial Synod in the West Indies
- Secretary, Tobago Anglican Regional Council

SCHOOL OF OPTOMETRY

S. B. Maharaj

- Member, Steering Committee for the Core Research Team and Research Hub Development Group Imperial College London, Wellcome Trust Funded Project- Connecting Climate Minds

SCHOOL OF VETERINARY MEDICINE

K. F. Acevedo

- Member, Trinidad & Tobago Veterinary Association, Trinidad & Tobago.
- Member, TTVA continuing education and public health committee 2023-2024.
- American College of Veterinary Pathologists, United States.

T. Auguste

- Member, Trinidad & Tobago Veterinary Association

L. Benjamin

- Member, National Taskforce for the Management and Control of Zoonotic Diseases (alternate attendance with Dr Karla Georges), Ministry of Agriculture, Land and fisheries
- Volunteer for Office of Disaster Preparedness and Management (ODPM), Government of Trinidad & Tobago
- Member of National Trust of Trinidad & Tobago

R. Charles

- Editorial Section Board Member, MDPI journal, Pathogens (Section, 'Ticks'), (2021 – present)
- Member and Co-Chair, Vector-Borne Diseases Working Group, Caribbean Animal Health Network (CaribVet)
- Member, World Association for the Advancement of Veterinary Parasitology (WAAVP) and WAAVP Education, Training and Career Development sub-committee (EdCom) (2021 – present)
- Member, Society for Tropical Veterinary Medicine (STVM) (2018 – present)
- Member, American Association of Veterinary Parasitologists (AAVP), (2010-present)
- Member, American Society of Parasitologists (ASP), (2010-present)

M. Diptee

- Member, Trinidad & Tobago Veterinary Association
- Member, The Canadian Veterinary Medical Association
- Board Member and Veterinary Consultant, The Point-a-Pierre Wild Foul Trust Board Member, Asclepius Green

M. A. Driscoll

- Member, Trinidad & Tobago Veterinary Association
- Member, Discipline and Ethics Subcommittee, Trinidad & Tobago Veterinary Association

K. C Georges

- Member, Design and Delivery of Training Programmes, Board of the Caribbean Fisheries Training and Development Institute (CFTDI)
- Member, Steering Committee, Caribbean Veterinary Network (CaribVET)
- Chair, Vector and Vector Borne Disease Working Group, CaribVET
- Member, Veterinary Education, Board of the Caribbean Accreditation Authority for Education in Medicine and Other Health Professions

A. Hosein

- Member, Islamic Dawah Movement of Trinidad & Tobago
- Member, Trinidad & Tobago Veterinary Association

J. Johnson

- Member, St. Georges University Institutional Animal Care and Use Committee (IACUC)
- Adhoc Reviewer, *Journal of Microencapsulation*
- Member, Trinidad & Tobago Veterinary Association

K. R. Jones

- Member, Management and Advisory Committee for Environmentally Sensitive Species – Caroni Swamp. Working Group. August 2023

C. Legall

- Member, Trinidad & Tobago Veterinary Association
- Member, Trinidad & Tobago Bridge Association
- Member, Trinidad & Tobago National Bridge Team

R. Mohamed

- Member of Trinidad & Tobago Veterinary Association

PUBLIC AND PROFESSIONAL SERVICE

ONLINE ONLY

N. Mootoo

- Member, Horses Helping Humans
- Member, Trinidad & Tobago Veterinary Association

M. Morris

- Member, Examinations Committee - European College of Animal Reproduction
- Diplomate of the European College of Animal Reproduction
- Member, Trinidad & Tobago Veterinary Medical Association
- Member, Trinidad & Tobago Veterinary Medical Association Ethics Board
- Member, European Society for Domestic Animal Reproduction

C. A. L. Oura

- Member, Scientific Editorial board member for the Veterinary Record (UK)
- Member, One Health Research Foundation Board of Directors, Ross Veterinary School, St Kitts & Nevis
- Member, World Organisation for Animal Health (WOAH) Biological Standards Commission (2021-2024)
- Member of the COVID-19 UWI Taskforce (2020 - 2023)
- Member, CaribVET Coordination Committee

A. Persad

- Director, Livestock and Livestock Products Board
- Member, International Association for Food Protection
- Member, Trinidad & Tobago Veterinary Association
- Member, Trinidad & Tobago Goat and Sheep Society

C. Sant

- Member, Vector-borne diseases working group of the Caribbean Animal Health network (CaribVET)
- Member, World Association for the Advancement of Veterinary Parasitology (WAAVP)

- Member, Disaster Response group of the Caribbean (CaribVET)
- Member, British Society for Parasitology (BSP)
- Editorial Board Member, *EC Veterinary Science Journal*

R. Suepaul

- Member, Management and Advisory Committee for Environmentally Sensitive Species - Scarlet Ibis Working Group, August 2023.
- SVM Representative on National Sea Turtle Task Force (01 October 2022 to present)

V. Sundaram

- Member, Veterinary Council of India
- Member, Indian Society for Study of Animal Reproduction
- Member, Indian Association of Veterinary Anatomists
- Member, Indian Society of Veterinary Immunology and Biotechnology

S. Thomas

- Member, Trinidad & Tobago Veterinary Association

G. Williams

- Member, Trinidad & Tobago Veterinary Association

CARIBBEAN CENTRE FOR HEALTH SYSTEMS RESEARCH AND DEVELOPMENT (CCHSRD)

D. T. Simeon

- Member, Global Steering Group, Evidence-informed Policy Network (EVIPNet), World Health Organization
- Member, Council, Royal Statistical Society (UK)
- Member, Centre for Applied Data Ethics Advisory Committee, UK Statistics Authority
- Executive Member, Bioethics Society of the English-speaking Caribbean

- Chair, Bioethics Committee, South-West Regional Health Authority, Trinidad & Tobago.
- Member, National Stem Cell Ethics Committee, Ministry of Health, The Bahamas
- Chair, Caribbean Regional Hub – Planetary Health Alliance
- Chair, Research Sub-Committee of the (Trinidad & Tobago Cabinet-appointed) Senior Joint Planning Committee
- Chair, Coordinating Committee of the Caribbean Community of Practice for Health Policy and Systems Research
- Member, Editorial Board, *West Indian Medical Journal*
- Chairman, Scorpion Pan Reflections (Steelband), Carenage, Trinidad & Tobago

Faculty of Science & Technology

Department of Chemistry

G-A. Bent

- Member, Caricom Regional Organisation of Standards and Quality (CROSQ)
- UWI Representative, Trinidad & Tobago Laboratory Accreditation Service (TTLABS) Accreditation Committee, since July 2021

D. Beckles

- Chair, CABUREK National Steering Committee. Quality Infrastructure for Circular Economy in Latin America and the Caribbean (Q4CE LAC) Project. Trinidad & Tobago Bureau of Standards (TTBS)
- Member, Specification Committee for Upstream Effluent Management, Trinidad & Tobago Bureau of Standards
- Member, Protocol Concerning Pollution from Land-Based Sources (LBS Protocol) of the Cartagena Convention Open-Ended Working-Group (OEWG) on Monitoring and Assessment. United Nations Environment Programme (UNEP)

- Chair, National Mirror Committee for Biodegradable Products, Trinidad & Tobago Bureau of Standards
- Chief Examiner for Environmental Science (CAPE), Caribbean Examinations Council (CXC)
- Editor, *Bulletin of Environmental Contamination and Toxicology*
- Reviewer, *Environmental Research*.

Department of Computing & Information Technology

M. Hosein

- Moderator, Caribbean Examinations Council Examinations (CAPE and CCSLC)

Department of Life Sciences

B. N. Cockburn

- Chair, Public Service Examination Board
- Scientific Advisor, Diabetes Association of Trinidad & Tobago

A. E. Deacon

- Lead Author, National Ecosystem Assessment of Grenada
- Assistant Editor, *Aquatic Invasions and Bioinvasions Records*
- Editor, *Living World*, Journal of the Trinidad & Tobago Field Naturalists' Club.
- Journal Reviewer: *Proceedings of the Royal Society B; Neotropical Ichthyology; Current Zoology; Biology Open, Philosophical Transactions of the Royal Society B., Aquatic Invasions*
- Grant Reviewer: WIAS Proposal; BIODIVERSA grant;

W. Elibox

- Editorial Board Member, *Tropical Agriculture*

A. D. Farrell

- Invited participant, Government of the Republic of Trinidad & Tobago Joint Select Committee on Land and Physical Infrastructure – ‘An inquiry into the various measures in place to address the challenges of climate change in Trinidad & Tobago’.
- Member, Management Advisory Committee, Aripo Savannas Strict Nature Reserve, Environmentally Sensitive Areas
- Member, Management Advisory Committee, Caroni Swamp Working Group
- Academic Editor, *PLOS ONE*
- Reviewer: *Crop Science*, *Current Opinion in Environmental Sustainability*, *Global Change Biology*, *Nature Food*, *Postharvest Biology and Technology*, and *PLOS ONE*

J. F. Gobin

- Member, National Sea Turtle Task Force, Environmental Management Authority
- Co-ordinating Lead Author (CLA), Chapter 2, National Ecosystem Assessment of Grenada.
- Reviewer for *Frontiers in Marine Science*: Deep-Sea Research. <https://www.frontiersin.org/journals/marine-science#>
- Chair, Asa Wright Nature Centre Board
- Board Member, Deep Ocean Stewardship Initiative (DOSI)
- Board Member, REV Ocean Board of Directors of the REV Ocean Science and Innovation Committee.
- Member (VC appointed), CARICOM's Biodiversity Beyond National Jurisdiction Advisory group.
- President, International Association for Biological Oceanography (IABO)
- Member, Scientific Committee on Oceanic Research (SCOR)

M. F. Hulme

- Member, EMA Scarlet Ibis Working Group
- Reviewer, *Scientific Reports Journal*, *Ostrich Journal*

J. Jayaraman

- UNESCO-TWAS Fellow, Agriculture Science (THE WORLD ACADEMY OF SCIENCES for the advancement of science in developing countries, Italy).
- Fellow, Indian Phytopathological Society (FPSI, India).

A. Mohammed

- Management Advisory Committee, Environmentally Sensitive Areas (ESA) and Environmentally Sensitive Species (ESS)
- Member, Working Group on Land-Based Sources and Activities (LBS Protocol) to the Cartagena Convention

J. F. Morales

- Member, Executive Board, Mesoamerican and Caribbean Herbaria Network
- Member, American Society of Plant Taxonomists (ASPT)
- Reviewer:
 - *Acta Botanica Mexicana*
 - *Acta Botanica Venezuelica*
 - *Annals of the Missouri Botanical Garden*
 - *Botanical Letters*
 - *Botanical Sciences*
 - *Kew Bulletin*
 - *Lamkesteriana*
 - *Nature*
 - *Nordic Journal of Botany*
 - *Novon*
 - *People Plants Planet*
 - *Phytotaxa*
 - *Systematic Botany*
 - *Taxon*

Department of Mathematics & Statistics

D. M. G. Comissiong

- Executive Secretary, Latin American and Caribbean Congress for Theoretical and Applied Mechanics (LACCOTAM), IUTAM-affiliated organisation.
- Reviewer, *Mathematical Reviews*, American Mathematical Society.

Department of Physics

S. Haque

- CEO, Women in Science (WISH Foundation)

D. P. Sharma

- Member, IEEE, USA

Faculty of Social Sciences

M. Alghalith

- Associate Editor, *European Journal of Finance*
- Associate Editor, *European Journal of Pure and Applied Mathematics*
- Member, Advisory Board, *Advances in Decision Sciences*.
- Review Editor, *Frontiers in Applied Mathematics and Statistics*
- Editor-in-Chief, *Mathematical Economics Letters*
- Editor-in-Chief, *Journal of Mathematical Finance*
- Editor-in-Chief, *Theoretical Economics Letters*
- Member, Advisory Board, *MPDI Sci*
- Topical Advisory Panel Member, *Risks*
- Member, International Advisory Board, *Journal of Management Information and Decision Sciences*
- Associate Editor, *Open Access Journal of Science*
- Co-Editor, *International Journal of Financial Markets and Derivatives*

- Member, Editorial Board, *International Journal of E-Business Development*
- Member, Editorial Board, *Journal of Informatics and Data Mining*
- Permanent Reviewer, American Mathematical Society, Rhode Island, USA

H. Bailey

- Member, Global Advisory Board, PathChek, Institute for Technology and Global Health
- Member, Editorial Board, *PLOS One*
- Member, Advisory Board, *Value in Health Regional Issues Journal*
- Member, EuroQol Research Group, EuroQol Group Association, The Netherlands

C. A. Boodram

- Member, Cabinet Appointed Advisory Committee to Develop a Policy Proposal for A Restorative Programme and Facility for Female Children in Need of Supervision (CHINS), Ministry of Youth and National Service, GORTT

D. Chadee

- Member, Mediation Board of Trinidad & Tobago
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- Associate Editor, *Gender, Work and Organization*
- Associate Editor, *Journal of Organizational Sociology*
- Member, Editorial Review Board, *Sociological Research Online*
- Reviewer, *The Review of Higher Education*

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- Member, Board of Directors, Caribbean Industrial Research Institute (CARIRI)
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- Chair, Section for Women in Public Administration, American Society for Public Administration, USA

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- Representative, Inter-Ministerial Committee to Review the National Strategic Action Plan on GBV/SV in Trinidad & Tobago.

- Member, Men Engage Global Working Group for Climate and Environmental Justice
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- Member, Caribbean Studies Association (CSA) (2016)
- Member, United Nations Association of Trinidad & Tobago (2010)
- Executive Committee, Mixed Methods International Research Association, Caribbean Chapter (MMIRA-CC) (2019)
- Member, Research Gate Scientific Network (2015)
- Patron of Queen's Hall (1990)

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- Member, Cátedra de Estudios del Caribe 'Norman Girvan', University of Havana, Cuba.

- Regional Coordinator of the Working Group Crisis, Respuestas y Alternativas en el Gran Caribe of the Consejo Latinoamericano de Ciencias Sociales (CLACSO) since 2016.
- Member, editorial team in Spanish Language for the Caribbean Studies Association (CSA) Journal, UWI Press since its foundation (2021).
- Member, Executive Committee of the Section Cuba of the Latin American Studies Association (LASA), period 2019-2023.
- Member, Editorial Board, *Revista Anales del Caribe, Casa de las Américas*, Havana, since 2017.
- Associate Researcher, Coordinadora Regional de Investigaciones Económicas y Sociales (CRIES).
- Member, Athens Institute for Education and Research (ATINER).
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 - Earth System Governance Journal
 - International Agreements: Politics, Law and Economics
 - Environment and Planning E: Nature and Space
 - Environmental Politics
- Member, Caribbean Studies Association (CSA)
- Member, International Studies Association (ISA) (2017-2019)
- Member, 4-member UWI Team of Experts for the CARICOM Regional Advisory Group on Biodiversity Beyond National Jurisdiction
- Board Member, Marine Conservation Institute.
- Guest Editor, *Frontiers in Ocean Science – Ocean Sciences and Ethics* (2022)
- Member, Scientific Advisory Committee (SAC) of the Inter-American Institute for Global Change Research (IAI) [1].

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- Member, Central Bank of Barbados Research Review Panel
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- Member, Board of the Regulated Industries Commission
- Member, Board of the Gambling (Gaming and Betting) Control Commission

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- Member, Technical Advisory Committee, Caribbean Disaster Emergency Management Agency (CDEMA).
- Member, The North American Alliance for Hazards and Disaster Research Institutes (NAAHDRI).
- Member, ICG CARIBE EWS Task Team on Procedures for Volcanic Crises.
- Member, International Association of Volcanology and Chemistry of the Earth's Interior (IAVCEI).
- Volume Editor of the Geological Society of London (GSL) Special Publication: Thematic Series on La Soufriere Eruption 2020 – 2021
- Associate Editor, *Journal of Applied Volcanology* (JAV)

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