



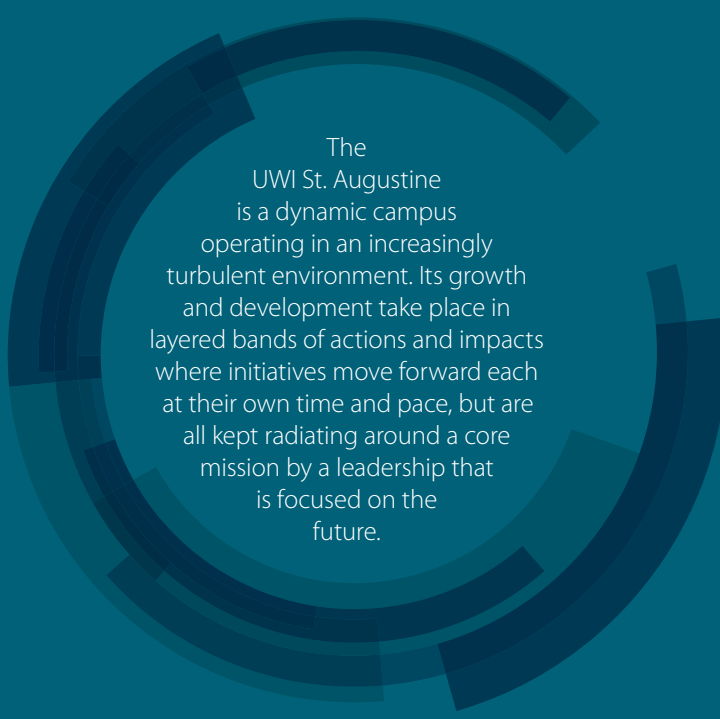
UWI
ST. AUGUSTINE
CAMPUS

ANNUAL REPORT

LEADERSHIP. ACTION. IMPACT. FUTURE.

2014
2015





The
UWI St. Augustine
is a dynamic campus
operating in an increasingly
turbulent environment. Its growth
and development take place in
layered bands of actions and impacts
where initiatives move forward each
at their own time and pace, but are
all kept radiating around a core
mission by a leadership that
is focused on the
future.

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FOUNDATIONS – THE FIRST 50

Over its 55-year history, the St. Augustine Campus of The University of the West Indies has developed a strong foundation; upon which was built an internationally respected academic institution whose researchers and graduates have made significant contributions to Caribbean development, in particular.



1960

ICTA merges with the University College of the West Indies (UCWI) and becomes the institution's second campus. It's made up of the Faculty of Agriculture, the National Herbarium and the Seismic Research Unit. There are 67 students.



1920

1930

1940

1950

19

1920

1930

1940

1950

19

1922

The Imperial College of Agriculture (ICTA) admits its first students – West Indians doing the diploma programme and British postgraduates doing research mainly in sugar, bananas and cocoa cultivation.



ARRESTED TEN NOW OUT ON BAIL

Students meet at UWI to discuss next move

has been granted persons who were charged by connection to -Black Nation in

City District Court on Friday. Judge Carl Williams ordered the arrest of the most disruptive students in the court. The court also ordered the arrest of the most disruptive students in the court.

WIGUT protests detention of a UWI lecturer

THE ARREST of a university lecturer yesterday has caused the Wigut Group of University Teachers, St. Augustine, to call on the Commissioner of Police for an assurance that lecturers would be free to continue teaching - particularly concerning the University of the West Indies in political movements. Mr. Ing, two persons detained by police under the emergency provisions.

UWI FINAL YEAR students have expressed their disappointment within the past few days. Mr. C.A. Oddy, Minister of the

The 1980's and 90's

A full-fledged Faculty of Medical Sciences is opened at a new campus at Mt Hope. Recession hits Trinidad and Tobago in the late '80s and TT students now have to pay a cess to cover part of their tuition. Faculties are merged in the mid-90's to reduce cost and create synergies: Humanities with Education and Science with Agriculture. The student population is about 5,000 but is starting to rise rapidly.



The 1960's and 70's

New faculties are created: Engineering in '61, and the College of Arts & Sciences and an Institute of Education in '63. Over the period they morph into the Faculties of Arts & General Studies, Natural Sciences, Education and Social Sciences. Canada and Trinity Halls are built, the JFK complex is erected and the Campus becomes a hotbed of revolution. The student population has expanded dramatically but is still under 1,500.



2000 - 2010

Between '96 and 2,000 the student population triples to over 17,000. TT students get tuition funding through the Dollar for Dollar ('01) and GATE programmes ('04). As the Campus celebrates its 50th anniversary there it in the midst of another building boom but it is also expanding regionally and online.

CHAIRMAN'S MESSAGE



Ewart Williams

Chairman, Campus Council

Notwithstanding persistent financial challenges in our member countries, during 2015, the St. Augustine Campus made steady strides towards the main goals established in the 2012-2017 Strategic Plan. The year under review, however, saw a slight decline in student enrolment, which reversed the trend of the past several years. Fiscal difficulties faced by some contributing governments also led to a further deterioration in the Campus' finances.

The adverse economic environment has also created new funding challenges for the St. Augustine Campus. However, like any other crisis, the current situation provides new and unique opportunities for the Campus to intensify its support to our host, and the regional governments that are facing many common issues.

The Campus should be commended for its efforts to offset income slippages by reinforcing expenditure controls, while enhancing the quality of services to students. The intensified focus on improving teaching and learning and on the expansion of postgraduate programmes of particular relevance to national and regional development needs is also recognised. New initiatives to reduce reliance on government funding through greater commercialisation of university property and sponsorship agreements with private stakeholders for infrastructural projects, are welcomed.

Currently, a pronounced economic downturn in Trinidad and Tobago has brought to the surface a number of underlying socio-economic problems that could potentially reverse the gains made over the last two decades.

The adverse economic environment has also created new funding challenges for the St. Augustine Campus. However, like any other crisis, the current situation provides new and unique opportunities for the Campus to intensify its support to our host, and the regional governments that are facing many common issues.

For example, it is widely agreed that diversification has become an urgent priority for economic and social sustainability in Trinidad and Tobago. The St. Augustine Campus is exceptionally well placed to provide critical support for the development of the agricultural sector and for promoting a closer alignment of academic research, entrepreneurship and innovation in the industrial and service sectors. This type of collaboration has been cited as one of the important factors behind the success of the more dynamic Asian countries.

The Campus should also seek to have a greater input in the region's struggle to address the ills of the education system, the fight to reduce crime and violence and in other areas where data, new ideas and policy advice are missing ingredients.

Our University's mandate includes obligations to explore solutions to priority regional and national problems and challenges, and to maintain a capacity to supply a wide range of expert technical, professional and advisory services to meet the needs of member governments. If ever there was doubt, it is clear our member governments certainly need our support now.



Ewart Williams
Chairman, Campus Council
The University of the West Indies
St. Augustine Campus

PRINCIPAL'S REVIEW



Professor Clement K. Sankat
Pro Vice-Chancellor and Campus Principal

55 YEARS OF SERVICE AND EXCELLENCE – THE UWI STA JOURNEY CONTINUES

The 2014/2015 academic year in review was indeed a special year for The UWI St. Augustine Campus. We celebrated 55 years of service to the people of Trinidad and Tobago (our host country) and the wider Caribbean region having been established in 1960 through the merging of the Imperial College of Tropical Agriculture (ICTA) and the University College of the West Indies (UCWI).

Not only has the St. Augustine Campus expanded physically, but as an institution, it has asserted itself and assumed its place in society as an intellectual leader, a driver of national and regional development and a shaper of Caribbean identity.

When one looks at the 55-year journey of The UWI St. Augustine Campus, it is more than evident that there has been tremendous growth. What began in 1960 as a single Faculty Campus (the Faculty of Agriculture) with 39 undergraduate students, 28 graduate students and a few staff members has blossomed into what we have today – a Campus with seven faculties, over 18,000 students and close to 4,000 staff members; a Campus that now produces nearly 4,000 graduates on an annual basis.

Not only has the St. Augustine Campus expanded physically, but as an institution, it has asserted itself and assumed its place in society as an intellectual leader, a driver of national and regional development and a shaper of Caribbean identity. The UWI St. Augustine Campus has demonstrated commitment, perseverance and resilience in the pursuit of reach, quality and excellence.

The drastic decline in oil prices on the international market has affected our host country Trinidad and Tobago and therefore is likely to have a profound effect on our subvention from the Government of Trinidad and Tobago going forward. Despite this, the achievements and activities of the 2014/2015 academic year, and for the past 55 years, demonstrate just what the St. Augustine Campus has sought to do: lay the ground work and infrastructure for a modern university whose research and graduates shine like a beacon, producing the leaders of our societies and guiding the people of the Caribbean towards a promising future, despite the 'stormy' financial environment.

It is within this context that as Campus Principal, I am truly pleased to share some of the significant strides made by our Campus in the 2014/2015 academic year, for when The UWI St. Augustine Campus progresses, it benefits the society which it serves – our students, staff, public and private sector stakeholders and the wider Caribbean region.

Of course, as is customary, the 'Principal's Review' looks at the achievements of the review period as well as a few of the latest developments to provide readers with context.

STUDENT ENROLMENT AND GRADUATION NUMBERS REMAIN STABLE

Although our total student enrolment fluctuates, it remains stable between 18,000 and 19,000 students on an annual basis. Graduation figures also remain constant and we remain confident that through their training at our Campus, they will go on to become leaders in their own spheres, as so many others have done. Among our distinctive graduates, I wish to extend special congratulations to **Mr Jehue Gordon**, a scholar and international athlete who graduated with first-class honours in Sports Management. The UWI St. Augustine Campus was also honoured to welcome amongst its community of scholars, eight specially selected honorary graduands, each of whom epitomises excellence, dedication and service to the people of the Caribbean region in fields such as the arts, sciences, business and law.

With a total complement of over 4,000 staff, The UWI St. Augustine remains one of the largest employers in Trinidad and Tobago.

PRINCIPAL'S REVIEW

REACHING OUT

With the deliberate intention of ensuring that our student enrolment remains stable, I am pleased to report that the Campus hosted its first Open Day in 12 years. Themed '**Open Day. Open Mind**' the two-day event in June 2015 gave the general public an opportunity to experience UWI and even to apply on the spot. A related initiative, the annual **Secondary School Principals Appreciation Day** which was attended by then Minister of Education, **Dr Tim Gopeesingh**, allowed the Campus Management to interact directly with this key group of influencers.



Secondary school students get information on UWI programmes at Open Day 2015.



Members of the Campus' top management with Secondary School Principals from across the country. Far left are Campus Registrar, Mr Richard Saunders and Deputy Principal, Professor Rhoda Reddock, centre is Campus Principal and Pro Vice-Chancellor, Professor Clement Sankat and far right is then Minister of Education, Dr Tim Gopeesingh.

RESTRUCTURING TO SERVE OUR STUDENTS BETTER

At The UWI St. Augustine Campus, we are always concerned with improving the range and quality of services offered to our main stakeholders – our students. The creation of a **Division of Student Services and Development (DSSD)**, to be led by **Dr Deirdre Charles** when operations commence in August 2015, is expected to bring about significant improvements to both the student experience as well as the skills and outlook of our graduates. I thank and commend the **Deputy Principal, Professor Rhoda Reddock** for leading this initiative, the details of which are included in the body of this report.

MAINTAINING OUR RELEVANCE, RESPONSIVENESS AND FOCUS ON QUALITY

Academic staff at the Campus continue to develop creative and attractive new programmes, both at the undergraduate and postgraduate levels, which underscore our continued responsiveness and relevance to our diverse stakeholders. For example, among the roster of new programmes introduced in the 2014/2015 academic year were an undergraduate programme in Criminology and Criminal Justice and postgraduate programmes in Biodiversity Conservation, Neurosurgery, and Tropical Crop Protection. Another noteworthy development was the return of the Pre-Science Programme to the Faculty of Science and Technology. This is important to our commitment to providing the widest possible

access to a tertiary education as this programme provides an alternative route for students to matriculate into The UWI and to jump-start their careers in Science and Technology, Agriculture, Engineering and Medical Sciences.

As you will see later in this report, the Quality Assurance Unit (QAU), led by **Dr Sandra Gift** at the St. Augustine Campus, conducted quality assurance reviews of six programmes and four departmental quality evaluations across the seven faculties. Meanwhile, the Centre for Excellence in Teaching and Learning (CeTL), under the direction of **Dr Anna-May Edwards-Henry**, reviewed more than 300 courses, processed almost 2,000 student evaluations and staff continued to enrol in their postgraduate programmes in tertiary level teaching and learning. I wish to draw notice however to perhaps the most exciting development which was the launch of the first state of the art **SMART Technology Teaching Lab** at the Teaching and Learning Complex of The UWI St. Augustine Campus. The lab marks an important step in the expansion of the Campus' blended learning programme, which has been in pilot phase from 2012 to 2014.

The launch of the lab coincided with the end of Dr Edwards-Henry's service to the Campus and the naming of this lab in her honour was a fitting tribute to her years of leadership and service to our Campus and by extension the wider regional UWI. In years to come, as staff take the skills learned at this facility to create more and better blended programmes that are inherently more accessible to students in a digital age, we will see this as a clear example of leadership instigating action that impacts directly on the future.



Principal Sankat with former Director of CeTL, Dr Anna-May Edwards-Henry and CeTL staff get ready to officially open the Smart Technology Lab.

PRINCIPAL'S REVIEW

And finally, one cannot speak about quality in a university without speaking about accreditation, whether national, regional or international. Accreditation is very important to us at UWI St. Augustine. It serves as a tool for the continued enhancement of our programmes and operations, building quality and therefore enables us to better position our Campus to achieve our overarching strategic vision. As you will see, a number of courses and programmes across our various faculties continue to secure accreditation.

As an institution, the April 2014 focused site visit of the Accreditation Council of Trinidad and Tobago to our Campus yielded a report that described the St. Augustine Campus as a "high quality institution which has secured significant capital investment to treat with physical infrastructure" that has "a high calibre of teaching and research staff and has maintained a high level of confidence for quality assurance in academic and non-academic operations." The Campus is proud and grateful for this assessment of the work put into implementing the recommendations of previous reviews and has begun to prepare for ACTT re-accreditation in 2017.

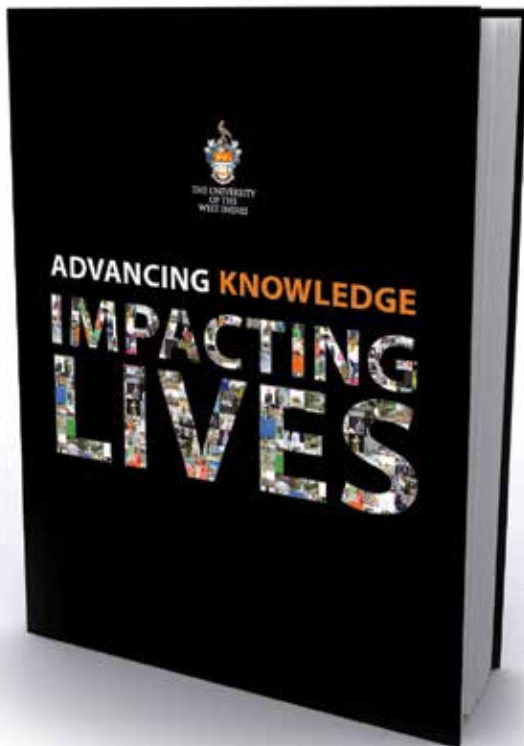
RESEARCH - ADVANCING KNOWLEDGE: IMPACTING LIVES

The most public manifestations of the research being conducted on the Campus took place just beyond the review period in September 2015 when we launched the second research publication of The UWI St. Augustine Campus in commemoration of our **55th anniversary**. "Advancing Knowledge: Impacting Lives" was the theme given to the publication, commissioned under the auspices of the Office of the Campus Principal, and it gives us the opportunity to demonstrate quite vividly the way the research conducted on the Campus continues to transform the lives of the people in our communities. To see for yourself, I invite you to download the book and view the companion videos which are all available online at <http://sta.uwi.edu/researchinnovation/>

In addition to the research publications, The UWI St. Augustine Campus, in partnership with the **National Gas Company of Trinidad and Tobago Ltd. (NGC)**, held the **2nd UWI-NGC Research Expo** in September 2015, which coincided with the



From left: Huawei General Manager for Trinidad and Tobago, Mr Jason Deng, Principal Sankat and NLAR Enterprise Chief Technology Officer, Huawei, Mr Pedro Gomez Miranda at the launch of the 2nd UWI-NGC Research Expo. (September 2015)



launch of our research publication and the 55th Anniversary of the Campus. The Expo was attended by hundreds of members of the general public, particularly schools, and featured the research being conducted by staff and students across all faculties.

RESEARCH FUNDING

As Principal, and as a strong proponent for the conduct of impacting research, I continue to emphasise that research and development are central pillars of our University's strategic direction. It is what has distinguished us from other tertiary education institutions in our country and region. Whether in engineering, education, tropical agriculture, law, medicine, history, literature or cultural arts, we have improved the lives of people across the Caribbean region, and in other small island developing states. Impacting research becomes even more critical as the region continues to grapple with wealth creation, the environment, crime and the challenges of an interconnected world. But the pool of research funding is shrinking, not only in the Caribbean region, but worldwide. It is therefore incumbent upon us, as a research institution, to strive even harder to garner research funding and to support our national communities through problem-solving and creativity so as to demonstrate the value of our research to the people in our society.

Established in 2012, The **UWI-Trinidad and Tobago Research and Development Impact (RDI) Fund** supports research in the areas of climate change and environmental issues; crime, violence and citizen security; economic diversification and sector competitiveness; finance and entrepreneurship; public health; and technology and society.



Mr Kyle De Freitas (centre), PhD student with the AgriNeTT Project, demonstrating AgriExpenseTT app to a farmer at the NAMDEVCO Wholesale Market in Macoya. The app allows farmers to record crop expenses, monitor production costs and makes record keeping easier.

PRINCIPAL'S REVIEW

We are pleased to report that in the 2014/2015 academic year the first completion reports were received for five projects – four from the first cohort of approved projects and one from the second cohort. This was a significant milestone as it provided an opportunity to evaluate the early successes of the Fund which supports projects designed to have impact in the short to medium term – three to five years. The Fund launched its third call for proposals in September 2014 and awarded grants to eight new projects in May 2015 totalling TT\$2.8 million. In all, 29 projects have been approved for funding since the Fund was established in 2012.

The Office of Research Development and Knowledge Transfer (ORDKT) continues to carry out its mandate to support the Campus in managing access to external grant funding and building strategic partnerships. In 2014/2015, TT\$184 million in new funds were raised. Some of the projects include, 'A Wind Resource Assessment Programme (WRAP)' - TT\$35 million; 'Development of System-Based Biological Technologies for Enhancing Green Farming and Minimising the Use of Chemicals in Crop Production in Trinidad and Tobago' - TT\$5.8 million; and 'Impacts of Climate Change on Urban and Rural Environments in Trinidad' - TT\$80 million all funded through the Green Fund of Trinidad and Tobago; in addition to the 'Caribbean Regional Entrepreneurial Asset Commercialisation Hub' funded through the IDB Regional Public Goods Programme.



Prime Minister of St. Lucia, Dr The Honourable Kenny Anthony delivers distinguished lecture at The UWI St. Augustine Campus. (March 2015)

KNOWLEDGE MOBILISATION

As part of our efforts to mobilise knowledge and communicate ideas on timely and relevant national, regional and international issues, we held several distinguished lectures, professorial lectures and book launches. Through the leadership of the Open Lectures Committee, we were privileged to have an outstanding lecture from the **Prime Minister of St. Lucia, Dr The Honourable Kenny Anthony**, who shared some of his thoughts on "Delivered or Denied: Integration's Costs and Benefits". The Institute for International Relations (IIR) hosted distinguished lectures by **Fidel Castro Diaz-Balart**, Scientific Advisor of the State Council of the Republic of Cuba on the topic "Global Challenges in Science and Innovation for Sustainable Development: Remarks from a Cuban Perspective"; and by the **former Prime Minister of Barbados, The Right Honourable Owen Arthur**, who delivered his views on "Caribbean Regionalism in the Context of Economic Challenges". **President of the Cooperative Republic of Guyana, His Excellency Brigadier David Granger** also visited our Campus and spoke at the South Campus 'topping off ceremony'. He strongly advocated for enhanced investments in tertiary education.



Fidel Castro Diaz-Balart, Scientific Advisor of the State Council of the Republic of Cuba delivers distinguished lecture at The UWI St. Augustine Campus. (July 2014)



Former Prime Minister of Barbados, The Rt. Hon. Owen Arthur (centre) shares a light moment with Principal Sankat (right) and Director of the Institute for International Relations (IIR), Professor Andy Knight at the distinguished lecture. (January 2015)



From left: UWI Chancellor, Sir George Alleyne with President of the Cooperative Republic of Guyana, His Excellency Brigadier David Granger and Principal Sankat at the Topping-off Ceremony for The UWI St. Augustine South Campus. (July 2015)

PRINCIPAL'S REVIEW

Over the reporting period, one new journal was launched – the **Journal of Human Communication Studies in the Caribbean (JHCSC)**, which is the first journal of human communication studies in the English-speaking Caribbean. Spearheaded by **Dr Godfrey Steele** of the Department of Literary, Cultural and Communication Studies, it is also the first journal hosted by the Alma Jordan Library (AJL) to create an online subscription service to give access to its online and print versions.

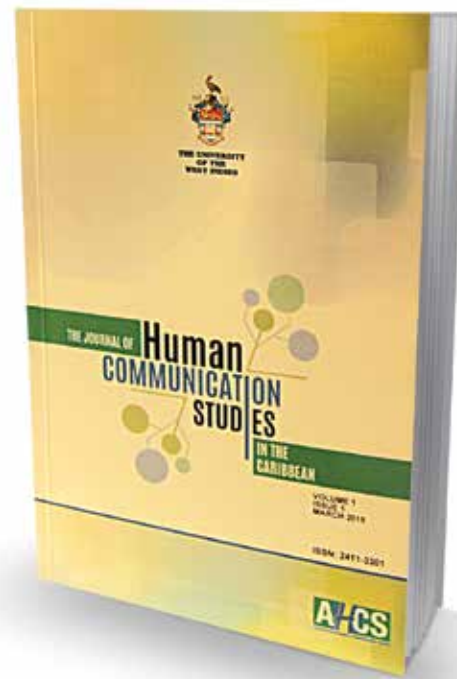
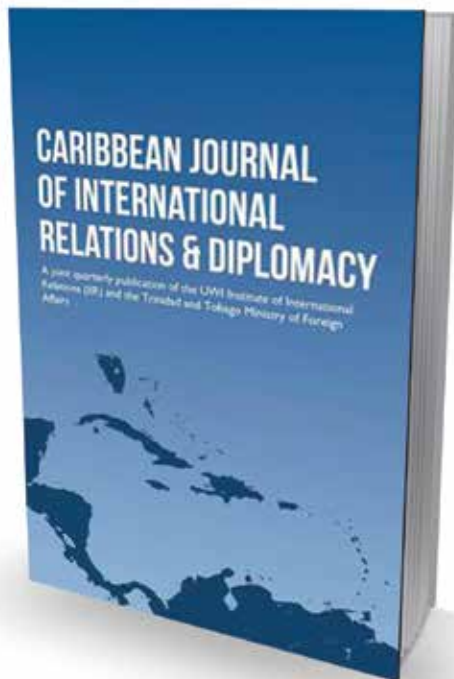
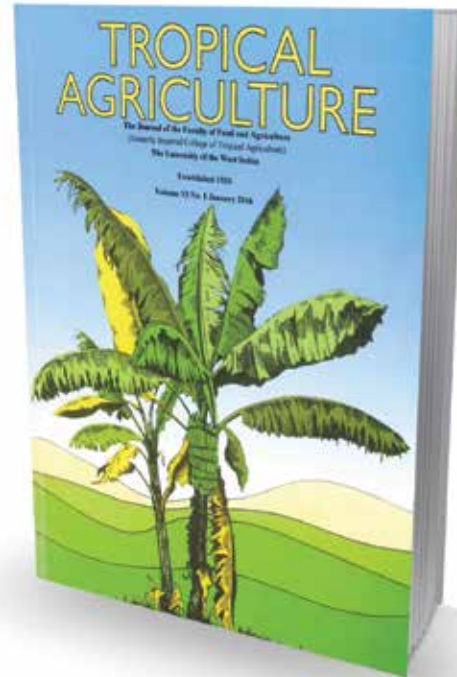
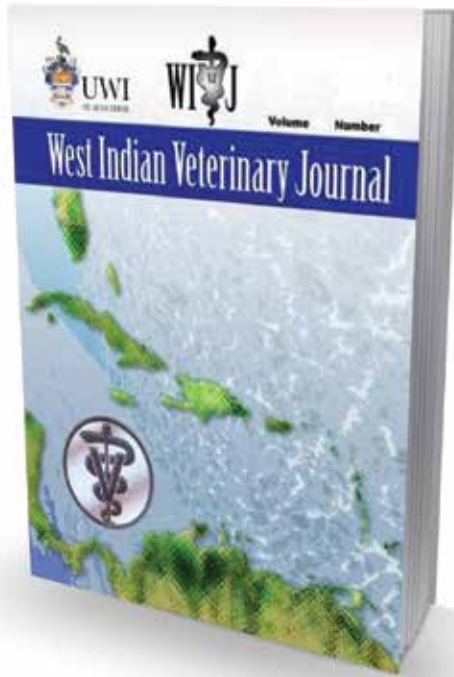
The Alma Jordan Library of The UWI St. Augustine Campus already hosts several other journals from across the various faculties including – *The West Indian Veterinary Journal*; *the Caribbean Journal of International Relations and Diplomacy*; *the Journal of Tropical Agriculture*; *the Caribbean Review of Gender Studies*; *Caribbean Curriculum of the School of Education*; *the Caribbean Library Journal*; *History in Action*; *West Indian Journal of Engineering*; *the Caribbean Journal of Cultural Studies*; *the Journal of Contemporary Caribbean Policy Issues*; and *the Journal of the Department of Behavioural Sciences*. As Campus Principal, I continue to emphasise that The UWI is the leading tertiary education institution in the region, and therefore, we have a responsibility to provide a platform for the promotion of new knowledge and information that emanates principally from our institution that can enlighten our societies. I commend

all of the faculties, department and institutes on their excellent scholarly output published locally, regionally and internationally.

Conferences, workshops and seminars are also critical platforms used to engage our diverse slate of stakeholders on issues of national and regional importance. Among the most notable forums held during the 2014/2015 academic year was the **Forum on the Future of the Caribbean** in May 2015. This unique forum, marked a defining moment in the history of our region as we initiated a new dialogue and began a novel journey that challenged the status quo and philosophical paradigms of traditional Caribbean development. The aim of the forum was to create a fresh dispensation of ideas, thoughts and actions that will help our region re-position itself more broadly as an important player on the international stage and secure sustainable development in an ever-evolving and competitive world system. The forum was organised by The UWI St. Augustine Campus in collaboration with the UNDP, with the support of the Commonwealth, the Government of Mexico, the Development Bank of Latin America (CAF), the Caribbean Community Secretariat, the Government of Trinidad and Tobago and many other regional and international partners.



From left to right: Dean of the Faculty of Humanities and Education (FHE), Dr Heather Cateau; Dr Godfrey Steele, Snr Lecturer, Communications Studies; Principal Sankat and Deputy Dean - Graduate Studies and Research (FHE), Dr Elizabeth Walcott-Hackshaw at the launch of the Journal of Human Communication Studies in the Caribbean. (May 2015)



PRINCIPAL'S REVIEW

Among the speakers at the Forum were the **Prime Minister of St. Vincent and the Grenadines, the Honourable Dr Ralph Gonsalves, the Vice-Chancellor of The UWI, Professor Sir Hilary Beckles, the Deputy Secretary General for Economic and Social Development at the Commonwealth, Mr Deodat Maharaj, the Secretary General of CARICOM, Ambassador Irwin LaRocque, then Special Advisor on Post-2015 Development Planning, Ms Amina Mohammed, Secretary General of the ACS, Ambassador Alfonso Múnera Cavadía, and then Minister of Foreign Affairs of Trinidad and Tobago, the Honourable Mr Winston Dookeran** among many others.

At the first day of the Forum on the Future of the Caribbean held at the St. Augustine Campus, we signed an MOU with the United Nations Development Programme (UNDP), Trinidad and Tobago to engage in cooperative programmes in education and research and to promote exchanges among UWI faculty and students.

Another important conference was the **International Breadfruit Conference** themed, "Commercialising Breadfruit for Food and Nutrition Security," held in July 2015. This conference brought breadfruit researchers together with producers, equipment manufacturers, farmers and exporters from all over the Caribbean, as well as the world over. **PCS Nitrogen Trinidad Ltd** was the main sponsor with a TT\$1 million grant, while the **Inter-American Institute for Cooperation on Agriculture (IICA), the Caribbean Development Bank (CDB)** and the **Food and Agriculture Organisation of the United Nations (FAO)** provided additional support.

The UWI St. Augustine Campus also hosted the **"Institutionalising Best Practice in Higher Education" Conference**. On the second day of the proceedings, in his keynote presentation, Dr Dan Butin, Professor and founding Dean, School of Education and Social Policy at Merrimack College, discussed the key challenges and insights gained in the last two decades for teaching and learning in higher education.



High-level presenters, participants and organisers of the Forum on the Future of the Caribbean. (May 2015)



From left: Dr Laura Roberts-Nkrumah, International Breadfruit Conference Co-Convenor; Dr Isaac Bekele, Dean of the Faculty of Food and Agriculture; Ms Julia Gomes, HR Manager, PCS Nitrogen, Trinidad and Principal Sankat. (July 2015)



From left: Ms Stacy Richards-Kennedy looks on as UNDP Resident Representative, Mr Richard Blewitt and Principal Sankat sign a cooperation MOU at the start of the Forum on the Future of the Caribbean. (May 2015)



Participants of the Breadfruit Exhibition partake in breadfruit prepared in many different delicious ways.

PRINCIPAL'S REVIEW

The UWI-Arthur Lok Jack Graduate School of Business (UWI-ALJGSB) again hosted its very well subscribed and impacting **“Distinguished Leadership and Innovation Conference” (DLIC)**. This year, we were extremely fortunate to have in our company, two world renowned authorities on management and leadership in **Dr Peter Senge** and **Dr Tom Peters**.

Other conferences held in the reporting period included, but are not limited to – the Inaugural Oil and Gas Law Conference entitled, “Key Legal Issues in Oil and Gas Law”; the CCJ Symposium entitled, “Advancing the Case for Regionalism and Indigenous Jurisprudence”; The Need for Economic Diversification Seminar entitled, “Falling Oil Prices and its Implication on the Trinidad and Tobago Budget”; and the Conference on the Economy (COTE) 2014 entitled, “Addressing Contemporary, Local and Regional Challenges for Sustainable Development”.



Cross-section of the participants of the Breadfruit Exhibition

PETER SENGE
Learning Champion

TOM PETERS
Disruption Champion

LEARN TO DISRUPT
DISRUPT TO LEARN

STAFF RECOGNITION, ENGAGEMENT AND DEVELOPMENT

As one of the six core strategic perspectives of The UWI Strategic Plan 2012–2017, the St. Augustine Campus continued to focus on staff engagement and development. In this context, the St. Augustine Campus continued to encourage, motivate and encourage team-building through several activities. I am particularly pleased that our Campus hosted the second **Employee and Service Excellence Awards** in December 2015 to recognise those among us who demonstrate service excellence both to our internal, as well as external stakeholders. As Campus Principal, and as

Chairman of the Institutional Effectiveness Committee (IEC) I keep emphasising the importance of strengthening the service excellence culture of The UWI St. Augustine Campus as we move closer toward our goal of building a world class university. The Principal's Award for Administrative Leadership Excellence went to **Mr Nazir Alladin** (other finalists included Dr Claudius Fergus, Suresh Maharaj, and Sharan Singh). **Ms Nardia Thomas-Allain** was presented with the Overall Employee Excellence Award for 2014 and 1st Place in Senior Administrative/Professional Staff; **Ms Vidya De Gannes** (1st Place – Employee Excellence – Administrative, Technical and Service Staff); **Mr Kelvin Nakhid** (1st Place – Employee Excellence – Daily Paid Staff); and **Ms Gina Ravello** (1st Place – Service Excellence – Administrative, Technical and Service Staff).



Winners row: Ms Nardia Thomas-Allain, Principal Sankat, Mr Nazir Alladin, Mr Suresh Maharaj and Dr Claudius Fergus at the Employee and Service Excellence Awards. (December 2015)

PRINCIPAL'S REVIEW



OWTU President General, Mr Ancel Roget and Principal Sankat sign the collective agreement for daily and weekly paid workers. (March 2015)



UWI Staff at the Principal's End of Year Reception



Machel Montano performs at the 25th anniversary of The UWI Carnival Fete 'Welcome Home'

The Human Resource Department introduced its **Future Leaders Programme** which provided formal coaching and mentorship to junior members of staff, as our Campus continues to focus on career transition and succession planning. I was also thrilled to witness the **1st Annual Inter-Departmental Windball Cricket Tournament** out of the **Office of the Campus Registrar** in April and May 2015. This initiative brought staff together in an "out of office" setting in a spirit of camaraderie and fun. I congratulate this year's winners – the **University Field Station**.

With regard to negotiations, I am pleased to report that progress was made as our Campus and the **Oilfield's Workers Trade Union (OWTU)** formally signed a collective agreement for the campus' daily and weekly paid workers. The agreement, which deals with the period 2008 to 2010, is the first between The UWI and the OWTU since the trade union became the official bargaining agent for these workers in 2009.

As is customary, as Principal, I also hosted the **End of Year Reception** for all staff of the St. Augustine Campus, and **The UWI Development and Endowment Fund** also hosted the annual all-inclusive carnival fete which was dubbed, **"Welcome Home"**. On its 25th anniversary, **The UWI carnival fete** was able to award TT\$1 million in bursaries to 200 students across our seven faculties.

FORGING GLOBAL AND REGIONAL PARTNERSHIPS FOR SUCCESS AND ADVANCEMENT

The success of any university today depends on its ability to forge strategic alliances with global international partners. In the academic year 2014/2015, The UWI St. Augustine Campus therefore continued to strengthen already established links as well as build new relationships with various institutions in countries around the world to ensure that we build capacity and are of greater service to the Caribbean region.

Our partnership with the **China Agricultural University (CAU)**, through our local **Confucius Institute** continues to blossom. In October 2015, we launched the first phase of the **UWI-CAU Agricultural Innovation Park**. This Innovation Park concept represents an ambitious vision of putting agriculture in a wider agri-business model so as to enhance its commercial and financial attractiveness and appeal. We will be utilising technology, biotechnology, mechanisation, new varieties and climate-smart intensive agricultural production systems, which can be a model to apply to all of our small island developing states. The Innovation Park in our 200-acre parcel at the East Campus - Orange Grove will showcase advanced, intensive climate smart agricultural production practices, using technologies and best practices from China and the introduction of new varieties of vegetables, root crops and sweet corn, through our partnership with the 200-year-old China Agricultural University of Beijing, paired with our own indigenous knowledge.

I was also privileged to be invited once again to China, this time to participate in the **9th Global Confucius Institute Conference**, where I had the opportunity to present and report on the stellar activities of our Confucius Institute. Although our Confucius Institute is in existence just over two years, it has achieved much and is regarded as a major success story by HANBAN of Beijing.

In April 2015, we welcomed the **President of Trinity College, Dr Joanne Berger-Sweeney** to Trinidad and Tobago, and to our Campus for the first time, as we came together for a historic sod turning ceremony to construct **"The UWI-Trinity House"**. On that occasion, we broke 'new ground', not only in the physical sense, but also as it relates to our international

PRINCIPAL'S REVIEW



A fruitful partnership. From left: Director, OIAI, Mr Sharan Singh; Ambassador of the People's Republic of China to Trinidad and Tobago, His Excellency Huang Xingyuan; Principal Sankat; Chairman of the China Agricultural University, Professor Jiang Peimin; and Dean, Faculty of Food and Agriculture, Dr Isaac Bekele.



President of Trinity College, Dr Joanne Berger-Sweeney and Principal Sankat turn the sod for the construction of UWI-Trinity House. (April 2015)



President of Trinity College, Dr Joanne Berger-Sweeney and Principal Sankat celebrate the formal opening of UWI-Trinity House. (Feb. 2016)

development thrust. For the first time in our university's history, we allowed another institution, in Trinity College of Hartford, Connecticut, to have a firm physical presence/footprint on the grounds of our own UWI St. Augustine Campus. This is markedly innovative and different to all of our other partnerships – we may even be globally unique!

The UWI-Trinity College relationship is one that is based on trust, mutual respect and a commitment to supporting teaching, learning, and research, particularly in the humanities for the benefit of students and staff of both institutions, in areas such as the arts, culture, heritage, film, and entertainment among many others. We hope that The UWI-Trinity House will be a focal point to bring our rich art and cultural heritage to the rest of the world, and to build new partnerships with third parties including cultural organisations, governments and non-governmental organisations in Trinidad and Tobago, the Caribbean region, the United States, the world over, all for our cultural advancement.

The Principal's Office hosted the second edition of **The UWI Diplomatic Brunch** in June 2015. An eclectic mix of ambassadors and high commissioners from the Caribbean, Latin America, North America, Africa, Europe, Australia and Asia came together with UWI academics and administrators to enjoy a local brunch and discuss collaboration between their countries and The UWI. Building upon the success of the first Diplomatic Brunch held in 2013, this was an opportunity to deliver an update on the diversified international collaborative initiatives in which the Campus is currently engaged, and the value they are bringing to the Campus and University, which formed the basis of a conversation about new and emerging opportunities for partnerships. Many of the heads of mission in attendance, especially those new to Trinidad and Tobago, have since contacted The UWI's International Office to explore opportunities for strengthening collaboration with higher education Institutions in their countries.

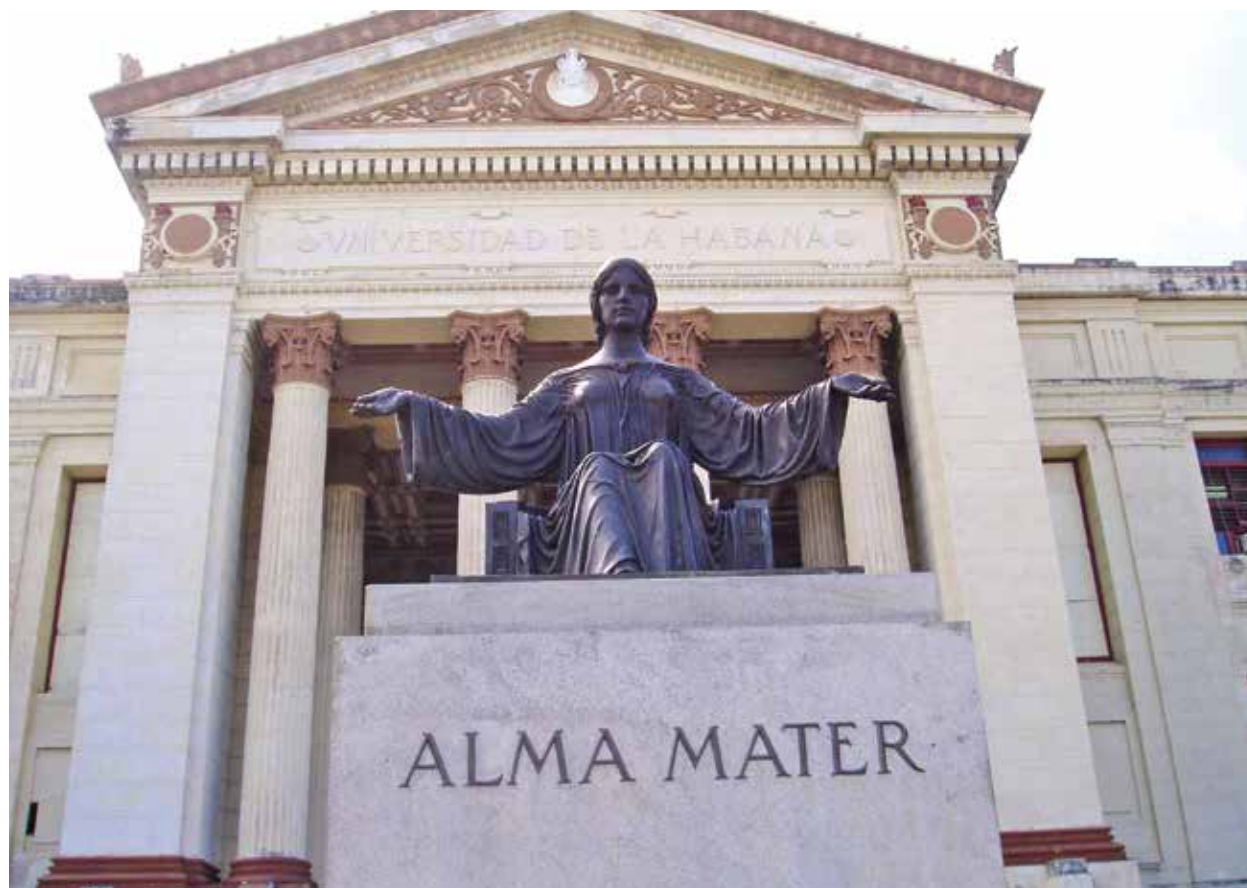


Ms Debra Coryat-Patton, Senior Programme Manager, UWI St. Augustine; Principal Sankat; Venezuelan Ambassador to Trinidad and Tobago, Her Excellency Coromoto Godoy Calderon and Political Advisor, French Republic, Daniel Wishenewski. (June 2015)

PRINCIPAL'S REVIEW

In March/April 2015 I led a delegation from The UWI St. Augustine Campus to **St. Andrews University** in Scotland. Accompanying me were the **Director, OIAI, Mr Sharan Singh; Dean of Humanities and Education, Dr Heather Cateau;** and the **Dean of the Faculty of Science and Technology, Professor Indar Ramnarine.** This was a very productive visit and we are now in the process of finalising concrete areas for mutually beneficial collaboration, especially in the environmental sciences. It should be noted that St. Andrews University has a deep historical tie with The University of the West Indies. Back in 1943, the sub-committee of the Asquith Commission was set up to report on the needs of the West Indies. That body later became known as the Irvine Committee, named after its Chair, Sir James Irvine, who later became Vice-Chancellor of St. Andrews University. This committee's report is a treasured piece of our history archived at St. Andrews University.

As Pro Vice-Chancellor and Campus Principal of The UWI St. Augustine Campus, I was invited to the **University of Havana, Cuba** to deliver a presentation on "Higher Education in the Caribbean and the role of The UWI". This visit to Havana, Cuba was quite successful as I met not only with the **Vice Rector of the University of Havana, Dr Francisco González García,** but also with the **Deputy Minister of Higher Education in Cuba, Dr Oberto Santin** and various directors of the International Relations Department. The University of Havana and the **Institute for International Relations (IIR)** recently signed an MOU for the exchange of faculty and students, the joint hosting of conferences, the development of a module on Cuba-Caricom Relations for the **Diplomatic Academy of the Caribbean,** and the development of joint research project examining the impact of a "post-embargo" Cuba on the Caribbean.



Statue of Alma Mater at on the main steps of the University of Havana.



Below: Dignitaries display the signed UWI-Yucatan Center of Scientific Research (CICY) MOU to boost efforts at revitalising agriculture production throughout the region. Agricultural technicians from all the countries of the Caribbean later received three weeks of training funded by the Government of Mexico.



Principal Sankat and the Director General, Indian Council for Cultural Relations (ICCR), Ambassador C. Rajasekhar in India. (November 2015)

Other entities which The UWI St. Augustine Campus has signed agreements include the **Copyright Organisation of Trinidad and Tobago (COTT)**, the **Yucatan Centre of Scientific Research – Agriculture**, the **University of Washington International Training and Education Center for Health Caribbean Regional Program (I-TECH Caribbean)**, the **Vaughn College of Aeronautics and Technology**, the **Dublin Institute of Technology**, the **Government of Grenada**, and the **Foreign Service Institute, Ministry of External Affairs, Republic of India**.

PRINCIPAL'S REVIEW

As Campus Principal, I was also honoured to visit India in late 2015 under the auspices of the **Indian Council for Cultural Relations (ICCR) – Distinguished Visitor Programme**. I am pleased to report that I met and engaged several individuals and institutions in India including representatives from **ICCR, the Indian Council of Agricultural Research (ICAR), the Punjab Agricultural University (PAU), Manipal University, the University of Agricultural Sciences, Bangalore and the Central Food Technological Research Institute (CFTRI), Mysore**. This visit will be used to build

on the relationships that already exist, while cultivating new ones. I extend heartfelt thanks to India's High Commissioner in Trinidad and Tobago, **His Excellency, Gauri Shankar Gupta**, the Director General of ICCR, **Ambassador Chinthapally Rajasekhar** and the several leaders of the Indian Institutes as we continuously seek to deepen the relations between India and Trinidad and Tobago, the Caribbean region, and of course, The University of the West Indies. While in India, I was awarded the **Vibhushan 'shiksha' Embellishment of Education Award** from the **Brahma Kumaris World Spiritual University** in Mount Abu, India.



Principal Sankat receiving an award from the Brahma Kumaris World Spiritual University, Mount Abu, India (November, 2015)

RELATIONSHIP BUILDING WITH THE PRIVATE SECTOR

At The UWI St. Augustine Campus, we aggressively pursue relationship building with the private sector for the benefit of our students, staff and the wider Campus community. In this context, I am proud to report that The UWI St. Augustine Campus is partnering with **Republic Bank** on two major developmental projects – the new **UWI-Republic Bank Branch and the Northern Plaza**, and a new, long awaited home for our **Department of Creative and Festival Arts (DCFA)**. We sincerely thank Republic Bank for their major gift on this, our 55th anniversary.



New Face – Northern Entrance - 3D image of The UWI-Republic Bank Plaza which is presently under construction.



Executive Director, Republic Bank Ltd., Mr Derwin Howell, turns the sod for the UWI-Republic Bank Plaza as executives from both organisations look on.

PRINCIPAL'S REVIEW

We are also partnering with the **ANSA McAL Group of Companies** to construct the ANSA McAL-UWI Psychology Building. This state of the art facility will be dedicated in the first instance to housing the **Guardian Media School of Journalism, the Anthony N. Sabga School of Entrepreneurship and the ANSA McAL Psychological Research Centre**. As Campus Principal, I am grateful to **Mr Anthony Sabga, LLD** and **Mr Norman Sabga, LLD** for their generosity to the Campus.



Mr A. Norman Sabga – Chairman and Chief Executive of the ANSA McAL Group of Companies (left) and Mr Grenfell Kissoon - Chairman of Guardian Media Ltd. (right) look on as Mr Anthony N Sabga, ANSA McAL's Chairman Emeritus and Principal Sankat, sign the MOU for the construction of the building to house the new schools of Journalism and Entrepreneurship as well as the Psychological Research Centre. (December 2014)



Artist's rendering of the new building to house the Guardian Media School of Journalism, the Anthony N. Sabga School of Entrepreneurship and the ANSA McAL Psychological Research Centre.

The UWI St. Augustine Campus also entered into several important agreements with the private sector. For instance, our Campus signed an MOU with **Huawei**, the leading global information and communications technology (ICT) solutions provider. The MOU outlines key areas of collaboration between our organisations including the establishment of joint research and development cooperative programmes and support for teaching, such as ICT development on Campus and the exchange of faculty and students through internships in Shenzhen, China. The Campus has also been engaging the **Shanghai Construction Group** so as to provide opportunities for our staff and students in structural engineering, and we are in discussion with **Digicel** regarding a partnership that could lead to an exciting transformation of the physical facilities for CITS and our Campus' entrepreneurial efforts. We also signed an MOU with **Lake Asphalt** to collaborate on research, development and commercialisation relating to asphalt and asphalt-based products such as sealants, paints, adhesives, waterproofing and damp-proofing formulations, and marine coatings. This work is being led by our researchers in the Chemistry Department.

The Institute of Banking and Finance (IBF) of Trinidad and Tobago is another private sector partner of UWI St. Augustine. Our institutions have entered into a partnership that will facilitate university graduates internships in the banking sector. The initiative coincides with The UWI's mission of providing students with relevant education and training for professional advancement and personal growth, as well as meeting the requirements of the various sectors for capable, high-skilled labour. Most recently and in the same vein, The UWI St. Augustine Campus and **BGTT** agreed in principle to work towards the establishment of joint research development initiatives under a collaborative partnership. BGTT and The UWI will work together to create opportunities annually for student training through internships, in addition to having apprenticeships programmes for undergraduate and postgraduate students. Students will also be engaged in Corporate Social Responsibility programmes.



Huawei's General Manager for Trinidad and Tobago, Mr Jason Deng and Principal Sankat display the signed MOU.



Principal Sankat and CEO of Lake Asphalt, Mr Leary Hosein sign and MOU on behalf of the two institutions.

PRINCIPAL'S REVIEW

PHILANTHROPY AND RECONNECTING WITH ALUMNI

The UWI St. Augustine Campus has always supported the position that institutions should engage and give back to society, while our graduates also give back to our institutions. It is within this context that I am pleased to note that The UWI St. Augustine Campus collaborated with UWI Honorary graduate and legendary musician and bandleader Roy Cape and the leading provider of audio visual technology in Trinidad and Tobago, Media 21 Limited, to stage **The UWI Classic Concert** entitled, "A Caribbean Man: A Tribute to Black Stalin". The net proceeds of this concert were directed to another UWI Honorary graduate, veteran calypsonian **Mr Leroy Calliste, DLitt (Black Stalin)**, to help defray his medical expenses. The UWI St. Augustine wishes to extend heartfelt thanks to **Mr Roy Cape, DLitt, Media 21, Hyatt Regency**, and the **OIAI** for staging this event which was followed this year by a concert dedicated to Mr Roy Cape himself.



Calypsonian Brother Valentino performs at The UWI Classic Concert 2015.



Launch of the Classic Concert 2016. From left: Director, OIAI Mr Sharan Singh; Mr David Rudder; Principal Sankat; Mr Roy Cape; Managing Director of Media 21, Mr John Affoon; and lead vocalist with the Roy Cape All Stars, Mr Dexter Stewart, a.k.a. Blaxx.

Another role assigned to the Office of Institutional Advancement and Internationalisation (OIAI) is that of managing alumni affairs. During the year under review, the **Alumni Affairs Unit** of the OIAI launched the first phase of the **Alumni Reconnection Campaign**, partnering with the Alumni Association and the Guild of Students. This campaign, with significant funding from the Campus for a consultancy project, seeks to engage the many graduates from the Campus/ University to improve the interaction with them and develop a culture of giving back to their alma mater.

EXTRAORDINARY EXPANSION OF OUR PHYSICAL CAPACITY

The UWI St. Augustine Campus continued to witness extraordinary physical expansion in 2014/2015 with new facilities being established such as our **Diplomatic Academy of the Caribbean**, the **Academy of Nursing and Allied Health** at El Dorado, the **Holman Williams Veterinary Building**, the **SMART Teaching laboratory**, the expansion of the **Mt Hope School of Dentistry** (the first expansion since its inception) and its new student facilities, the complete refurbishment and restoration of **Canada Hall**, and the **Arima Dental Clinic**.



Director of the School of Dentistry, Professor Montgomery McAulay-Rieger (centre) with dental staff at the new Arima Dental Clinic.



Students at the official opening of The UWI School of Nursing at the Academy of Nursing and Allied Health, El Dorado.

PRINCIPAL'S REVIEW



From left: Dr Andy Bhagwandass, Chairman, NWRHA; Professor Samuel Ramsewak, former Dean, Faculty of Medical Sciences; Mrs Judith Baliram, CEO, NWRHA and Principal Sankat at MOU signing (May 2015).

The Campus signed an MOU with the **North West Regional Health Authority (NWRHA)** in May 2015 to govern the construction of a much needed and long awaited **Teaching and Student Facility** at the General Hospital, Port of Spain. This facility will house students and staff of The UWI St. Augustine's Faculty of Medical Sciences in Port of Spain and should satisfy concerns raised by the Medical Accreditation body – the **Caribbean Accreditation Authority for Education in Medicine and Other Health Professions (CAAM-HP)** about the quality of our facilities at Port of Spain.

The development of our **Agricultural Innovation Park** at our East Campus in Orange Grove in partnership with **China Agricultural University (CAU)** of Beijing with the construction of our Greenhouses to begin with, has been a tremendous achievement as we bring our newly recreated **Faculty of Food and Agriculture** in line with the demands of a food insecure/climate challenged environment. In this context, the first building for the Faculty of Food and Agriculture is nearing completion on our East Campus in Orange Grove.

We have made significant progress at **The UWI St. Augustine South Campus – Penal/Debe** over the last few years, a project that is unprecedented in the history of The University of the West Indies; a landmark project that will change the face of our St. Augustine Campus and our university in Trinidad and Tobago. A place for all of our faculties to have a home so as to engage the students of South Trinidad, the region and the world. We expect Law, Medicine, Science and Technology, Engineering and Agriculture to be firmly planted on this campus – a satellite campus of St. Augustine. One that is technology enabled and connected not only to our main campus, but all campuses of our regional UWI. A 10-acre Citrus Orchard has already been established at the site as part of a RDI Fund project. While enhancing the landscape of the campus, it will also contribute to food security for the country while showing the way forward.



Greenhouse at UWI-CAU Agricultural Innovation Park, Orange Grove.



Part of the completed construction at The UWI St. Augustine South Campus, Penal/Debe.

PRINCIPAL'S REVIEW

STUDENTS AND STAFF CONTINUE TO SHINE

Staff and students of The UWI St. Augustine Campus continue to leave a positive imprint on society through their diverse contributions. This is demonstrated in the many national and regional honours, awards and achievements they continue to receive on a consistent basis. Over this reporting period, special recognition must be paid to - **Professor Dilip Dan** (Clinical Surgical Sciences) who received the Hummingbird Gold Medal for "loyal and devoted service to Trinidad and Tobago".



Professor Dilip Dan (L) receives the Hummingbird Gold Medal from President of Trinidad and Tobago, His Excellency Mr Anthony Carmona, SC. (August 2015)

A number of other members of staff were recognised for outstanding contributions to their fields of study and to the wider community and these are detailed in the body of this report. I do wish to extend heartiest congratulations to those members of The UWI St. Augustine who received four of the seven awards presented at the Vice-Chancellor's Awards for Excellence in October 2015.

Among our outstanding students, I wish to recognise **Ms Cherrelle Dacon**, 2014 Caribbean Commonwealth Rhodes Scholar; **Mr Michael Rochford** – 2015 TT Film Festival's Best Emerging T&T Film Maker; **Mr Jason Renwick** who won a 2015 Ames Honour Award from NASA; and the team from our still very young **Faculty of Law**, that won the prize for the "**Best Team from an Academic Institution**" at the **Caribbean Court of Justice (CCJ) VII Annual International Law Moot Court Competition**. Details of these and other accomplishments are featured in the body of this report.



Dr Judith Gobin, Lecturer, Department of Life Sciences received The Julian Kenny Award for Natural Sciences (Silver) from the National Institute of Higher Education, Research, Science and Technology (NIHERST) in January 2015. She was one of many staff members recognised for their invaluable contributions in their fields.

Although outside of the reporting period, I wish to pay tribute to the former Secretary of the Guild of Students **Mr Nikoli Edwards** who was elected **Commonwealth Youth Council Vice Chairperson – Policy and Advocacy** in November 2015; and **Ms Zahra Gomes** who graduated in October 2015 with first-class honours BSc General degree with a double major in Physics and Mathematics and a GPA of 4.29, the highest ever achieved by anyone at the St. Augustine Campus, and whom we recently learned has won the prestigious **Commonwealth Caribbean Rhodes Scholarship 2015**.



Vice-Chancellor's Awards for Excellence 2015. From left: Professor Byron Wilson (Mona), Professor Surendra Arjoon (St. Augustine); Professor Hariharan Seetharaman (St. Augustine), Dr Sandra Gift (St. Augustine), Vice-Chancellor Sir Hilary Beckles; Professor Patricia Mohammed (St. Augustine); Professor Michael Taylor (Mona) and Dr Adrian Cashman, Director, Centre for Resource Management and Environmental Studies (CERMES).



Caribbean Court of Justice President, Sir Dennis Byron (centre), with Ms Alicia Elias-Roberts, Deputy Dean, Faculty of Law (front left) and the "Best Team from an Academic Institution".

PRINCIPAL'S REVIEW

MANAGING OUR FINANCES

In a financially stringent environment, the St. Augustine Campus has been striving to generate revenue through creativity so that the Campus can continue to operate efficiently. For instance, the management of commercial operations on Campus resulted in a 20% revenue increase in 2014/2015 in the amount of TT\$6.1 million. In addition, The UWI St. Augustine Campus continues to seek out research funding from external sources. In 2014/2015, TT\$184 million in new funds were raised – these funds are restricted however to specific research projects. Fostering public/private partnerships to support capital development in the acquisition of plant and equipment is another creative initiative of our Campus.

Looking ahead, we must become even more entrepreneurial as we continue to weather the 'storm of recession'. We must encourage open communication with our staff; prioritise our core business as a university – Teaching and Learning, Research and Innovation, and Service; ensure that we continue to adhere to good hiring and purchasing practices; enhance the quality and impact of what we produce (academic programmes, graduates, research, service); maximise the use of technology for teaching and learning and administrative services; leverage The University's assets for income generation; and continue to build and strengthen partnerships with the private sector, governments, alumni, and regional and international organisations. The times in which we live demand thoughtful and decisive action.





In July 2015, the Campus held a Recognition Reception for outgoing Deans, members of the Campus Senior Management. From left: Ms Patricia Harrison (fmr. Campus Bursar), Professor Funso Aiyejina (fmr. Dean, Faculty of Humanities and Education), Mr. Errol Simms (fmr. Dean, Faculty of Social Sciences), Professor Samuel Ramsewak (fmr. Dean, Faculty of Medical Sciences), Ms Jennifer Joseph (fmr. University & Campus Librarian) and Professor Brian Copeland (fmr. Dean, Faculty of Engineering). On behalf of the Campus and The University I extend heartfelt thanks for their superb service and wish them well in all their future endeavours.

A FINAL WORD OF THANKS

As I close, I take this opportunity, as it has been my practice, to thank all our students, staff, alumni and stakeholders who have supported The UWI St. Augustine Campus, and in so doing have supported my own tenure as Campus Principal. It has been a truly remarkable year for the St. Augustine Campus, and for me personally an unforgettable near eight-year journey as Pro Vice-Chancellor and Campus Principal of a Campus and University, very dear to me. This has been a period in which The UWI St. Augustine Campus through the support of all its stakeholders, internal and external has excelled in its central areas of duty – teaching and learning, research and innovation and service to our many stakeholders. I must emphasise that without the support of our stakeholders, especially the Government of Trinidad and Tobago and the regional Governments, our Campus and regional university would not have achieved the significant milestones we have accomplished over the last few years for the benefit of the people of Trinidad and Tobago and the Caribbean community. We have also been building excellent partnerships with the private sector and other international universities, which will succeed on the basis of mutual trust and risk taking, all of which we are effecting.

As The UWI St. Augustine Campus looks towards celebrating its diamond 60th anniversary, four years from now in 2020, I trust that these most recent additions to the foundation would serve as a solid platform from which to launch further initiatives to build capacity, create impact and reach, inspire new business models for sustainability and open the doors to new partnerships for progress. In the face of tightening financial constraints, let us all be reminded that it is through solidarity, good management and leadership, and cohesion that our institution's resilience is built; and through our united efforts that our institution will be sustained. Let us all, therefore, band together as our Campus and University navigate the turbulent waters ahead so as to ensure that The UWI, an institution which has contributed considerably to the development of our Caribbean community, will continue to do so for successive generations, remembering that education is the foundation for the future advancement of every country, every society, and every region around the world. Our children are depending on us to advance their cause. The UWI St. Augustine Campus' journey of building a "world class university" continues!

Professor Clement K. Sankat

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

MANAGEMENT TEAM



**PROFESSOR
CLEMENT K. SANKAT**
Pro Vice-Chancellor
and Campus Principal



**PROFESSOR
RHODA REDDOCK**
Deputy Campus Principal



MRS ANDREA TAYLOR-HANNA
Campus Bursar



MR RICHARD SAUNDERS
Campus Registrar



MR STEPHEN SHEPPARD
Director of Human Resources



MR FRANK SOODEEN
Campus Librarian

HOW WE'VE GROWN!



2010

More graduation ceremonies at St. Augustine – up from 4 to 6 held over 3 days instead of 2.

2007

2008

2009

2010

2011

2007

2008

2009

2010

2011

2009/2010

Enrolment makes a massive 8% jump to cross 17K.





2012/2013

Record number of graduates – more than 4K.



2010/2011

PG enrolment crosses 5K for the first time.



2015

A record 25 PhDs awarded in various disciplines.

HIGHLIGHTS

ENROLMENT

According to official statistics compiled by the Campus Office for Planning and Institutional Research (COPIR), total enrolment at the end of the 2014/2015 academic year was 19,191, inclusive of both on-campus and off-campus registration.

Looking at the COPIR's figures going back to the 2007/2008 academic year, after five consecutive years of growth averaging 4% per annum, on-campus registration is now leveling off. Over the last three years, student enrolment has remained stable, between 18,000 and 19,000 students annually. It is worth noting that The UWI St. Augustine Campus continues to meet its strategic target of having one third of the student population at the postgraduate level.



Showing off their Pelican Pride at the 2015 graduation ceremonies



You should be here! New undergraduate students send a message at a First Year Experience event in 2014.

STAFF

The UWI St. Augustine Campus remains the largest campus of The UWI with the highest student enrolment and also with the largest staff complement. Over 4,500 permanent, temporary and part-time employees worked at the Campus this year, making the Campus one of the largest employers in Trinidad and Tobago.

GRADUATION

As at the hosting of the graduation ceremonies in October 2015, there were 3,870 persons eligible to graduate including 54 MPhils and 25 PhDs awarded in various fields.

Eight eminent persons representing literature, the arts, science, business and the law were conferred with honorary degrees as follows:



MR HOLLIS CHARLES
Honorary Doctor of Science (DSc)



JUSTICE JEAN A. PERMANAND
Honorary Doctor of Laws (LLD)



MR A. NORMAN SABGA
Honorary Doctor of Letters (DLitt)



MR GÉRARD BESSON
Honorary Doctor of Letters (DLitt)



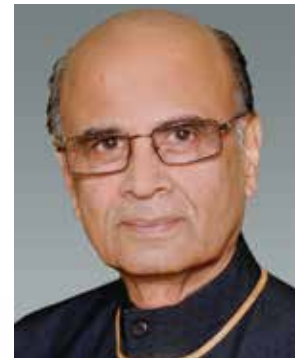
DR MARJORIE THORPE
Honorary Doctor of Letters (DLitt)



MR DAVID RUDDER
Honorary Doctor of Letters (DLitt)



JUSTICE RALPH H. NARINE, CMT
Honorary Doctor of Letters (DLitt)



MR RAJKUMAR KRISHNA PERSAD, NKR, HBM
Honorary Doctor of Letters (DLitt)



HIGHLIGHTS

2015 GRADUATION VALADICTORIANS

The Valedictorians for the Class of 2015 were:



MS RONIQUE SASHELLE KRISSELL THOMAS

BSc Human Nutrition and Dietetics
First Class Honours
Faculty of Food and Agriculture



MS SOLANGE BAILEY

BSc Mechanical Engineering
First Class Honours
Faculty of Engineering



MS JAEEL KRISTEN DAVIS

BSc Special in Psychology
First Class Honours
Faculty of Social Sciences



MS CAVINNE GOODING

Bachelor of Science, Accounting
First Class Honours
Faculty of Social Sciences



MS LILY KWOK

BA Literatures in English and Linguistics
First Class Honours
Faculty of Humanities and Education



MR ERRON RAMDASS

Bachelor of Medicine,
Bachelor of Surgery (MBBS)
Faculty of Medical Sciences



NEW APPOINTMENTS

Three new deans were appointed at The University of the West Indies (UWI) St. Augustine ahead of the academic year 2015/2016. Effective August 1, 2015, **Professor Stephan Gift** assumed the role of Dean of the Faculty of Engineering, **Professor Terence Seemungal** as Dean of the Faculty of Medical Sciences and **Professor Ann-Marie Bissessar** as Dean of the Faculty of Social Sciences. All appointments are for a period of five years.



PROF. TERRANCE SEEMUNGAL
Dean, Faculty of Medical Sciences



PROF. ANN-MARIE BISSESSAR
Dean, Faculty of Social Sciences



PROF. STEPHAN GIFT
Dean, Faculty of Engineering



MS ALLISON DOLLAND
Deputy Campus Librarian

Four new professors were appointed during the review period. In the Faculty of Medical Sciences, **Dr Francis Dziva** was elevated to the position of Professor of Veterinary Bacteriology, **Dr Patrick Akpaka** was promoted to the rank of Professor of Medical Microbiology and **Dr Dilip Dan** became Professor in the Department of Clinical and Surgical Sciences. **Dr Bopanna Chowdary** was appointed Professor of Manufacturing Systems and Engineering, in the Faculty of Engineering.

Although outside of the review period, the Campus also wishes to note the appointments of **Mrs Andrea Taylor-Hanna** as Campus Bursar, **Mr Frank Soodeen** as Campus Librarian, and **Ms Allison Dolland** as Deputy Campus Librarian.

In addition to a new dean, there were other important appointments at the Faculty of Medical Sciences. The former Acting Chief Nursing Officer at the Trinidad and Tobago Ministry of Health, **Dr Oscar Noel Ocho** was appointed the Director of The UWI School of Nursing; **Professor Montgomery Raymand McAulay-Rieger** took up the position as Director of the School of Dentistry; and veterinary pathologist, **Professor Bhakthavatsalam Murali Manohar** was appointed Veterinary Medicine's new Director.

MAJOR DEVELOPMENTS

Progress on the South Campus

A traditional 'topping-off' ceremony was held in early August 2015 to acknowledge progress of construction works at The UWI St. Augustine South Campus, Penal-Debe. At the time it was estimated that the campus was 80% complete, with major infrastructural, utilities and outfitting work to be completed in the new academic year. The official handover of the lease agreement for the site also took place at the event.



The Moot Court under construction in early 2014 at the The UWI St. Augustine South Campus, Penal-Debe.

HIGHLIGHTS

Progress on the Agricultural Innovation Park

The Campus deepened its relationship with the China Agricultural University (CAU), promising (among other things) to test new varieties, facilities, equipment, technologies, concepts and models at the Agricultural Innovation Park (AIP), and to demonstrate cropping patterns and production flows of distinctive crops currently cultivated in Trinidad and Tobago. Meanwhile, the 200 acres of land at Orange Grove are being used to support hands-on student training and research while growing and selling crops to offset operational costs and to acquire new technology.

ANNIVERSARIES

The first public all-inclusive fete celebrated its silver anniversary in 2015! The **25th edition of the UWI Fete** was themed "Welcome Home" and featured Machel Montano with his full band; 3Veni with KI; Roy Cape All Stars, featuring Blaxx; Dil-e-Nadan, featuring Raymond Ramnarine; Rhapsody NG and St James Tripolians. As usual, the funds raised went to providing bursaries to students.

In March 2015 the **Faculty of Medical Sciences marked its 25th anniversary** with a week of celebrations under the theme "FMS@ 25 – A success story." Among the events was



China Agricultural University Council Chainman, Mr Jiang Peimin and St. Augustine Campus Principal, Professor Clement Sankat at the launch of the first phase of the AIP in October 2015.

a public health fair offering services such as blood pressure, diabetes and cholesterol screening; cancer screening; child health and paediatric consultations; dental screenings; ear, nose, throat examinations and consultations; general medical consultation; orthopaedic consultations; examination of pets and livestock; as well as medication and nutritional counselling.

Arts-in-Action turned 21 and held their inaugural creative community-building event entitled, "Artists Can Cook Too!" in May 2015 at Fatima RC Parish grounds, Bushe Street, Curepe. Various arts groups participated and local children's homes were invited to attend.



Former Dean of the Faculty of Medical Sciences, Professor Samuel Ramsewak took part in a flag-raising ceremony to mark the Faculty's 25th anniversary.



Rhodes scholar 2014, Ms Cherrelle Dacon (centre) being congratulated by Deputy Principal, Professor Rhoda Reddock and Principal Sankat

HONOURS, AWARDS & ACHIEVEMENTS

National Awards

Professor Dilip Dan (Clinical Surgical Sciences) received the Hummingbird Gold Medal for "loyal and devoted service to Trinidad and Tobago".

Outstanding Contribution to Public Health

Dr Dave Chadee, Professor in the Department of Life Sciences at The UWI St. Augustine, received an award from the Caribbean Public Health Agency (CARPHA) for his "Outstanding Contribution in the Area of Public Health including Vector Control." The award was presented at a banquet on June 26, 2015, where health research scientists were recognised for their work.

Law Faculty get Top Appointments

Professor Rose-Marie Belle Antoine was elected President of the Inter-American Commission on Human Rights, OAS, Washington and was appointed Chair of the CARICOM Regional Commission on the Decriminalisation of Marijuana. Meanwhile, Dr Sharon Le Gall was appointed a temporary Senator to the Parliament of Trinidad and Tobago.

Rhodes Scholarship for STA Student

Twice in three years! The University of the West Indies (UWI) St. Augustine produced yet another recipient of the prestigious Caribbean Commonwealth Rhodes Scholarship: 23 year-old Trinidadian, **Cherrelle Dacon**. In all, of the field of seven candidates, three were from St. Augustine, marking the campus as an academic stronghold. Ms Dacon is a former President of the Habitat for Humanity St. Augustine Campus Chapter; a member of the UWI STAT (Students Today Alumni Tomorrow) Ambassadors, and is actively involved in dragon boat racing. She plans to use this opportunity combined with her UWI training to further prepare for a career advancing HIV/AIDS research and work in the Caribbean.

Most Cited Scholar

Professor Surendra Arjoon's work has been cited 528 times in publications such as *The New York Times* (Business Section), the *Oxford Handbook of Business Ethics*, the *Handbook of the Philosophical Foundations of Business Ethics*, and leading scholarly journals. In 2014 he was ranked 5th internationally on the list of most cited articles for a specific article "*Virtue Theory as a Dynamic Theory of Business*". Professor Arjoon is the Head of the Department of Management Studies.

HIGHLIGHTS

UWI/Guardian Group Premium Teaching Awards 2014

The UWI Guardian Life Premium Teaching Awards programme recognises and rewards exceptional teaching. In September 2014, five lecturers, out of eight applicants, received the award. The 2014 awardees were:

- **Dr Jacqueline Bridge**,
Department of Mechanical
and Manufacturing Engineering
- **Dr Geeta Kurhade**,
Department of Pre-Clinical Sciences
- **Mr Jason Matthew**,
Department of Life Sciences
- **Dr Michelle Mycoo**,
Department of Geomatics Engineering
and Land Management
- **Dr Farid F. Youssef**,
Department of Pre-Clinical Sciences

The feature speaker for the occasion was **Professor Dave Yearwood**, Department Chair and Graduate Director, Technology Department, University of North Dakota. His topic, "*Focusing the Frenzy: Student Engagement and Technology*", was well received by the audience. Information on all of the awardees and the feature speaker is featured on the Centre for Excellence in Teaching and Learning's website.

Lok Jack GSB Shines at ACTT Awards

The UWI-ALJGSB was highly successful in the Accreditation Council of Trinidad and Tobago's (ACTT) Quality in Tertiary Education (QuiTE) Awards 2014. Individual awards included the **Leader in Tertiary Education (LiTE) award** (Professor Miguel Carrillo); the **Excellence in Applied and Academic Research award** (Dr Zaffar Khan) and the **Excellence in Teaching award – Honorary mention** (Professor Gour Saha). Institutional awards included the **Excellence in Teaching and Learning award** (First Place) and the **Excellence in Quality Management Systems award** (Second Place).

Dr Zaffar Khan, Programme Director for the MBA-Sustainable Energy Management programme, also received the 2014 **International Individual Achievement Award** from the Energy Institute of the UK.

Second Mooting Title for the Faculty of Law

A team from The University of the West Indies (UWI) St. Augustine Campus' Faculty of Law took the prize for the "Best Team from an Academic Institution" at the Caribbean Court of Justice (CCJ) VII Annual International Law Moot competition in March 2015 at the CCJ's Headquarters in Port of Spain. In April 2014, another team won the 'Best New Team' prize at an international law moot competition held in Washington DC.

NASA Award

Level I student, **Jason Renwick**, through a highly competitive selection process, won a summer internship at NASA's Ames Research Laboratory. As a result of his excellent performance, he also won a **2015 Ames Honour Award** for outstanding technical contributions to electronics prognostics and for unprecedented support to NASA's education mission.



Jason Renwick of the Faculty of Engineering - (left) NASA Intern and 2015 winner of the Ames Honor Award.
PHOTO: twitter.com/USinTT

Vice-Chancellor's Awards for Excellence 2015

CELEBRATING THE OUTSTANDING ACCOMPLISHMENTS OF OUR COLLEAGUES



PROFESSOR
HARIHARAN
SEETHARAMAN

Research



PROFESSOR
SURENDRA
ARJOON

Teaching & Research



DR SANDRA
GIFT

Service



PROFESSOR
PATRICIA
MOHAMMED

Research & Service

Vice-Chancellor's Awards for Excellence

The St. Augustine Campus took four of the seven awards at this year's Vice-Chancellor's Awards for Excellence, held in October 2015 in Barbados. The awardees from the St. Augustine Campus were **Professor Hariharan Seetharaman** of the Department of Clinical Surgical Sciences for Outstanding Research Accomplishments; **Professor Surendra Arjoon** of the Faculty of Social Sciences for All-round Excellence in Teaching and Research Accomplishments; **Dr Sandra Gift**, Head of the Quality Assurance Unit, for Service to the University Community; and **Professor Patricia Mohammed**, Campus Coordinator, School for Graduate Studies and Research and Head of the Institute for Gender and Development Studies, for All-round Excellence in Research Accomplishments and Service to the University Community.

Innovation Award for Campus Libraries

The Alma Jordan Library won a regional award for restoring and digitising analogue tapes of broadcast material produced by Trinidad and Tobago Television (TTT) from 1968 to 1985. It is a joint project with the Faculties of Engineering and Humanities & Education and the Trinidad and Tobago Government Information Services Limited (GISL). Forty hours of digitised cultural and heritage content are now stored and accessible at the Alma Jordan Library. The OCLC award for Innovative Cooperation Initiatives in the Caribbean was presented at the Association of Caribbean University Research and Institutional Libraries (ACURIL) 2015 Conference in Suriname.

HIGHLIGHTS

Computer Science Students win Startup Weekend

UWI Computer Science students, **David Charles** and **Warren O'Connell** created an app called **Mobile Donate** to win the local edition of Startup Weekend, a global technology driven competition powered by Google. The local leg ran with the theme "Improve Lives, Trinidad and Tobago" on June 12-14, 2015 and was co-sponsored by the Inter-American Development Bank (IDB). The mobile app allows users to contribute to causes/charities using their mobile devices. The win meant the team was automatically entered into the REACH Caribbean Innovation Competition (CIC), a regional contest that was scheduled to take place in August 2015. Staff from the Campus IT Services (CITS) mentored the team.

Film Honours

Yao Ramesar's feature film *Haiti Bride*, a Haiti/Trinidad and Tobago co-production, was selected to be part of the feature film competition at the Pan African Film & Television Festival of Ouagadougou (FESPACO) the oldest and largest film festival in Africa, which ran from February 28 to March 1, 2015. For the first time in the festival's history, diaspora films were included in the main competition where they were vying for the Etalon de Yennenga – Africa's major film award. Meanwhile, the 2015 Trinidad and Tobago Film Festival awarded the prize for outstanding student achievement to **Romarulo Anderson Edghill**, a student in the Film Programme.



The Mobile Donate Team – winners of the 2015 Startup Weekend. Left to right: Abigail Wren (E-learning Technical Specialist), Warren O'Connell (Computer Science Student), Maurice Garcia (Graphic Designer), Derrick Lewis (InformationTechnology Officer), David Charles (Computer Science Student) and Akeem Deare (Software Developer)

Other Awards

Dr Sephra Rampersad from the Faculty of Science & Technology (FST) received the Young Scientist Award from The World Academy of Sciences – Regional Office for Latin America and the Caribbean (TWAS-ROLAC); while **Dr Judith Gobin**, also from FST, was recognised by the National Institute of Higher Education, Research, Science and Technology (NIHERST) with the Silver Julian Kenny award for Natural Sciences.

NEW PROGRAMMES

In response to market demand, the Campus has been rationalising its programme offering and the curriculum is being enhanced by new requirements calling for competency-based learning outcomes to be included in the development of new programmes. At both the undergraduate and postgraduate levels, a number of new programmes, relevant to industry and national developmental needs were introduced.

New programmes introduced in the 2014/2015 academic year included the following:

Undergraduate

- BSc Criminology and Criminal Justice (FSS)
- Re-introduction of the Pre Science Programme (FST)

Postgraduate

- MPhil/PhD Tropical Crop Protection (FFA)
- MSc Applied Psychology (FSS)
- MSc Biotechnology (FST)
- MSc Computer Science with Specialisation in Mobile and Cloud Technology (FST)
- UWI/LLM Degree/Postgraduate Diplomas in Corporate and Commercial Law/Public Law/Intellectual Property Law/General/unspecialised UWI LLM/Legislative Drafting

Notable developments at the course level included new majors in Entrepreneurship (Food & Agriculture) and Industrial Chemistry (Science & Technology), and the Faculty of Law introduced cutting edge courses in Banking Law and Oil and Gas Law.

Looking ahead, a new Master of Education in Educational Leadership (Humanities & Education) and an MPhil/PhD in Law (Law) were all approved for offer. The FST expects to offer four new BSc degrees in 2015/2016, including a BSc Mathematics and Applied Statistics and a BSc Statistics; as well as a new MSc Biomedical Physics. In keeping with a commitment to providing relevant and responsive education, **Principal Professor Clement Sankat** and **Mr Sharan Singh** representing The UWI, together with **Mr Andrew Jupiter**, visited Guyana this year. Based on discussions with officials there, a proposal for an MSc Petroleum Engineering is being prepared for Guyanese students.

FAREWELLS

The University joined the national community in mourning the deaths of two iconic figures and friends of The UWI. Executive Chairman of CIBC FirstCaribbean International Bank Ltd. and ANSA McAL Executive **Mr Michael Mansoor** passed away in November 2014. Mr Mansoor served for 11 years on The UWI St. Augustine Campus Council and is a former Council Chairman. He was conferred the degree of Doctor of Laws, *honoris causa* at the Campus' 2012 graduation ceremony. In March 2015 came news of the death of Honorary Graduate **Mr Alloy Lequay**. He too was conferred the honorary Doctors of Laws, *honoris causa*, in 2012 for his contribution to the sporting and socio-cultural landscape in Trinidad and Tobago. In the citation read at that ceremony, Mr Lequay was hailed as an "evergreen dragon" – as his life's work symbolised power, virtue, honour, industry and excellence.



Mr Alloy Lequay, LLD



Mr Michael Mansoor, LLD and former Chairman of the UWI St. Augustine, Campus Council

COMMITTED TO QUALITY



2008/2009

The IDU graduates first cohort from the UWI PG Certificate in Tertiary Level Teaching and Learning and the MHEd launched.

2007

2008

2009

2010

2011

2007

2008

2009

2010

2011

2007/2008

the Campus registered with the Accreditation Council of Trinidad and Tobago (ACTT) - the first step in the accreditation process.





2011/2012
Blended Learning
Policy approved by
Academic Board



2010/2011

UWI St. Augustine
becomes first large higher
education institutions in
Trinidad & Tobago to be
awarded ACTT.



2012/2013

New Faculties of Law,
Food & Agriculture and
Science & Technology
established at UWI St.
Augustine.

TEACHING, LEARNING & STUDENT DEVELOPMENT

The St. Augustine Campus continued to implement measures to broaden access, improve quality assurance and provide opportunities and incentives that promote innovative and effective teaching methods. That The UWI continues to meet stringent local institutional and international programme accreditation standards is testimony to its success in this area. As well, its students go on to win highly competitive and prestigious scholarships, secure international internships and remain sought after by private and public sector organisations.

However, this review period also saw significant changes aimed at creating a culture of service among future graduates, who emerge from the Campus with outstanding academic qualifications, the ability to think critically and the capacity to fulfill their responsibility to serve their communities. The initiative, driven by the Office of the Deputy Principal, will be implemented through a re-organised Division of Student Services. The Campus sees this is a much-needed cultural change and has taken up the mantle to become one of its agents.

It is as important to ensure that programmes are as accessible as possible. The Campus maintains strong links with tertiary institutions in the Eastern Caribbean while strengthening more recent relationships with institutions in Guyana and Suriname. Of significance to this review is the initiative put in place to attract students from the wider Caribbean and to expand the St. Augustine Campus both as a physical and virtual entity.

ACADEMIC QUALITY

State of the art Technology Teaching Lab Launched

As the Centre for Excellence in Teaching and Learning (CeTL) moved forward with its mandate to enhance teaching and learning on the St. Augustine Campus, the unmistakable highpoint of the reporting year was the completion of a much needed **SMART Technology Teaching Lab**. Valued at TT\$0.5 million, the laboratory was completed in just over a year, using funds generated by the teacher training certification programmes. It supports the implementation of the campus' blended learning policy by providing a dedicated space for faculty development in the use of ICTs in education. The lab was named after retired Director of CeTL, Dr Anna-May Edwards-Henry and marks an important step in the expansion of the campus' blended learning programme, which completed its two-year pilot this year.

The CeTL facilitated approximately 30 workshops in the reporting year. Twenty individuals successfully completed the **Certificate in University Teaching and Learning** (CUTL) programme bringing the total number of lecturers who have completed the CUTL to 144 thus far. Thirty-two members of staff were accepted in the 2015/2016 cohort. Training of the fourth cohort of **Masters in Higher Education** commenced with five new students in Semester I. CeTL also conducted 366 course reviews, and processed almost 1986 student evaluation of courses and lecturers (SECL) questionnaires.



At the launch of the new CeTL Technology Teaching Lab, attendees take the hardware and software for a test drive.



Dental students at the UWI get hands-on experience at local public facilities such as the Arima Dental Clinic, while earning internationally accredited qualifications.

CETL held the event “**Celebrating University Teaching Week**” in December 2014. The three-day event aimed to highlight good existing practice, share strategies and methodologies, and support colleagues in their efforts to produce research that is suitable for peer-review. The Centre was also a significant contributor to The UWI’s regional “Institutionalising Best Practice in Higher Education Conference”, held at the St. Augustine Campus in June 2015.

Accreditation

The School of Dentistry was **accredited by the American Dental Association (ADA)** and the Commission on Dental Accreditation (CODA) as a centre for the Lutheran Medical Centre-Advance Education in Dentistry General Registration. At the Faculty of Engineering, the MSc Petroleum Engineering was **re-accredited by the Institute of Engineering and Technology, UK** up to 2019. The BSc Electrical & Computer Engineering and all of its programmes including the graduate programmes were accredited and for the first time – for the maximum period of five years. The BSc Electrical & Computer Engineering and all of its programmes - including the postgraduate programmes - were for the first time accredited for the maximum period of 5 years.

The Arthur Lok Jack Graduate School of Business continued to implement its improvement plans based on the recommendations of the 2014 UWI Quality Assurance Review. Improvements were also guided by the Association of MBAs (AMBA) report of 2013, the European Foundation for Management Development (EFMD) Programme Accreditation System (EPAS) and the Association to Advance Collegiate Schools of Business (AACSB) accreditation which the School intends to pursue.

Quality Assurance

The Quality Assurance Unit (QAU) conducted six Quality Assurance Reviews in the Departments of Computing and Information Technology; Political Science; Life Sciences; Literatures in English Section of the Department of Literary, Cultural and Communication Studies; Mechanical and Manufacturing Engineering, and the Spanish Section of the Department of Modern Languages and Linguistics. The QAU also conducted four Quality Evaluations in the Department of Agricultural Economics and Extension; the Communication Studies Section, Department of Literary, Cultural and Communication Studies; the Department of Pre-Clinical Sciences; and The UWI School of Nursing.

TEACHING, LEARNING & STUDENT DEVELOPMENT

GPA System Revised

A new university-wide **grading policy** for undergraduate courses was introduced August 2014. To aid the transition, CeTL held training sessions for staff and printed and online materials were developed and shared with staff and students to explain the benefits and implications of the changes. In essence, the new system includes three major changes. First, letter grade bands were adjusted along with the quality points associated with them. The quality points are used to calculate GPA and, ultimately, the class of the degree awarded. Second, 'grade descriptors' were introduced to explain the level of skills and knowledge represented by each letter grade. This more transparent and objective approach gives a clearer picture of the level of competencies achieved by each student. Finally, the percentage bands associated with letter grades were adjusted to bring The UWI in line with international best practice.

Improving Academic Advising

The Deputy Principal led a **review of the Academic Advising programme** at the Campus that unearthed a number of gaps and recommendations have been put forward to restructure the programme in the faculties to go beyond registration and course selection. A revised system would include formal evaluation of effectiveness within departments and faculties, as well as a mechanism for recognising good work in academic advising. The Centre for Excellence in Teaching and Learning's (CeTL) would provide the training needed to support the new system.

The UWI's Quality Assurance Unit and CeTL hosted a regional conference on "Institutionalising Best Practice in Higher Education." The three main themes of the June 2015 conference were: **Context and Its Impact on Practice; Best Practice, Good Practice and Promising Practice: Identifying the Evidence; and Strategies for Institutionalising Best Practice in Higher Education Institutions.** Higher education professionals and other stakeholders explored strategies for embedding best practice principles in institutional systems, processes and procedures, to support institutional transformation and the pursuit of excellence. The conference attracted some 140 participants and marked the first official event attended by the newly installed Vice-Chancellor Sir Hilary Beckles on the St. Augustine Campus.

STUDENT ENGAGEMENT AND EXPERIENCE

Moulding the distinctive UWI graduate goes beyond academics and requires that students be provided with opportunities to discover the satisfaction of serving their community, develop the personal skills required to navigate the world, and make positive contributions to society. And just as the Campus prides itself on the quality of its academic programmes, this year it made significant strides towards improving the structure underpinning the delivery of student services. Other highlights included the establishment of a policy to support student athletes; expansion of the co-curricular programme and the apparent growing interest in community service.

Security plays a big role in any evaluation of the student experience. Collaboration between the state police and The UWI Estate Police was intensified. Investigations, information sharing and joint patrols on and off campus have yielded successful results in the detection and prevention of crimes. The use of CCTV technology as an investigative and crime prevention and detection tool enhanced security operations on the Campus and following security assessments, suitable ICT based security solutions were designed for faculties, departments and other buildings.

While the number of crimes reported (54) remained the same when compared to the previous year, there was an increase in the number of crimes solved and offenders were either convicted in court or faced disciplinary action. Figures also show that cases of larceny and break-ins were both down as were motor vehicle theft, and reported robberies were also down by 50%.

Restructuring Student Services

A new Division of Student Services and Development (DSSD) was approved at both the Campus and University Finance & General Purposes Committees in May 2015. The approvals were scheduled to take effect from August 1, 2015 and as such the 2015/2016 academic year has been designated a transitional year towards the full establishment of the DSSD. The structure for the new Division and the new mix of services was established and includes new offices of Community Engagement and Service Learning, Student Activities/Facilities and Commuting Students and Financial Advisory Services.



Dr Deidre Charles, head of the former SAS and now Director of the new Division of Student Services and Development at the 2015 orientation session for students with disabilities.



Ms Jaqueline Huggins (left), Head of the Academic Support/Disabilities Liaison Unit (ASDLU), sharing information on their services with the help of a sign language interpreter.

Student Accommodation, Student Life & Development (formerly ASDLU) and Career, Co-curricular and Community Engagement also fall under the DSSD. The Office of the Deputy Principal is spearheading this restructuring process.

Online Student Appeals System

The **Student Online System SOS Appeals** was established in January 2015. By August 31, 2015, 473 student matters were submitted online. In addition, a further 83 students had sent letters, emails or walked-in to the Office of the Deputy Principal to lodge appeals. Many of the requests were related to industrial action on campus, undertaken by both WIGUT (West Indies Group of University Teachers) and the OWTU (Oilfields Workers' Trade Union). Financial issues, fueled again in large part, by the strikes, followed this. GATE issues made up more than 80% of all of the financial issues that students submitted to the Office of the Deputy Principal.



Some of the students at the orientation session for students with disabilities.

TEACHING, LEARNING & STUDENT DEVELOPMENT



Olympic track and field athlete, Jehue Gordon is a trailblazer in more ways than one. His experience is paving the way for student athletes in the future.



Like a Boss: Soca star, Machel Montano helped patrons celebrate the silver anniversary of the UWI Fete in fine style.



Welcome Home: The annual UWI Fete is an opportunity for alumni and friends of the university to network, support current students and have fun.

Support for Student Athletes

Among the key initiatives undertaken this year to increase student engagement and to enhance their experience was the development of a **student-athlete policy** articulating the support that will be provided to regular and high-performing athletes on the St. Augustine Campus. That policy was completed and sent to Faculty Boards for consideration. This follows the experience of facilitating the academic programme of Olympian athlete, **Jehue Gordon**, who went on to graduate at the end of the academic year with first-class honours.

UWI Fete Funds TT\$1M in Bursaries

On this, the 25th anniversary of The UWI Development and Endowment Fund (UWIDEF) all-inclusive carnival fete, dubbed, "Welcome Home", the fund awarded TT\$1 million in bursaries to 146 female and 54 male students – local and regional – across all seven faculties. This year's award ceremony included the launch of the Trevor Boopsingh Scholarship for students in the Petroleum Engineering programme. The National Gas Company of Trinidad and Tobago (NGC), as part of their commitment to invest in education has pledged to donate TT\$1 million to the fund annually for a period of five years. The proceeds from UWI Fete have been the cornerstone of the UWIDEF. Since inception, the UWI All Inclusive Carnival Fete together with the UWI Golf Classic has facilitated the award of more than 3,000 bursaries by UWIDEF.

Adding Ethics to Co-Curricular

A new co-curricular (COCR) course in **Ethics and Integrity – Building moral competencies** was introduced and a course in *Defensive Driving* is being developed. Supporting materials, including a promotional video, revised co-curricular brochures booklets and a marketing and promotions plan were developed to support the co-curricular courses. The Campus will continue to develop policies that encourage students to enroll in co-curricular (COCR) courses as well as the expansion of specific COCR courses that are popular and seen as necessary for the development of the distinctive UWI graduate, such as Public Speaking and Voice Training.

Creating a Culture of Service

The Campus conducted an assessment of existing internship opportunities and the integration and implementation of service learning components within various programmes. While the Campus seeks to have wider incorporation of service learning, a number of related initiatives did take place during the review period.

EtC Volunteer Open Days were introduced by the Student Advisory Services (SAS) to raise awareness among students and staff about opportunities available to engage in service activities through local volunteer organisations. After evaluating the participation of organisations and students at past events, it was decided that only one should be held per academic year and specifically in the second semester. As such, the **2015 EtC Volunteer Open Day** was held on February 26th. There were however just six organisations present as many others did not have the resources to participate.

The UWI through Student Advisory Services partners with the **Down Syndrome Family Network** to promote awareness of various aspects of the condition. This year The UWI supported the **'Lots of Socks'** initiative. Hundreds of staff and students from all over the campus came out wearing their funkiest, brightly coloured and patterned socks to bring awareness to this condition.

The Campus also facilitates service learning among international students. The UWI has fostered relationships over the years with international institutions such as **Indiana University – Purdue University Indianapolis (IUPUI)**. Student Advisory facilitated dialogue and meet-ups between various NGOs and IUPUI to support their **Alternative Spring Break** activities here in Trinidad for the students of IUPUI.



'Lots of Socks' Hundreds of staff and students persons from all over the campus came out wearing their funkiest, brightly coloured and patterned socks to bring awareness to Down Syndrome.



"Hermits" from Canada Hall call for an end to domestic violence during a walk on campus, organised by the Health Services Unit in November, 2014.

TEACHING, LEARNING & STUDENT DEVELOPMENT

PARTICIPATION IN STUDENT SERVICES EVENTS



WORLD OF WORK

The SAS hosted several events for students and WOW remains the most popular, in particular the cocktail networking session and the mock interviews.



488 STUDENTS INTERVIEWED

225 VOLUNTEER PROFESSIONALS

over a period of two Saturdays



SMART START

363 PROSPECTIVE STUDENTS ATTENDED THIS EVENT



MEET & GREET

57 STUDENTS REGISTERED FOR MEET & GREET SERVICE

only 20 used the taxi service



CHECK-IN

46 STUDENTS FROM 16 COUNTRIES

participated in the programme



UWI CLICKS

395 STUDENTS ATTENDED IN SEMESTER I



STUDY SKILLS

87 STUDENTS ATTENDED SKILLS SESSIONS

OPEN AND DISTANCE EDUCATION

Expansion of Medical Sciences

The Faculty of Medical Sciences celebrated its 25th anniversary with a series of activities including a free health fair themed, **FMS @ 25 "One Health"**, the burial of a time capsule, the unveiling of a mural and an exhibition on the evolution of the Faculty of Medical Sciences. In the year of its 25th anniversary, the Faculty of Medical Sciences also launched several expansion projects in nursing, dentistry and opened a new staff/student lounge.

In May 2015 The UWI School of Nursing (UWISoN), was formally launched within the **Academy of Nursing and Allied Health** at a new location in El Dorado, east Trinidad. This unique partnership between these two entities and the College of Science, Technology and Applied Arts of Trinidad and Tobago (COSTAATT) was adopted to rationalise the way tertiary nursing education is provided. UWISoN remains the only tertiary education institution in Trinidad and Tobago that offers specialist training for nurses.



Student nurses at the Academy of Nursing and Allied Health at the launch in El Dorado.



Campus Principal, Professor Clement Sankat taking a first hand look at the new facilities at the Arima Dental Clinic.

The following month the Faculty of Medical Sciences also formally opened The **UWI Arima Dental Clinic**, a modern facility dedicated to delivering dental services to the surrounding community, also in east Trinidad. This was followed by a sod-turning ceremony for the expansion of the School of Dentistry at the Eric Williams Medical Complex at Mount Hope.

Lok Jack GSB

Overall at the GSB, applications fell in 2014/2015 by 40% and student enrolment by 29%. There were 274 new students registered during the academic year with the most popular programmes being the International MBA programme (a total of 53 new students) and the Executive MBA (45 students). The continued decline in the number of students enrolled in Master's programmes could be attributed to financial and work constraints being experienced by applicants as well as a saturated local market. The results of the School's Employer Survey, undertaken in January 2015, are being used to adjust its academic programmes. Among the new initiatives is a local Post MBA programme, which was launched with two cohorts entering in February 2015 and June 2015 with a total of 33 students.

In addition, as part of the School's strategic focus it is expanding into other territories in the Caribbean and Latin America, particularly Guyana, Suriname and most recently, Guatemala. Based on some of the challenges experienced in these markets such as geographic dispersion of students and the size of the market, which limits cohort sizes, students from these territories must be included in larger classes through multimodal delivery. Therefore, the School proposed and obtained approval from the Board for Graduate Studies and Research to offer four of its programmes through multimodal technologies – the Executive MBA, the International MBA, the MBA in Sustainable Energy Management, and the International Master of Strategic Marketing.

UWI-ROYTEC

UWI-ROYTEC is registered with the Accreditation Council of Trinidad and Tobago (ACTT) and is currently pursuing institutional accreditation. The institution is in the process of acquiring additional resources through its overseas partners in particular to fully implement multimodal learning strategies. The curriculum was expanded to include programmes in Entrepreneurship and Business Psychology and strategic partnerships with industry players are leading to better responsiveness to labour market needs.

TEACHING, LEARNING & STUDENT DEVELOPMENT

New Initiatives

During the period under review, UWI-ROYTEC redoubled its rebranding efforts with a particular emphasis on its corporate logo, signage and messaging. This was supported by the publication of formal **Brand Identity Guidelines** to ensure that the brand protocols are adhered to. A corporate jingle was also released on the airwaves as part of its marketing and promotional activity. In addition, the 'look and feel' of the corporate website was upgraded in keeping with the rebranding efforts.

In an effort to achieve its mandate of attracting non-GATE revenue to the institution, the Marketing and New Business Development department revised its existing Programme Enhancement Programme (PEP) offerings to better serve the demands of the market as it seeks to regain market share.

Following the renewal of its Memorandum of Understanding with Franklin University Centre for Professional Training and Development, in February 2015, UWI-ROYTEC successfully launched its **Franklin University Executive Leadership Series (ELS)** on June 23, 2015 at the Radisson Hotel, Port of Spain. The first course in the series focused on Strategy, Leadership and Culture and targeted newly minted managers, senior managers, company executives, department heads and entrepreneurs. The ELS was the most successful professional development initiative undertaken in 2015.

The University of New Brunswick has been a significant partner with ROYTEC since its inception and this has brought great benefits to both institutions. At this juncture, The UWI and UNB are engaged in discussions at the highest levels, to enhance that relationship in a way that recognises the maturity of that bond.

Accolades and Awards

Having captured double accolade as winners in 2013 and 2014, UWI-ROYTEC was awarded second place for Excellence for an Established Quality Management System (QMS) at The **ACTT's QuiTE Awards**, on October 29, 2015. UWI-ROYTEC's **Dr Dickson C. Osuala** was also recognised by The ACTT for Excellence in Applied and Academic Research. The seminal work of Dr Osuala was recognised as being both relevant and significant to tertiary education and economic development of Trinidad and Tobago and the region.

The UWI-ROYTEC's quality management systems assure stakeholders that appropriate quality management systems are in place to ensure that all institutional resources are working effectively in support of student learning. In the last academic year, UWI-ROYTEC has made significant investments in the implementation of additional quality management systems to support Online Distance Learning (ODL) and policies governing the use of open education resources, which are considered innovations in tertiary education. In August 2015, UWI-ROYTEC launched the **Quality Assurance Handbook** as a valuable resource to enable staff, faculty and students to better support the quality enhancement and continuous improvement initiatives at UWI-ROYTEC.

Students

Student enrolment at UWI-ROYTEC stood at 2,057 during the academic year under review. Of this number, 43% were students pursuing Bachelor's degrees while 35% were enrolled in Associate degree programmes. The remainder were almost evenly divided among Diploma (8%), Certificate (7%) and Postgraduate programmes (7%).

Six hundred and eighty-two graduands successfully completed their studies in 2014 with UWI-ROYTEC and in collaboration with its partners in education, the University of New Brunswick (UNB), Advocis and the Association of Real Estate Sales Agents (AREA).

At the **12th Annual National Youth Parliament**, UWI-ROYTEC was represented by **Ms Arola Carr** and **Ms Jenelle Simon** addressing the motion entitled 'Combating Violence in Schools'. In sports, UWI-ROYTEC placed 2nd in both the **League and Big Four Knockout** competitions in 2015. The participating teams came from The University of the West Indies, the University of Trinidad and Tobago, University of the Southern Caribbean, Trinidad and Tobago Hospitality and Tourism Institute, and College of Science, Technology and Applied Arts of Trinidad and Tobago.

Employee Engagement and Development

UWI-ROYTEC's Employee of the Quarter programme is aimed at recognising employees who have made significant contributions to UWI-ROYTEC within specific quarters. The following winners were adjudged and duly recognised for the period, August 1, 2014 - July 31, 2015 for the provision



IBM Internship from left: Hannah Abdool, Dr Nicholas Fuller, Dr Akash Pooransingh and Jevon Beckles at the IBM Research facility in New York.

of exemplary service in their daily job performance and demonstrating a willingness to work above and beyond the call of duty. **Ms Genevieve Julien-Maynard**, Programme Coordinator for the Bachelor of Education received the award for July-September 2014. **Ms Ayana Baynes**, Examinations Officer was awarded for the period October-December 2014.

The Faculty/Administration Award contributed by The UWI-ROYTEC Student Council for a faculty or staff member who has made significant contributions to student activities and participation was awarded to, **Ms Josaine Chin-Aleong**. The Award for Excellence in Teaching went to **Ms Michelle Salandy**. This award is made to a member of the faculty scoring above the benchmark of 4.5 in three consecutive terms for 2014/2015.

In March 2015, 20 faculty members were trained to maximise the use of D2L, a Learning Management System (LMS). The session was conducted by Dr Judy Roy from the University of New Brunswick (UNB), and will help faculty reach and engage learners however and wherever they learn. Another workshop on ensuring academic integrity using Turnitin was attended by 15 faculty members. Staff were also exposed to discussions on *Cross Cultural Experiences of Teaching and Learning: Exploring an Applied Approach to Education* led by three visiting academics from the University of the Free State, South Africa along with **Dr Judy Roy** from the University of New Brunswick.

INDUSTRY PARTNERSHIPS & INTERNSHIPS

Faculties and units continue to conduct formal and informal discussions with industry in order to ensure their course offerings are aligned to industry requirements. For instance, at the Faculty of Social Sciences, the Department of Management Studies met with industry stakeholders in July 2015 to get feedback on their programmes and their graduates.

For seven years, one level-two student from the Department of Electrical & Computer Engineering (DECE) in the Faculty of Engineering was chosen annually to participate in a 10-12 week internship programme at **IBM's Research Headquarters** in New York. Each year the decision to renew was based on the performance of the previous intern. In 2014 the quality of previous participants was recognised as, for the first time, the intern selected, **Ms Hanna Abdool**, was allowed to incorporate IBM's patented, cutting edge research into her own project upon returning to The UWI. This is just one of the many valuable internships now available to students. This year, the **Institute of Banking and Finance of Trinidad and Tobago** also partnered with The UWI St. Augustine Campus to provide **graduate internships in the banking sector**

TEACHING, LEARNING & STUDENT DEVELOPMENT

GRADUATE STUDIES

In order to improve the general administration of graduate studies a **Research Supervisors' Development Course** was launched by the Office of Graduate Studies and Research, comprised of six workshops and hands-on activities in areas such as communication. **Thesis Tracker End-User Testing Workshops** were also held and a 12-month pilot project was initiated with support from the Campus Research and Publication (CR&P) Fund.

The Arthur Lok Jack Graduate School of Business accelerated the implementation of its Authentic Teaching and Learning Model and diversified the teaching strategies in each programme. Teaching and learning activities included simulations, project-based learning and problem-based learning as well as other authentic strategies. Programmes were customised for executives of ANSA McAL and other companies expressed interest in having their own customised programmes developed. Students across all programmes conducted 58 authentic practica in companies and stakeholder feedback continued to be extremely positive. Students also engaged in a Spanish immersion programme in Guatemala.

How to help busy graduate students keep track of important academic dates and information? The Office of Graduate Studies and Research debuted their "Knowing Us" Academic Calendar 2015/2016 desk calendar to highlight the revised regulations for postgraduate programmes as well as important dates throughout the academic year such as applications, registration, teaching, examination and graduation.



LIFE AFTER GRADUATION

A university is measured in part by the quality of its graduates. One way of determining the quality of its graduates is to measure their success in the workplace. Over the last five years the St. Augustine Campus has been tracking its first-degree graduates to find out how they have been faring during their first year after graduation. **The Campus Office of Planning and Institutional Research (COPIR)** released the results of the latest **Graduate Tracer Survey** tracking the class of 2013 where over 90% of respondents were from Trinidad and Tobago. Here are some of the survey highlights:



72%

OVERALL EMPLOYMENT
RATE DOWN 10 POINTS

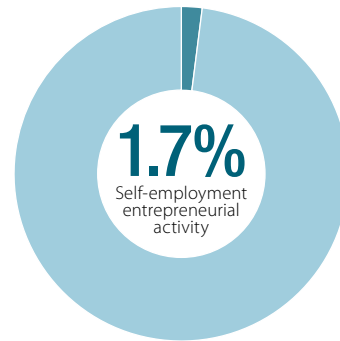
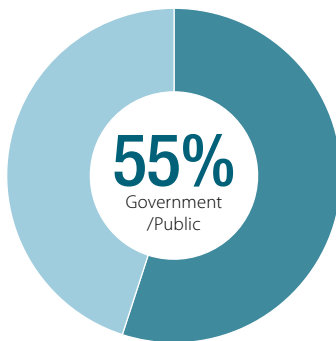


15%

OVERALL UNEMPLOYMENT
RATE UP 10 POINTS

(the remainder were not job hunting)

WHERE ARE THEY WORKING?



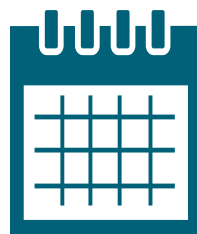
Most self-employment was in areas such as **Health and Social Services (42.9%)**, **Real Estate Activities (28.6%)**, and **Arts, Entertainment and Recreation (14.3%)** and respondents were likely to have pursued majors in **Veterinary Medicine, Medical Sciences, and Theatre Arts**



TT\$10K

GRADUATES MEDIAN
MONTHLY INCOME

*On average, female
graduates earn TT\$2,000
less than male graduates*



6 MONTHS

AVERAGE TIME GRADUATES
TOOK TO LAND A JOB

*Humanities & Education graduates took an
average of 4 months to get hired but 66% said
they had switched jobs within the first two years.*

See more highlights of the **2013 Graduate Tracer Survey** in the **February 2015** edition of **UWI Today**.

RE-ENERGISED RESEARCH



2011

UWI finally permitted to occupy the 200 acres of land at Orange Grove acquired decades earlier in exchange for UWI Farm lands used for the construction of the Medical Sciences Complex at Mt. Hope. An Agricultural Innovation Park is to be constructed on the site.

2010/2011

Focus on prevention!
That was the recommendation of a groundbreaking study showing that TT children are facing adult type diabetes. The project was made possible thanks to a TT\$5 million grant six years earlier from business-woman and philanthropist, Mrs Helen Bhagwansingh.





2012/2013
The Campus holds the Inaugural Research Day and Awards sponsored by the National Gas Company (NGC).



2012
After two years of consultations, the State-funded Campus Research Scheme (2006 – 2008) is re-engineered to create the Research and Development Impact (RDI) Fund. The RDI Fund, still supported by the Government of Trinidad & Tobago, now has six priority research areas linked to national development.



2014/2015
First five RDI Fund projects completed.

RESEARCH & DEVELOPMENT

Both pure and applied research are crucial to pushing the boundaries of human understanding, even if it seems to be just one small nudge at a time. One of the perennial challenges facing The University has been its ability to source research funding. The Campus Research and Publication Fund has long provided support to staff and student researchers but could not adequately fund the volume of research being pursued on the Campus. In 2012 The University established the Office of Research Development and Knowledge Transfer (ORKDT) to improve the capacity to source grants. This year, the Campus Bursary reported that special projects income amounted to TT\$162.5 million. This sum represented funds from international agencies and other donors for specific research and other programmes.

Between 2010 and 2012, St. Augustine Campus recast its research agenda around six specific areas of immediate concern to the national and regional communities. From here was born a government-sponsored research fund supporting research in these key areas that would require multi-disciplinary and therefore holistic approaches, and which

would be measured by both rigorous academic standards as well as by societal impact. The Campus is proud to feature the first fruits of that initiative which directly serves the people of Trinidad and Tobago and the region and provides tangible proof of the value added by The University.

The number of articles published or presented in peer-reviewed journals and conferences are a good gauge of the high regard in which its researchers are held in every field and this year its ranks include one of the most cited scholars for the year (see the Highlights section of this report). A full list of all of the peer-reviewed publications and conference presentations from all its faculties and research entities is available in the companion to this Annual Report – the Faculty Report.

UWI-NGC Research Expo

The University of the West Indies (UWI) St. Augustine Campus, in partnership with the National Gas Company of Trinidad and Tobago Ltd. (NGC), held the 2nd UWI-NGC Research Awards Ceremony on October 21, 2014.



2014 UWI-NGC Research Awards recipients. In all, 20 awards were presented to staff and graduate student researchers. The top research mentors were also recognised.

AWARD RECIPIENTS 2014**Campus Awards***Most Impacting Research Project*

"Breaking Silence: A Multisectoral Approach to Preventing and Responding to Child Sexual Abuse and Incest in T&T" - Professor Rhoda Reddock and Dr Sandra Reid

Most Outstanding Regional Research Project

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

Most Outstanding International Research Project

"Strengthening the Caribbean Scientific Community in Natural Resources Management and Developing Integrated Watershed Management Plans"

Trinidad Team Leader: Professor Carlisle Pemberton, Project Team Leader: Coen Ritsema (The Netherlands)

Principal's Special Award

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

The full list of 2014 research awards recipients, including the faculty award recipients, is available online at sta.uwi.edu/research-awards.



Most Impacting Research Project. As in the community of Barackpore (above), the Break the Silence project has helped raise awareness about the incidence and causes of child abuse across Trinidad and Tobago and the region. The project emanated from the Institute for Gender and Development Studies (IGDS).



RESEARCH & DEVELOPMENT

Agriculture Innovation Park

In keeping with the mandate of the AIP, the Campus continued to deepen its relationship with the China Agricultural University (CAU), promising (among other things) to test new varieties, facilities, equipment, technologies, concepts and models at the Park, and to demonstrate cropping patterns and production flows of distinctive crops currently cultivated in Trinidad and Tobago.

While the major infrastructure is still being put in place, the 200 acres of land at Orange Grove are already being used to support hands-on student training and research, while growing and selling crops to offset operational costs and to acquire new technology. The Faculty of Food & Agriculture has been evaluating and testing new crops from China such as Chinese squash, peppers, bitter melon, ten varieties of corn and pumpkin and a 10-acre fruit orchard. Some of the exciting projects this year focused on evaluating various irrigation technologies and exploring 'precision agriculture' using remote sensing and drone technology.



Innovative growing techniques and new crop varieties are being tested by the Faculty of Food and Agriculture at the Orange Grove farm.



Researchers at one of the newly constructed greenhouses. The successful propagation of new varieties of food crops from China could lead to better yields for local farmers and lower cost, healthier choices for consumers.

The most important activity on the new farm at Orange Grove during this review period was the construction of three new greenhouses covering an area of 2,234 m². These greenhouses were developed for local conditions based on information provided by the Faculty to experts from the China Agricultural University (CAU). The Chinese government through its Ministry of Agriculture provided funding for the greenhouses, while the Faculty covered the construction cost from its revenue accounts. These greenhouses will be evaluated for their suitability under local conditions and will also be used to test the performance of a number of vegetable crops from China, which will be introduced to local farmers, once they prove to be successful.

Other improvements undertaken at the Orange Grove farm include an expansion of the acreage under crops, installation of an excellent irrigation network where water is supplied from the well through three ponds which serve as holding bays; repair of most service roads and drainage work. The construction of a farm building was initiated in mid-2015.

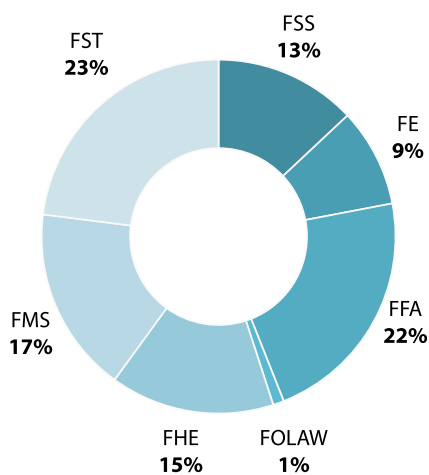
Advancing Knowledge – the CR&P Fund

The **Campus Research and Publications Fund** is used to assist as many members of staff and students as possible to carry out research without undue personal hardship or without putting an excessive burden on the budgets of the departments. The money may be put towards helping them to pursue their research and/or to communicate and publish the results.

An analysis of the performance and impact of the fund at the St. Augustine Campus between 2010 and 2015 showed a high correlation between the total number of grants and the number of research outputs (number of papers published per year and scholarly work, such as book chapters, journal articles, conference papers, software and film production, etc.).

The faculty members and graduate students from Science & Technology as well as Humanities & Education emerged as being the most productive based on the measurement criteria.

During this review year, TT\$1,946,329.00 was granted to support 62 staff research projects across all faculties. The largest share – TT\$499,453.00 – went to the Faculty of Food & Agriculture to fund 13 projects. Another TT\$1,181,636.00 was granted to support 100 student research projects across all faculties. In 2014/2015, 26 student projects from the Faculty of Humanities & Education received TT\$262,256.00, the larger part of research grants.



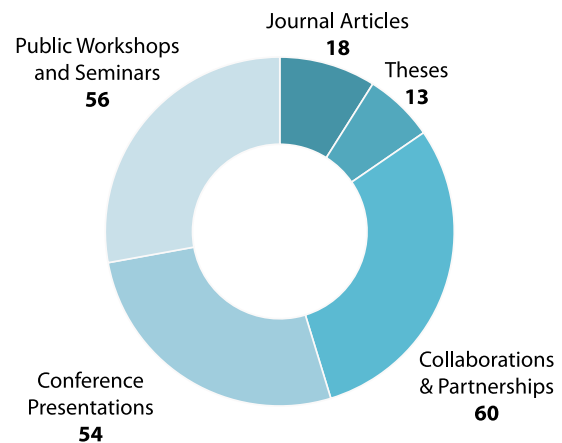
2014/2015 Staff and Student Campus Research and Publication Fund Allocation by Faculty

Impacting Lives - The RDI Fund

Established in 2012, The UWI-Trinidad and Tobago Research and Development Impact Fund (RDI Fund) supports research in the areas of Climate Change and Environmental Issues; Crime, Violence and Citizen Security; Economic Diversification and Sector Competitiveness; Finance and Entrepreneurship; Public Health; and Technology and Society.

The Fund launched its third call for proposals in September 2014 and awarded grants to eight new projects in May 2015 totaling TT\$2.8 million. This year the first completion reports were received for five projects – four from the first cohort of approved projects and one from the second cohort. This was a significant milestone as it provided an opportunity to evaluate the early successes of the Fund, which seeks to support projects designed to have impact in the short to medium term (three to five years). In all, 29 projects have been approved for funding since the Fund was established in 2011.

Since its establishment, the Fund has granted TT\$17.4 million to the projects in its portfolio. These projects have been able to attract more than double that amount in counterpart support, in cash and in kind, from collaborators and partners external to The UWI. The Fund has emerged as an excellent seed funding model for research and development, in line with global trends as more and more institutions working on development issues globally are recognizing that pooling resources to address a common issue can have a multiplier effect on the impact of those efforts.



RDI Fund Outputs to Date

RESEARCH & DEVELOPMENT

In keeping with the goals set for the Fund all projects funded boast of multidisciplinary research teams, with members from more than one department and in the vast majority of projects, team members come from more than one UWI Faculty, supporting the Fund's commitment to encouraging more multidisciplinary research on the campus.

RDI Fund projects have increased the number of research opportunities for both UWI staff and graduate students. In the three years the Fund has been supporting projects, 86 graduate students have gained research experience working on these projects, many of them doing work which has or will culminate in a thesis. Notably, many of these students have been able to present their work to academic and other audiences locally, regionally and internationally.

Project leaders have also been able to leverage their experience leading these projects as well as some of the new insights gained from their project's research activities to be able to successfully pitch new projects to external donors and have proven to be quite competitive, receiving grants from the EU-ACP, UNDP and even private commercial entities such as MARS Incorporated.

Some projects have also been able to build on their project outcomes and ensure the sustainability of their research efforts by providing consultancy and advisory services to key stakeholders interested in incorporating research findings into new policy and action. These partners include the Trinidad and Tobago Police Service, Trinidad and Tobago Solid Waste Management Company (SWMCOL), The Environmental Management Authority, The Tobago House of Assembly, and several key stakeholders in the cocoa industry inclusive of the farmers, investors, a growing cadre of chocolatiers, the Ministry of Agriculture and the Cocoa and Coffee Industry Board.

RDI Fund Projects

First Five Completed Projects

Five approved projects from the first two calls for proposals have been completed, allowing Fund administrators to evaluate outcomes and impacts. Project awards ranged from roughly TT\$300,000.00 to TT\$800,000.00, represented a variety of disciplines and their impact was felt in communities that were just as varied – rural, urban, local and regional.

The impact of emissions from the Guanapo Landfill on the surrounding environment

Dr Denise Beckles

Faculty of Science & Technology - Department of Chemistry

Landfill emissions can have a severe impact on the surrounding environment, particularly as these emissions can be readily transported long distances. This project produced a comprehensive description of the current state of the environment around and emissions from the Guanapo Landfill. Model studies of the landfill, air and water were conducted to allow for predictive studies that can be utilised to study other landfills in Trinidad and Tobago and the region.

A public meeting to present final results of the Guanapo Landfill project was held on June 25, 2015 at the Learning Resource Centre Auditorium, UWI St. Augustine Campus. Members of the Heights of Guanapo community, the general public, UWI staff and students were invited. Activities connected with the Guanapo Landfill project promoted strong interactions with two governmental agencies: the Solid Waste Management Company Limited and the Water Resources Authority.



RDI flashback to 2013 – testing the temperature of the water at the Manuel Congo site in Guanapo. Two years later, model studies of the landfill, air and water will allow for predictive studies that can be used to study other landfills across Trinidad and Tobago and the region. Photo courtesy the Guanapo Community & Environmental Development Organisation.

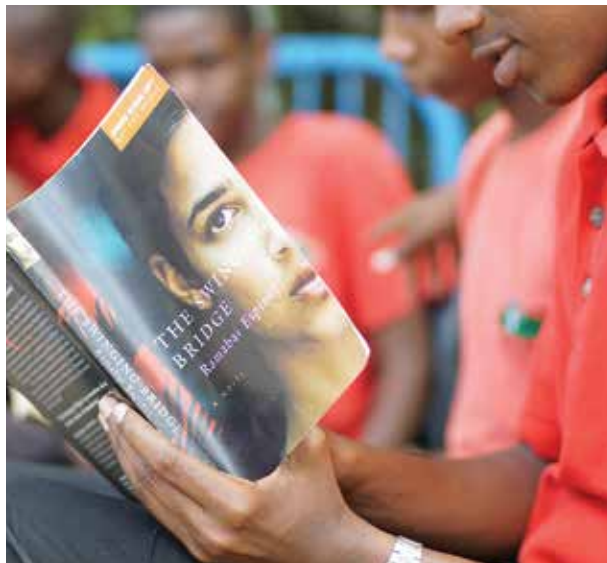
Analysis of Intervention and Counseling for At-Risk Youth to Reduce Crime, Violence and to Improve Outcomes for the Individual, The Schools, and the Family

Dr Sandra Celestine

Faculty of Social Sciences - Department of Behavioural Sciences

This analysis of intervention and counseling for at-risk youth has led to a database of health risk behaviours which can be used to identify behavioural patterns and develop solutions. By targeting at-risk students in hot spot communities and using a mix of individual, family and peer group counselling, the project was able to demonstrate a successful short term intervention method which brought about positive change in the youth and their families. The incorporation of music therapy in the interventions also proved to be very successful and insightful.

Forty percent (40%) of students who participated in the intervention displayed improved behaviour and in 95% of the cases overall, the team was also able to identify the specific issues causing a student to misbehave. Participating students demonstrated improved self-esteem, less depression, improved impulse control (anger management) and improved parent-child communication.



Intervention and Counseling for At Risk Youth: The RDI project demonstrated how a mix of individual, family and peer group counselling, could bring about positive change in the youth and their families.

Based on these outcomes, in April 2013 the Ministry of Education committed to spending TT\$90 million over a three year period to hire 500 specialist staff, including clinical social workers and psychologists, to address behavioural issues among school children. The project team continues to support interventions by Families in Action in two schools.

Towards Re-development of a Competitive Citrus Industry in Trinidad and Tobago and the Greater CARICOM Area

Dr Govind Seepersad

Faculty of Food & Agriculture - Department of Agricultural Economics and Extension

As part of this project, researchers established a 10-acre demonstration citrus orchard at The UWI South Campus in Debe. New technologies were demonstrated and research was carried out on new applications for citrus production field layout, management and harvesting with a view to revitalising the industry. At the request of the Tobago House of Assembly, a farm has also been established at Courland Estate, Tobago, using the techniques and innovations validated on the demonstration farm at The UWI South Campus and these same techniques are also being replicated at the Orange Grove University Farm.

These videos look at issues affecting the industry regionally and internationally, and provide instructions on grafting methods and new technologies to improve competitiveness and resilience to the greening diseases. Two videos are being used by the Ministry of Education to prepare CAPE Agriculture students, and a citrus reference book has been developed providing guidelines for the effective production, processing and marketing of citrus and citrus products. It also provides a roadmap for policy development, and contains recommendations and interventions for key segments of the citrus industry value chain.

RESEARCH & DEVELOPMENT

Understanding Built and Cultural Heritage in East Port of Spain

Dr Asad Mohammed

Faculty of Engineering - Department of Geomatics and Land Management

Part of a government plan to establish a Heritage City Growth Pole Initiative (HCGPI) in East Port of Spain (EPOS), this project sought to improve the understanding of the built and cultural heritage and how those assets might be leveraged for economic development.

Among other things, the project has created a greater awareness of the activities currently ongoing and has built the community's capacity for strengthening its own institutions, which they demonstrated in negotiations over the Fort Picton project. Maps have been created detailing the built and cultural heritage of Belmont, Picadilly and Picton, and these are being structured in GIS format to facilitate easy access by other researchers and policy makers.

An innovation model was developed to leverage the built heritage and cultural assets of EPOS into wealth creation, business start-ups and sustainable livelihoods. These are captured in the project documentary "City on the Hill", which explores how the contributions made by this urban settlement may be harnessed for economic growth. The documentary won the People's Choice award at the 2015 Trinidad and Tobago Film Festival.



Artwork from the documentary "City on the Hill". To hear more about the project from the researcher and the filmmakers, visit the UWI St. Augustine's channel on YouTube.

A New Volcanic Emissions Monitoring Network: Integrating Community Engagement and Public Health Hazard Management through the application and transfer of low-cost technology

Dr Erouscilla Joseph

Seismic Research Centre

This is the only project to be completed thus far from the second call for proposals. Its aim was to strengthen the capacity of The UWI SRC to reduce the cost and impact of disasters through enhanced disaster preparedness using low cost technologies in vulnerable communities of the volcanic islands of the Lesser Antilles.

A low-cost, low technology monitoring technique was developed for monitoring the concentration of ambient SO₂ and other gases and prototypes were donated to the science staff at several schools in St. Lucia and two have adopted the low cost monitor as an ongoing teaching/experimental tool in their CAPE syllabus. The project identified specific hazards at the Sulphur Springs in St. Lucia, advised on mitigation methods, and developed educational material for dissemination at the site to visitors, employees and residents in surrounding communities.

As this study was the first of its kind in the region, it generated significant new information on the how exposure to volcanic emissions might impact on human health, particularly the staff, residents and visitors of the Park

Eight New RDI Projects Approved

Of the eight projects approved from the third call for proposals, five were from the Faculty of Food & Agriculture. They include a study of the interaction between people, nesting turtles and environmental change at the Grand Riviere Bay; the development of Agriculturally Important Microorganisms (AIMS) to replace harmful pesticides used in local and regional agriculture; training farmers to integrate technology into their farming practices to make them more competitive and efficient; attracting more young people to take up farming as a career; and developing a dairy goat industry by determining the genetic characteristics of high performing dairy goats that are best suited to this climate.

The other three approved projects will examine methods for assuring the safety of medication dispensed through the public health system (Faculty of Medical Sciences); explore the issues currently being faced by those 40-55 years old who are trying to achieve a work-life balance (FMS and the Institute for Gender and Development Studies); and assess beach erosion and coastal flooding in coastal areas, particularly Manzanilla, so as to predict how these areas are likely to be affected in the future.

Grants for these projects ranged from TT\$198,000.00 to TT\$600,000.00 and most are scheduled for completion in 2018.

Monetising Research

Through the ORDKT, the Campus delivered three academic programmes to build capacity within the Trinidad and Tobago Defence Force (TTDF) and the Continuing Professional Development and Outreach Unit, a self-financing unit of the School of Education, was awarded a TT\$2 million consultancy by the Trinidad and Tobago Ministry of Education to conduct an independent review of the primary school curriculum revision exercise and the implementation plans and approaches.

Given The University's approval of an Intellectual Property Policy governing the commercialisation of research, the establishment of spin-offs and facilitation of technology transfer the ORDKT sought to engage the Inter-American Development Bank (IADB) for funds to further strengthen the knowledge transfer capability of the Office.

Professorial Inaugural Lectures

Newly appointed professors of The UWI are encouraged to give public lectures to share their specific areas of research with the wider community. This year, five Professorial Inaugural Lectures were held under the auspices of the Open Lectures Committee (OLC):

- **Professor Bharat Bassaw**
"Gestational Diabetes Mellitus (GDM): A Critical or Controversial Viewpoint."
- **Professor Christopher Oura**
"From African Swine Fever to Ebola - Can we win the battle to control infectious disease?"
- **Professor Derek Chadee**
"Fear of Crime: To be or not to be afraid."
- **Professor Asoke Basu**
"A Journey with Parasites – Focusing Concern, Control, and Eradication in Tropical Regions."
- **Professor Patrick Akpaka**
"Microbes without borders, tracking the molecular epidemiology of germs."

Conferences & Seminars

Conferences, workshops and seminars are also common avenues to share the findings of research conducted on the Campus and to communicate with peers and the wider public. Among the most notable events held during the 2014/2015 academic year were some mainstays on the campus calendar, and exciting new additions that drew participants from around the world and which were appreciated by the wider public. They included:

Forum on the Future of the Caribbean: Shaking Up the Caribbean

May 5-7, 2015

This was a tremendously important conference, bringing together some of the finest minds from around the region and the world. The main aim of the conference was to amplify the voices of dynamic young leaders willing to challenge the status quo and champion new solutions. All were in agreement that "disruptive thinking" must be the order of the day if we are to transform and build a sustainable future for the Caribbean region. The conference was organised by The UWI in collaboration with the UNDP, with the support of the Commonwealth, the Government of Mexico, the Development Bank of Latin America (CAF), the Caribbean Community Secretariat, the Government of Trinidad and Tobago and many others. The St. Augustine Campus hosted the opening day of the conference.

For more on the issues and the discussions, visit caribbeanfutureforum.com.

RESEARCH & DEVELOPMENT

International Breadfruit Conference:

Commercialising breadfruit for food and nutrition security.

July 5-9, 2015

The International Breadfruit Conference brought breadfruit researchers together with producers, equipment manufacturers, farmers and exporters from the Caribbean, the Pacific, Africa, Asia, Latin America and the United States. PCS Nitrogen Trinidad Ltd was the main sponsor while the Inter-American Institute for Cooperation on Agriculture (IICA), the Caribbean Development Bank and The Food and Agriculture Organisation of the United Nations (FAO) provided additional support. The event included a field trip for conference participants and the first ever local Breadfruit Exhibition and Festival which was well patronised by the general public. An overview of the conference proceedings was carried in the August 2015 edition of *UWI Today*.



Beyond Oil Down. Former Head of the West Indiana Collection at the UWI Library, Mrs Kathleen Helenese-Paul (far left) was among the hundreds who patronised the breadfruit exhibition in July 2015. They were treated to the unexpected range of uses for this versatile fruit, from savory dishes to cakes and possibly the most popular item at the event – breadfruit ice cream.

Conference on the Economy (COTE) 2014: Addressing Contemporary, Local and Regional Challenges for Sustainable Development

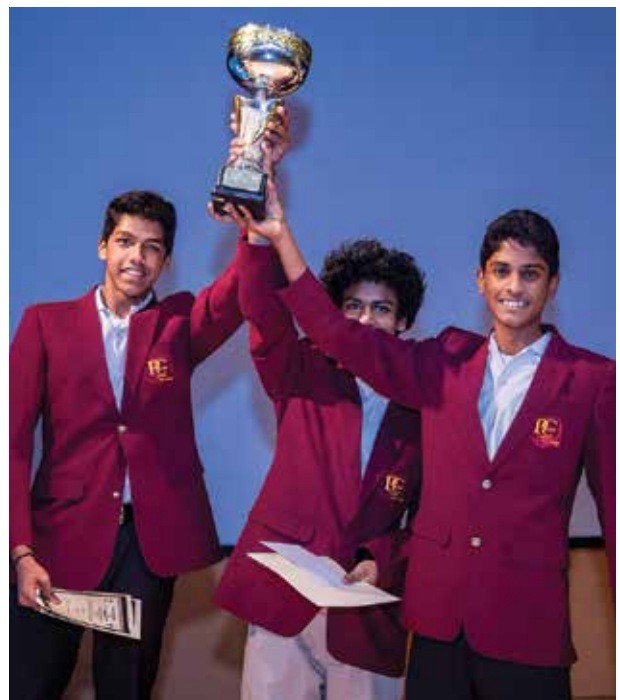
October 9-10, 2014

Hosted by the Department of Economics, this is now a much-anticipated event on the annual calendar. In 2014 the conference was dedicated to the late **Professor Dennis Pantin**. The feature speaker was **Professor Emeriti Kari Levitt**. Topics included the economic impact of the fuel subsidy, land use and industrialisation, dealing with community decline in La Brea, a review of the laws on CO² emissions, sustainability and entrepreneurship. The COTE 2014 conference proceedings are available online.

CCJ Symposium: Advancing the Case for Regionalism and Indigenous Jurisprudence

January 21, 2015

Ten years after the establishment of the Caribbean Court of Justice (CCJ), in the midst of the discussions on whether or not Trinidad and Tobago should make the CCJ its final court of appeal, for the first time came public confirmation that the Law Association of Trinidad and Tobago, supports such a move. The Faculty of Law in collaboration with the High Commission of Canada, the International Labour Organisation, the Organisation of American States, the Commonwealth Secretariat and the United Nations Development Programme hosted the symposium. The main ideas circulated during the two-panel discourse are laid out in an article in the March 2015 edition of *UWI Today*.



The team from Presentation College Chaguana won the first COTE Secondary Schools Debate. Their Topic: "Be it resolved that there has been a significant transition in the socioeconomic development of Trinidad & Tobago over the past 30 years"

***“The Need for Economic Diversification:
Falling Oil Prices and its Implications on the T&T Budget,”***

January 30, 2015

The Trade and Economic Development Unit (TEDU) hosted this seminar one day after US crude touched a six-year low under US\$44 per barrel. Presenters contemplating the precipitous tumble of oil prices pointed to a number of problems and prescriptions that have unfortunately either come to pass or are now being actively discussed. Topics included a general *Industry Perspective*, a look at *The Imperative of Economic Diversification in the Context of Shale Gas*; suggestions on *Managing Exchange Rates amidst Tumbling Oil Prices* and plain talk on *Falling Oil Prices and its Implications*. The proceedings were summarised in the March 2015 edition of *UWI Today*. The presentations may be downloaded from the Department of Economics website

***Inaugural Oil and Gas Law Conference:
Key Legal Issues in Oil and Gas Law***

April 30-May 1, 2015

The Faculty of Law in collaboration with bpTT hosted the inaugural Oil and Gas Law Conference at the Hyatt Regency in Port of Spain. The conference attracted over 120 participants, including leading legal practitioners and energy specialists. Among the key suggestions that surfaced were notions that the State should acquire land rights for oil and gas and compensate the private owners, and environmental regulations should be strengthened and implemented in this sector. The conference also marked the introduction of the region’s first course in oil and gas law, which was developed and is being lectured by staff at the Faculty. It is the Faculty’s intention to be a leader in the sector by establishing a multi-disciplinary department in oil, gas and energy.

Conference on Poverty & Opportunity

March 15, 2015

The conference hosted by the Sociology Unit in the Faculty of Social Sciences, welcomed secondary and university students, UWI academics and interested persons to examine the phenomenon of poverty and possible ways to create opportunities to help eradicate systematic poverty. Feature speaker, president of Downtown Owners and Merchants Association (DOMA), **Mr Gregory Aboud** suggested that the system – not the market – is bad; PhD student, **Mr David Balfour**, argued that “the poor not only need a hand out,



Pleading the case for the Caribbean Court of Justice. Deputy Dean of the Faculty of Law, Alicia Elias-Roberts addresses the CCJ Symposium.



“The poor not only need a hand out, they need a hand up”
- David Balfour, PhD student, Conference on Poverty and Opportunity

they need a hand up,” and **Mr David D. Ramjohn** of Synergy Resources, summed up the discussion, noting that “there is no single magic bullet that will eradicate poverty”. For more on the discussion, see the May 2015 edition of *UWI Today*.

RESEARCH & DEVELOPMENT

Fearless Politics: The Life and Times of Hazel Brown

March 27-28, 2015

"Yes, but what we go DO?" For many who attended the evening plenary and one-day conference, this call for action sums up perfectly the kind of activism practiced by Hazel Brown over the past four decades. Conference organisers, which included The UWI Institute for Gender and Development Studies (IGDS), focused on four main themes that hoped to capture the essence of her passions: women's health and reproductive justice; politics; community and culture; and advocacy. The diversity of Ms Brown's interests are apparent in the collection of documents and papers donated to The UWI's Alma Jordan Library. The documents now form the basis of a Special Collection in the West Indies section of the library and are part of its ongoing project "The Making of Caribbean Feminisms". For more on the conference and to learn more about Hazel Brown's fearless brand of politics, read the news release, visit the IGDS conference page and view excerpts from a pre-conference interview on the IGDS St. Augustine YouTube channel.

FEARLESS POLITICS THE LIFE AND TIMES OF HAZEL BROWN



NODES Conference: "Towards Social Integration: Rights, Roles, Recognition for Persons with Disabilities"

April 23-24, 2015

In Trinidad and Tobago, persons with disabilities have few rights and endure restricted access to services. . The conference organised by NODES (The UWI Network and Outreach for Disability Education and Sensitisation) was intended to be a key catalyst for change, focusing on human rights and on changing public perception about the capabilities of persons with disabilities. The proceedings generated much discussion in the press, examples of which can be found on the conference website.

Indian Diaspora Conference

May 12-16, 2015

In commemoration of the 170th anniversary of Indian arrival in Trinidad and Tobago, the Department of History in the Faculty of Humanities & Education hosted a three day international conference aimed at engaging the many processes, perspectives and themes that have emerged throughout the establishment and constant re-articulation of Indian diaspora communities globally.



First Lady of the Republic of Trinidad and Tobago, Her Excellency, Mrs Rheema Carmona, a feature speaker at the NODES Conference, accepting a gift of appreciation from gold-medal Paralympic swimmer, Ms Shanntol Ince.



**Ministry of Design –
from Cottage Industry to State Enterprise**

May 28-29, 2015

"In a place where design is synonymous with art, fashion, graphic design and Carnival, how do we get a nation to talk about design related to manufacturing, trade, innovation, and planning and sustainable development?" The two-day event, organised by the Department for Creative and Festival Arts (DCFA) attracted designers as well as educators, engineers, other professionals in the private and public sectors as well as the public to facilitate a broad discussion, and the 22 contributors from around the world sought to answer one fundamental question: 'if there were a Ministry of Design, what would this ministry do?' To see their answers and to join the discussion, download volume one and volume two of the proceedings which were posted to the Ministry of Design's Facebook page on September 7, 2015.

Institutionalising Best Practice in Higher Education

June 24-26, 2015

This conference hosted by the University's Quality Assurance Unit and Centres for Excellence in Teaching and Learning, ended on a high note with calls for a revolution in higher education. Recommendations included creating appropriate documentation and sharing processes for effective dissemination of best practices and avoidance of duplication. For a review of the topics discussed, visit the August 2015 edition of *UWI Today*.

New Journal Launched

The Journal of Human Communication Studies in the Caribbean (JHCSC) was launched at the St. Augustine Campus in May 2015, becoming the first journal of human communication studies in the English-speaking Caribbean. The journal website was built using the Online Journal Service (OJS) platform, hosted by the Alma Jordan Library, UWI. Other UWI journals use this platform, but this is the first to create an online subscription service to give access to its online and print versions.

RESEARCH & DEVELOPMENT

Supporting Research - The Campus Libraries

The financial constraints experienced across The UWI campuses resulted in the breakdown of The UWI Campus Libraries consortia arrangement and the loss of access to one of The UWI's major research resources – Science Direct. The industrial relations climate on the Campus did have an impact on the effective functioning of the Libraries, as the numerous ATS staff walkouts to attend Union meetings and engage in protest action resulted in disruptions to the provision of services to clients.

Special Collections

The Libraries strengthened their unique Caribbean collections with the acquisition of seven special collections:

The **Hazel Brown Papers**, which cover the activist's involvement in the women's rights movement, support for non-governmental organisations and consumer rights in Trinidad and Tobago;

The **Sir Patrick Hobson Papers**, which include correspondence and photos of his work with corporate bodies such as Trinidad and Tobago Television (TTT) and British West Indies Airways (BWIA);

The **Alloy Lequay Sports Material** relating to Trinidad and Tobago;

The **Florrie and Kenneth Kelshall Papers** which contains photographs and documents on scouting and hockey in Trinidad and Tobago;

The **Arthur Greenhall Papers** which include papers, photographs and multimedia covering his work with bats in the Caribbean and material from his wife, **Elizabeth Greenhall** who was the "agony aunt", Louise Bonnie for the Trinidad Guardian in the 1950s;



The Alma Jordan Library houses some of the most important collections documenting the history and development of the English-speaking Caribbean.

The **Caribbean Natural Resources Institute (CANARI) Collection**; and

A scrapbook from the 1930s recording two cruises made by **Dr and Mrs William E. Lippold**.

A new programme was launched called "Teaching with Special Collections", which has resulted in increased use of the Special Collection resources by students who undertook assignments based on specific items in the collection.

Supporting Expansion

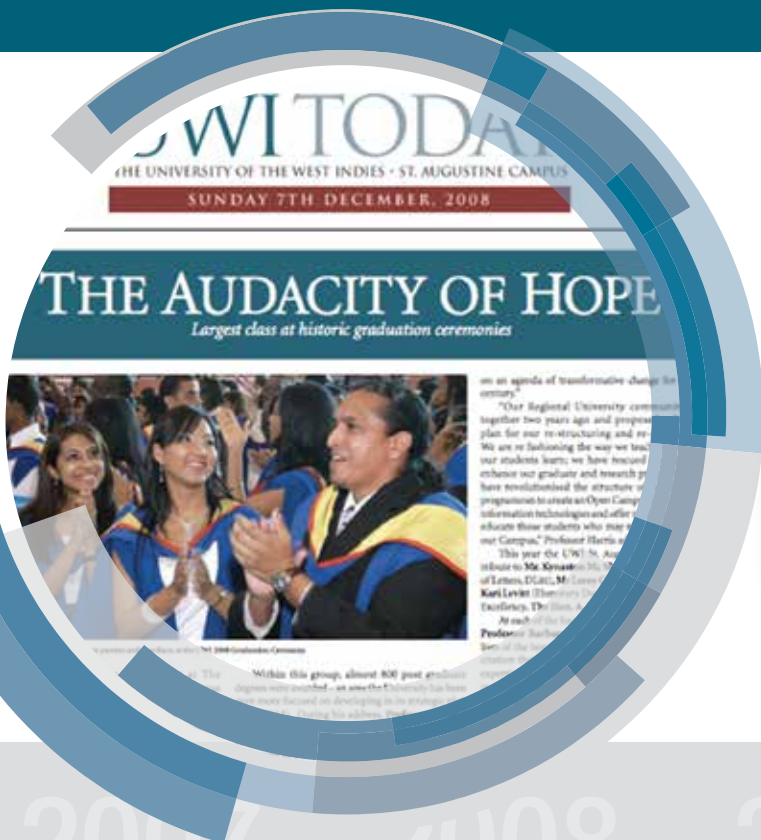
The Alma Jordan Library received a special grant of US\$10,000.00 from the US Embassy for the development of the Law Collection and an additional sum of TT\$2,000,000.00 from the Bursary to be spent on material for the South Campus Library.

Almost 4,000 eBooks were added to the Library's collection bringing the total number of accessible e-books in the Library's collection to 37,115. E-books allow for a greater number of students to access the content in these texts simultaneously as opposed to what would have obtained if the Library were purchasing limited numbers of copies of printed textbooks.

The AJL entered into an agreement with The University of the West Indies Press (UWI Press) to develop and host a repository for The UWI Press e-books. It is envisaged that the Alma Jordan Library will be paid an annual platform fee by the subscribers to the collection to cover the costs of maintaining the technical infrastructure and adding metadata to the titles as The UWI Press collection grows over time.

The AJL collaborated with the Faculty of Engineering, the Faculty of Humanities & Education, and the Trinidad and Tobago Government Information Services Limited (GISL) on a project to restore and digitise analogue tapes of broadcast material produced by Trinidad and Tobago Television (TTT) from the late 1960's to the 1970's. Forty hours of this digitised cultural heritage content is now stored and accessible at the Alma Jordan Library.

REACHING OUT



2008/2009
 St. Vincent becomes the third OECS country, after St. Lucia and St. Kitts, where students can pursue a degree offered by the Faculty of Social Sciences at St. Augustine, through a franchise agreement between the Faculty and their local institution.



2007

2008

2009

2010

2011

2007/2008
 UWI Today re-launched as a monthly paper in the Sunday Guardian.





2010/2011

UWI is granted 100 acres on the outskirts of San Fernando to create a new Campus. The Faculty of Social Sciences starts to offer Level 1 degree courses in south Trinidad through the Eve.



2009/2010

The School of Educations offers In-Service Diploma in Education in Tobago.



2010/2011

50 Haitian students complete their studies at St. Augustine following the devastating earthquake of 2010. The Campus raises TT\$1.5 million in relief funds.

OUTREACH

Advances in information and communication technology have made it easier to share the work and ideas generated on this campus, but they have also made the world a noisier place. As audiences are bombarded with information from multiple sources, cutting through the clutter is a challenge, particularly in a highly cost-sensitive environment. The Campus has taken a multi-faceted approach to its local outreach, in particular, that includes live events such as conferences, workshops, open days and other fora; printed media such as its monthly newsletter, **UWI Today**, a reinvigorated **STAN** magazine from the Office of the Campus Principal, and a significant social media presence.

The St. Augustine Campus pursues an agenda through institutional partnerships for the development and delivery of new programmes and research; through student and staff exchanges, staff and student recruitment; by seeking and achieving international accreditation; and through external examinations and co-supervision of students, to name a few. Institutions such as the Centre for Language Learning (CLL), and the Diplomatic Academy of the Caribbean (DAOC) are by nature outward looking and the ACS Initiative offers special tuition rates to students from the wider Latin American and Caribbean region.

In the 2014/2015 academic year, the Campus, through its Office of Institutional Advancement and Internationalisation, continued to expand its international links with countries such as Brazil and Cuba while deepening existing relationships with institutions in Europe, North America and, particularly, China. This year memoranda of understanding were signed with agencies from Cuba, Mexico and China and the Campus hosted high level delegations from Guyana, Haiti, France, Japan, Cuba and, of course, China.

Marketing & Communications

As the seat of University Marketing & Communications, St. Augustine has been the flagship campus with regard to adherence to the **Brand Guidelines** approved by the University Finance and General Purposes Committee (F&GPC). Where challenges arise they are related to the allocation of ever dwindling resources without supporting local market research. This is a challenge also encountered when attempting to engage with alumni. In both instances, it has been difficult to source funding for the necessary research.



INTERNAL COMMUNICATIONS SURVEY FINDINGS



	Students	Staff
Overall Satisfaction with Campus Communications	3 out of 4 said they receive an adequate amount of information	9 out of 10 said they were well informed by internal Campus Communications
What do they want to know about	Academic information Student Services information Events	Training & Development Events Issues facing The University New/ revised policies and procedures
Top 3 Preferred Channels	Student Portal Campus Website UWI STA Twitter feed	Email Staff Intranet Campus Website

Guided by the St. Augustine Campus' goals, strategies and priorities, the Office sought to lead strategies to position and enhance UWI's brand externally through advertisements publications, and support to events and website development.

 **146 PRESS RELEASES**
PREPARED AND DISSEMINATED
(<http://sta.uwi.edu/news/>)

 **>40 PUBLICATIONS**
PRODUCED TO SUPPORT
REGISTRATION, RECRUITMENT,
GRADUATION, ETC.

 **86 EVENTS**
SUPPORTED BY MARKETING
& COMMUNICATIONS

 **298 PRESS ADVERTISEMENTS**
PRODUCED AND PLACED

OUTREACH

Among the major marketing and communications developments this year were the establishment of a **bi-weekly research column** published in the *Trinidad Express*, introduction of a **digital staff newsletter**, the '**UWI Beat'** advertorials published in the press, the production of a **Welcome video** for students and the development of **communication plans** for various entities.

The monthly newsletter, **UWI Today**, produced two special issues. The first in January 2015 focused on Chikungunya as the virus raged through the region. This issue included information on the structure and testing for ChikV by Professor Christine Carrington, recommendations for eradicating the *Aedes aegypti* mosquito by Professor Dave Chadee, stories on the Chikungunya experience, accounts from regional doctors about the virus in their locales and information from the Caribbean Public Health Agency (CARPHA) on symptoms and precautions. That issue was widely circulated regionally and by CARPHA.

In February 2015, another themed issue was produced, this time on the state of West Indies cricket, and was published just before the AGM of the West Indies Cricket Board (WICB), where elections were due. That issue carried what has turned out to be a catalytic article written by **Dr Kusha Haraksingh** on a landmark judgment in the Indian High Court against the BCCI in India, and which has served as a foundation for the current move by CARICOM to disband the WICB and to approach the ICC directly. The issue carried a range of articles on the subject and excerpts of previous recommendations for the development of West Indies cricket. That issue was widely circulated regionally.

The Campus continues to produce several other publications, particularly to provide students with information such as the regulations that govern their programmes and their registration. There is an increasing trend towards providing these documents in a digital format only but as the Campus seeks to reduce costs, the Office continues to encourage greater use of and integration with the campus website.

The Marketing & Communications Office conducted perception studies and marketing research in key functional areas among internal and external stakeholders. This began the process of establishing base-line data to inform the objectives/



positioning locally/regionally and internationally. Two internal communications surveys were completed – an **Employee Communications Survey** and a **Student Communications Survey**. The Office developed a **Reputation Management Plan** that was presented to Campus and University Senior Management in March 2014. The plan sought to set out the process on how to mitigate crises. **Communication plans** were also developed for departments and units such as the Confucius Institute, the University Inn & Conference Centre, the Diplomatic Academy and the Cocoa Research Institute.

Alumni Engagement

The focus of the Alumni Office in the year under review was on improving the alumni database for more effective alignment and communications. The first phase of the **Alumni Reconnection Campaign** was completed, and Phase 2 is in development. The aim is to engage the many graduates from the Campus, to improve the interaction with them and develop a culture of giving back to their alma mater. Several engagement, sponsorship, and networking activities were held to better build relationships with alumni, supporters, advocates and donors. The Alumni Affairs unit based in the Office of Institutional Advancement and Internationalisation continued to work closely with The UWI Alumni Association, The UWI Guild, and other alumni stakeholder groups as part of its ongoing activities.

Internationalisation

In projecting The UWI St. Augustine Campus abroad, the Campus Principal, Professor Clement Sankat delivered several pivotal addresses including, “Higher Education in the Caribbean and the role of The UWI”, at the University of Havana, Cuba. Principal Sankat also delivered speeches at the International Conference Commemorating the Bicentenary (200th anniversary) of the Congress of Vienna at the University of Vienna, Austria and at the Private Sector Partnerships Forum of the UN Conference on Small Island Developing States (SIDS) in Apia, Samoa, entitled, “Creating a New Vision for Sustainable Agriculture in the Caribbean Region: The Agricultural Innovation Park in Trinidad and Tobago”.

Students from non-contributing countries made up a small percentage of on-campus enrolment, but it is worth noting that although they numbered fewer than 400 in all, they represented 52 countries and came from almost every

continent. The Campus’ ACS initiative, initially targeted students from Curacao, Guyana and Suriname. This year 27 undergraduate and 103 postgraduate students from these countries were enrolled on the campus.

The International Office facilitated 52 students from the St. Augustine Campus who went on **exchange programmes** to universities in Canada, the USA, France, and Guadeloupe. In return, The UWI welcomed 56 students from universities in Canada, USA, France, Barbados, Jamaica, Sweden, Germany, the Philippines and Poland. Four members of staff/faculty were able to fund professional development and research at Canadian partner universities through the Canada-CARICOM Faculty Leadership Program. The Campus also hosted seven study tour groups visiting from universities in the United States.

Approval was given by Campus F&GPC for the construction of “**The UWI-Trinity House**” on campus. This building is to be the focal point for Trinity College, Hartford, Connecticut to have a presence on campus to support its students and staff engaged in research on Trinidad and Tobago’s cultural traditions. This initiative is also an opportunity for the Campus to expose its own work in arts and culture to an international audience.

In addition, during the review period, seven St. Augustine students obtained scholarships to pursue studies at European universities through The UWI’s involvement in the **DREAM project**. Five persons received Full Master’s awards tenable at Cardiff Metropolitan University, Wales; one student received a Master Mobility award, tenable at the University of Porto, Portugal; and another received a Doctorate Mobility award leading to a joint PhD being awarded by The UWI and the University of Liege. The latter was made possible for the first time through a *co-tutelle* agreement signed between the universities.

Staff and student exchanges are attracting more interest on the campus. This year, 67 awards were allocated under the **CARPIMS** scheme. They included eight fully funded PhD awards, 14 staff awards and 45 fully funded Master’s awards. Academic and administrative staff also benefited from work exchanges to Samoa and Fiji. In return, the St. Augustine Campus hosted staff from Belize, Guyana, Samoa, Fiji, Portugal and Belgium.

OUTREACH

The UWI, in its role as coordinating institution of CARPIMS and co-coordinating institution of DREAM, hosted specialised project management training for 45 persons from universities in Europe, Africa, the South Pacific and the Caribbean involved in EU-funded Intra-ACP and Erasmus Mundus scholarship projects.

Events

For three days, from June 16 - 18, 2015, secondary school students and the general public had a chance to experience UWI at the campus' **Open Day**. All were invited to get familiar with the campus through student-led campus and faculty tours. The Campus Principal hosted secondary school principals from across the nation at his annual **Secondary School Principals Appreciation Day**.

The Department of Creative and Festival Arts

produced close to 40 arts-related activities, productions, exhibitions, concerts and events for the University and national community. One of the highlights was the student production of Earl Lovelace's award-winning novel, **Salt** – scripted for the first time for theatre.

In February 2015, at the close of the Carnival season, UWI Honorary Graduate legendary musician and bandleader Roy Cape, and leading provider of audio visual technology, Media 21 Limited, gave their generous support to the first **Classic Concert: A Caribbean Man. A Tribute to Black Stalin**. This was a benefit concert held at the Hyatt Regency, with net proceeds going to another UWI Honorary Graduate: veteran calypsonian Mr Leroy Calliste (Black Stalin), to help defray his medical expenses. The audience experienced the range, versatility and talents of Roy Cape and his band, the All Stars as they supported many veterans and upcoming artists of Trinidad and Tobago's music industry. The event turned a profit of over TT\$370,000.00. The 2016 edition would be dedicated to **Mr Roy Cape** himself.



The 12th edition of **The UWI SPEC International Half-Marathon** attracted 1,200 local, regional and international athletes. Cuban runner, **Richer Perez**, won the overall race while Kenyan, **Caroline Kiptoo**, retained the women's title. First Citizens maintained its commitment as the presenting sponsor although this year represented the final year of the three-year contract. **Colin Pereira**, who placed 11th among the men overall was the top male runner from The UWI, while 4th placed female, **Celine Lestrade** was The University's top female entrant. **Stacey Edwards** (Seismic Research Unit) and **Adrian Paul** topped the female and male staff categories respectively. The results of the 2015 UWI SPEC International Half Marathon are available online.

The St. Augustine Campus hosted the biennial **Inter-campus Games** from May 21-28, 2015. The Mona team retained the top spot with the Cave Hill and St. Augustine campuses taking second and third place overall respectively. In other sports news, St. Augustine's Dragon Boat racing team, consisting of staff and students, won the B division of the Ambassador's Cup at the Chinese Arrival Dragon Boat Festival held in October 2014.



Winner of the 2015 UWI SPEC International Half-Marathon, Richer Perez crossing the finish line.



OUTREACH

NATIONAL AND REGIONAL DEVELOPMENT

The Faculty of Law at UWI St. Augustine hosted the inaugural **High Level Banking Workshop** on February 21, 2015. The workshop featured internationally renowned presenters and included lead facilitator, Sir Ross Cranston, High Court Judge in the UK and Professor at the University of London. As part of the workshop, the Faculty launched a new course in banking law, part of its commitment to provide cutting-edge, relevant courses that offer a competitive edge to its students as future legal practitioners.

A **Public Forum on Development of Trinidad and Tobago's Smart Grid** was hosted by UWI St. Augustine in collaboration with the Ministry of Energy & Energy Affairs, the Trinidad and Tobago Electricity Commission (T&TEC), the National Institute of Higher Education, Research, Science & Technology (NIHERST) and the T&T section of the Institute of Electrical and Electronics Engineers (IEEE). This Public Forum comes under the RDI funded project, Capacity Building and Research on Smart Grid Technology in the Caribbean Region.

The UWI-ALJGSB introduced a **Sustainable and Renewable Energy Incubator** in October 2014. The Incubator Project is to act as a catalyst for the entire Caribbean region to reduce its dependence on fossil fuels, to achieve lower energy costs and to increase the quality of life in general. Specifically, the project will provide the skills, technical expertise, mentoring and resources to small and medium enterprises (SMEs) in the emerging renewable energy industry to help them bring their technologies to market; reduce the energy bill of SMEs to increase their competitiveness and survival rates; include green

energy features and design elements in affordable houses within the region; promote renewable energy legislation in the Caribbean; train individuals to become Energy Efficiency Certifiers for both facilities and business operations; and to provide energy efficient certification to SME facilities and businesses. The project is being carried out in partnership with Citibank and the National Gas Company of Trinidad and Tobago.

Community Outreach

The Campus continued to engage with the community in both formal and informal ways. For instance, at the Faculty of Medical Sciences, students in all areas continued to provide services through various public clinics, staff at the Sport and Physical Education Centre provide coaching services to schools and communities, and researchers and faculty members continued to lend their expertise on national and regional boards and committees. Details of these are contained in the digital version of this report in the section on Public and Professional Service, as well as in the companion to this document, the Faculty Report. In addition to these, there were a number of other opportunities for the campus to provide service to the wider community.

As indicated earlier, this year's UWI Games, held at the St. Augustine Campus, provided a novel avenue for the student athletes to give back. The **U+We Read: Crossing Borders** initiative required each campus to make a book donation to one of four selected primary schools in the St. Augustine area. On May 26, 2015, four delegations of approximately ten students from each of the four campuses visited St. Benedict's



UWI student athletes read to students at the Riverside Hindu School as part of the U-We Read: Crossing Borders initiative that was part of the Inter-Campus Games experience



UWI Inter-Campus student athletes donated 230 book to four primary schools, including the Riverside Hindu School as part of the U-We Read: Crossing Borders initiative.

Boys RC Primary, Curepe Vedic Primary, Riverside Hindu School and Maracas SDA Primary schools. The UWI students read to the children and donated 230 books collected through an earlier book drive.

The **Student Advisory Services (SAS)** held a charity drive this year, leading up to Christmas parties hosted for children of the **Down Syndrome Family Network** and **Amica House** in neighbouring Curepe. The youngsters were treated to a puppet show, refreshments, toys and entertainment for an afternoon during the Christmas season. SAS staff later held career advice sessions for girls at Amica House, which provides refuge for displaced girls up to the age of 19 years. The sessions were tailored to the various age groups of the girls at the home, providing them with key information on early career planning.

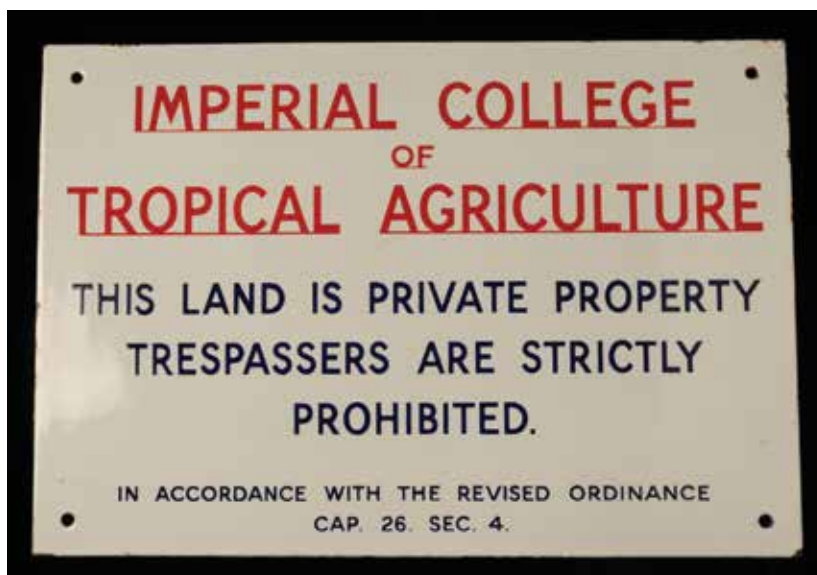
The Community Engagement Desk of the SAS provided support to students of the Institute for International Relations (IIR) who collected food, toiletries and stationery for distribution to a children's home and a home for the aged; and the SAS also partnered with the **Caribbean Youth Environmental Network** and facilitated students' participation in the **International Coastal Cleanup**, at Matura beach. Approximately 30 UWI students chose to participate in this event through the SAS although various other student clubs and organisations were present as well.

CAMPUS MUSEUM

Work continues on the establishment of a campus museum and an art gallery that was first proposed in 2009. The creation of a campus museum fits with the plans of the Department of History to introduce a Heritage Studies programme and would be an important site for practical application of related concepts. A museum shop is also envisaged.

To date, number of artifacts related to the history of the Campus have been identified and collected from various departments. In the absence of a physical museum space a Museums and Collections website (sta.uwi.edu/museums) was launched making the collection widely available online. The Cocoa Research Centre is also developing a Cocoa and Chocolate Museum. For more on the Campus Museum project see the article in the February 2015 edition of *UWI Today*.

If you own interesting things related to the history of St. Augustine, or if you know where such objects (or documents or pictures) may be located, or if you just want to help—please contact glenroy.taitt@sta.uwi.edu or mike.rutherford@sta.uwi.edu. They would love to hear from you!



OUTREACH

SPORTS

Months before the 12th edition of The **UWI SPEC International Half-Marathon** the Campus hosted the **biennial Inter-campus Games** from May 21-28, 2015. The **Mona** team retained the top spot while the **Cave Hill** and **St. Augustine** campuses took second and third place respectively. Final point standings were 104, 92 and 56.

Of the 10 sporting disciplines, the Mona Campus took the titles for swimming, female basketball, netball, cricket, female football and female volleyball, in addition to athletics. Securing second place overall was the Cave Hill Campus who championed male basketball, female and male hockey, male volleyball and lawn tennis. The St. Augustine Campus placed third overall, finally taking the male football title that has been long held by the Mona Campus, as well as table tennis. For the Open Campus, The UWI's network of smaller sites across the region, this was their first showing at the Games. The team successfully competed in netball, tennis, female volleyball and male football, but unfortunately did not take any of the individual titles.

The **UWI St. Augustine's Dragon Boat** racing team pulled off an impressive win in the B division of the Ambassador's Cup at the **Chinese Arrival Dragon Boat Festival** held in October 2014 in Chagville, Chaguaramas. Although the they had only begun practicing as a team two days before the race, the team, made up of UWI students and staff, was able to not only win their race but to do so by two boat lengths, one of the longest recorded at the regatta.

Club Crusoe of Tobago took the trophy and the TT\$30,000.00 cash prize as winners of **The UWI T20 2015 Tournament**. Led by Captain Navin Stewart, Club Crusoe battled against FC Clarke Road in the final on April 5, 2015. Clarke Road finished their innings with a respectable 137 runs, but the Tobago Club cruised comfortably past that score in 18 overs, with 138 for six wickets. The tournament took place at the Sir Frank Worrell Cricket Ground of The UWI Sport and Physical Education Centre (SPEC).



Go 'Gustine Go! Our mascot "Peli" got a makeover in time to cheer on the team at the Inter-campus games.



Members of Cave Hill's "Nest" taking part in the opening ceremony of the Inter-campus Games.



Winners of the 2015 UWI T20 Tournament – Club Crusoe took the TT\$30,000 purse back to Tobago.

MOUs SIGNED IN 2014/2015

The NWRHA – Medical Training

The North West Regional Health Authority (NWRHA) and The University of the West Indies (UWI) St. Augustine Campus signed a Memorandum of Understanding (MOU) on May 22, 2015 for the construction of a modern Teaching and Student Facility at the General Hospital, Port of Spain, to house students and staff of The UWI St. Augustine's Faculty of Medical Sciences.

The new facility would be outfitted with approximately 30 rooms including teaching, lecture and study spaces, as well as kitchen and laundry facilities. It was described as a catalyst for returning the Port of Spain General Hospital to a state of all-round excellence that would encourage a great student experience.

The University of Havana – International Relations

The University of Havana and the Institute for International Relations (IIR) signed an MOU that will facilitate the exchange of faculty and students, the joint hosting of conferences, the development of a module on Cuba-Caricom relations for the Diplomatic Academy of the Caribbean, and the development of joint research examining the impact of a "post-embargo" Cuba on the Caribbean. The signing took place on December 3, 2014.

The Yucatan Centre – Agriculture

The UWI St. Augustine Campus and the Yucatan Center of Scientific Research (CICY) signed an MOU in June 2015 at the start of the *In Vitro Clonal Propagation of Tropical Plants* Training Course. The Yucatan Center of Scientific Research generates scientific and technological knowledge in the areas of plant biochemistry and renewable energy among other areas in order

to contribute to sustainable development of the region. The cooperation between The UWI St. Augustine Campus and the Yucatan Center of Scientific Research in clonal propagation of tropical plants will help to scale up production of agricultural produce and boost commercialisation efforts in agriculture throughout the region, and therefore advance the sustainable development of the Caribbean.

ANSA McAL – Journalism, Entrepreneurship and Psychological Research

The MOU signed between the St. Augustine Campus and the ANSA McAL Group in December 2014 launched the **Guardian Media School of Journalism**, the **Anthony N. Sabga School of Entrepreneurship** and signaled the reopening of the **ANSA McAL Psychological Research Centre**. The ANSA McAL Group is now the Campus' the largest private sector benefactor. The agreement calls for a four-storey building to be located at the old Security building site to house the new entities.

APHIS – Regional Agriculture

The March 2015 MOU signed by The UWI and the USDA's Animal and Plant Health Inspection Service (APHIS) formalised a long-standing collaboration. Since 2007, The UWI has contributed technical expertise to the APHIS International Service (IS) to support the work of the Caribbean Plant Health Directors' (CPHD) in strengthening phytosanitary (plant disease fighting) capabilities across the region and tackling issues such as pest prioritisation and the Giant African Snail in the region. Through this agreement, The UWI will provide office space and facilities for APHIS in Trinidad and Tobago.



UWI's Faculty of Humanities and Education (FHE) was well represented by a delegation of six lecturers and instructors of the Departments of History and of Modern Languages and Linguistics at the 24th Annual Havana International Book Fair that took place from the 12th to 22nd February, 2015.

OUTREACH



MOU with China Agriculture University (CAU): the parties agreed to test new varieties, facilities, equipment, technologies, concepts and models at the Agricultural Innovation Park at Orange Grove.

China Agricultural University – Agriculture Innovation Park

With work well underway to fulfill the MOU signed in early February for the establishment of The UWI-CAU Agricultural Innovation Park, a new implemental agreement signed in December 2014. It states that “in order to further develop agricultural education, research, experimentation and demonstration in agriculture. The parties will test new varieties, facilities, equipment, technologies, concepts and models at the Park. The parties will also demonstrate cropping patterns and production flows of distinctive crops currently cultivated in Trinidad and Tobago.” The agreement also covers collaboration between the parties in training graduate students at the master and doctoral levels, and work on the possibility of the award of joint or double degrees to the successful candidates through a split-site engagement.

The Institute of Banking & Finance – Banking Internships

In March 2015 The UWI and the Institute of Banking and Finance (IBF) of Trinidad and Tobago entered into a partnership to create the IBF Internship Programme where internships in the banking sector would be available to university graduates. The initiative will also help finance and banking professionals to remain relevant through ongoing certification.



MOU with COTT: Professor Sankat signed the MOU on behalf of The UWI while COTT CEO, Mr Josh Rudder, represented COTT.

Copyright Organisation of Trinidad and Tobago (COTT) – Intellectual Property

Under the MOU between The UWI and COTT, The UWI will take responsibility for supporting COTT to raise public awareness through co-hosting relevant conferences and symposia; providing technical expertise and assistance to COTT via research, internships, and consulting services; providing COTT with access to UWI facilities for events and forums and working with COTT to develop and conduct training and outreach programmes in matters pertaining to copyright, intellectual property and related areas.

The partnership will include input from The UWI’s Faculty of Law, Department of Creative and Festival Arts and Office of Institutional Advancement and Internationalisation.

MOU on Geospatial Information Management

The Association of Caribbean States (ACS), UWI St. Augustine, Mexico’s National Institute of Statistics and Geography (INEGI) and the Embassy of the United Mexican States in Trinidad and Tobago signed an MOU in March 2015, agreeing to work towards achieving the objectives of the “United Nations Committee of Experts on Global Geospatial Information Management” initiative (UN-GGIM) and of the “Caribbean Platform of Territorial Information for Disaster Prevention” (PITCA) project. These projects are funded by the Government of Mexico.

NATIONAL & REGIONAL DEVELOPMENT

Upgraded Dental Care for Arima

For more than two decades the School of Dentistry, part of the Faculty of Medical Sciences, has been serving the community of Arima through dental clinic located at the Arima Health Facility. In April 2015 The UWI formally unveiled an upgraded UWI Arima Dental Clinic. It is a walk-in adult facility, providing services like extractions, cleanings, fillings and other planned surgical procedures. All complex surgical cases, however, are still referred to the School of Dentistry at the Eric Williams Medical Sciences Complex, Mount Hope.

The Roots of Caribbean Constitutions

Many of the freedoms enjoyed today across the region under the various constitutions are based on an 800-year-old document devised to keep an English king in check. But how relevant is that document to us today? The Constitutional and Parliamentary Studies Unit (CAPSU) delivered the **Magna Carta** series of lectures across the Caribbean region titled "The Impact and Influence of Magna Carta on the Commonwealth Caribbean". Starting in Trinidad in late 2014, events were held in the first two months of 2015 in Dominica, St. Vincent, Belize, Jamaica (Montego Bay and at the Mona Campus), and in St. Lucia. The project was funded through a competitive grant of roughly TT\$200,000.00 from the Anniversary Committee, which sought to promote the understanding of Magna Carta in the Commonwealth Caribbean. Speakers were drawn from among the most eminent jurists from the region. The proceedings are to be published but recordings of some of the lectures can be found on the Magna Carta in the Caribbean project page at www.magnacarta800th.com

The Diplomatic Academy of the Caribbean

In its first full year of operation, the Diplomatic Academy successfully completed eight modules designed to provide training in 21st century diplomacy:

Understanding the United Nations: the basic principles governing the United Nations system architecture, founding values, the functioning of its main bodies, the articulation with countries' missions and the main issues and points of negotiation on several hot topics.



Upgraded facilities at the Arima Dental Clinic will provide students with practical opportunities and the public with low cost dental care.



Originally written by and for early 13th century aristocrats in England, the Magna Carta continues to have a profound influence on Britain's former colonies. But are the human rights enshrined in the document really devolved to the people of the Caribbean?

OUTREACH

Intelligence, Statecraft and Multi-dimensional Security in the Caribbean: examined the role of intelligence in international affairs, and in support of diplomatic activities.

Summit Diplomacy: G7/8, G20, CARICOM, Summit of the Americas, CHOGM: A module on how to shape the summit diplomacy interactions in which countries and communities participate and those which affect them. Participants explored how and why this form of diplomacy operates, the ways in which they can be influenced from inside and out, and how summit systems can be institutionally strengthened to achieve their own ends.

The Rise of China and Its Impact on the Caribbean: The course charted China's rapid economic growth and highlighted the opportunities and challenges that this remarkable development presents for the Caribbean.

The Kingdom of Saudi Arabia: Business, Politic, Culture: This module was a collaboration with the Trinidad Saudi Chamber of Commerce (TSCC) and the first of its kind in the region. Facilitators provided in-depth knowledge about the Kingdom of Saudi Arabia and ways in which interested persons and organisations may effectively engage the Kingdom in pursuit of available opportunities.

Protocol and Diplomatic Law: Rules and Procedures: This very popular module was held in Barbados and Jamaica respectively. This was a course to raise awareness of the principles of international protocol and global business etiquette so that participants may serve as courteous and diplomatic representative of their organisations.

Global Hemispheric and Regional Security and Defence: The course was intended to equip participants with the requisite knowledge to ensure greater capacity for strategic security decision-making, policy formulation and implementation, or programme design and delivery. It attracted several foreign-based military attachés and key persons from the National Security Council Secretariat (NSCS).

Looking Towards Latin America: Growing Together: This module was held in partnership with the Argentine Embassy and the country's National Foreign Service Institute (ISEN). It attracted participants from 13 Caribbean countries. It aimed to familiarise attendees with various aspects of Latin American culture, politics, regional integration and economic structure to support their pursuit of opportunities on that continent.

The Arthur Lok Jack GSB

The UWI-ALJ Graduate School of Business hosted its annual International Distinguished Leadership and Innovation Conference in April 2015 with Peter Senge and Tom Peters as key speakers, followed by the annual Women in Leadership Conference in July 2015.

The School's annual alumni events such as the Distinguished Alumni Series and CEOs Back to School were held as planned. New to the roster of events were six *Business Networking Evenings* for students, alumni and members of the business community. Another edition of the *iAlum* magazine was published with contributions from student, alumni and faculty; and the mentorship programme moved to an online platform, allowing all students access to mentors, as well as the ability to search the alumni mentor volunteers based on their career or area of interest.



DISTINGUISHED OPEN LECTURES

The UWI St. Augustine's Distinguished Open Lectures bring public speakers of the highest calibre from the worlds of academia, business, the arts and civil society to the Campus to share their thoughts and ideas.

The series is meant to provoke discussion and debate and the lectures are intended to be accessible to a general audience. This year, the Campus also continued to host a CARICOM Leaders' Lecture Series, examining the future of regional integration in light of the serious economic challenges currently facing the region.

CARICOM LEADERS' LECTURE SERIES

***The Right Honourable Owen Arthur, M.P.,
former Prime Minister of Barbados***

"Caribbean Regionalism in the Context of Economic Challenges"
January 19, 2015

Dr Kenny Anthony, Prime Minister of St. Lucia,

"Delivered or Denied? The Dividends of Integration"
March 3, 2015

DISTINGUISHED OPEN LECTURES

His Excellency José Miguel Insulza

Secretary General of the Organisation of American States (OAS)
October 7, 2014
"Latin America and the Caribbean, Good News with Many Challenges."

Professor Eric R. Fossum

Thayer School of Engineering, Dartmouth
October 11, 2014
"CMOS Image Sensors in Every Camera: A Story of Technology, Invention, Innovation and Entrepreneurship".



"There is in fact an embryonic entrepreneurial class emerging in the sector called the 'Creative Economy' which is capable of integrating into the global economy by using information technology to create their own value chains." – former Prime Minister of Barbados, the Rt. Hon. Mr Owen Arthur. M.P.



"There is a disconnect between CARICOM and the realities of the region. The economic downturn has provided CARICOM an opportunity to redress its mission by guiding the region's people through this latest trauma ... if we are prepared to usher in the new transformations, we can yet endure into the future." – Prime Minister of St. Lucia, Dr Kenny Anthony

OUTREACH

Professor Elkana Shmuel Wolf

September 17, 2014

Professor of Plant Physiology - Vigevani Chair in Agriculture, as well as Dean of the Robert H. Smith Faculty of Agriculture, Food and Environment at the Hebrew University of Jerusalem, Israel.

"Food Security in the 21st Century".

Professor Sir Robert Worcester

Chairman of the Magna Carta 800th Anniversary Committee
October 18, 2014

Sir Robert was in Trinidad to launch a project titled *"The Impact and Influence of Magna Carta on the Commonwealth Caribbean"* organised by the Constitutional Affairs and Parliamentary Studies Unit (CAPSU) of the Faculty of Social Sciences.



His Excellency Guillermo Vázquez Moreno, Ambassador Extraordinary and Plenipotentiary of the Republic of Cuba to Trinidad and Tobago signing the visitor book at the Office of the Campus Principal as Principal Sankat looks on.



President of the Co-operative Republic of Guyana, His Excellency Brigadier David A. Granger receiving a token of appreciation from Principal Clement Sankat.

DISTINGUISHED VISITORS TO THE CAMPUS

His Excellency, Michel Joseph Martelly, President of the Republic of Haiti, visited the campus in October 2014. Addressing a small gathering at the Main Salon of the Campus Principal's Office, President Martelly outlined an ambitious education reform policy, explaining that there had been no major legislative reform of the educational system for more than half a century, in addition to which, the country experienced "massive destabilisation of the school system" due to the earthquake in 2010. There were at the time two Haitian students attending The UWI at the St. Augustine Campus through the Caribbean-Pacific Island Mobility Scheme (CARPIMS) scholarship programme. They were given the opportunity to meet President Martelly after his talk.

The Trinidad and Tobago Ambassador to the People's Republic of China, Professor Chen Zi Ming of the China Conservatory of Music, paid a courtesy call to The UWI St. Augustine Campus in February 2015. The delegation included His Excellency Chandradath Singh, and Mr Clement James of the International Conference and Panorama Secretariat (ICP). They were met by Pro Vice-Chancellor and Campus Principal, Professor Clement Sankat and Dean of the Faculty of Humanities & Education, Dr Heather Cateau. The discussion revolved around ways to further strengthen the relationship between China and Trinidad and Tobago, as it relates to the performing arts; with particular interest in the Steelpan.

OUTREACH

His Excellency Guillermo Vázquez Moreno, Ambassador Extraordinary and Plenipotentiary of the Republic of Cuba to Trinidad and Tobago, paid a courtesy call to the Campus Principal in April 2015. The two met to discuss possibilities for collaboration, particularly in research and innovation management systems, molecular science, agro-processing, specialist health services, music, arts and culture, software development, informatics and the preservation of historical buildings. They also discussed the potential for postgraduate exchange programmes between both countries and the possibility of facilitating Cuban students to pursue their higher degrees at The UWI under its Pan-Caribbean initiative. **French Ambassador to Trinidad and Tobago, His Excellency Hédi Picquart** expressed his willingness to participate in joint relations between The UWI and the other French Caribbean states, with the interest of pooling resources in finding solutions to some of the prevailing problems of this region. Ambassador Picquart paid a courtesy call in May 2015. Professor Sankat asserted that making The UWI available for students of the French-speaking Caribbean states such as Martinique, Guadeloupe, St. Maarten and French Guiana was one strategy for seeing the Caribbean as a broader space. Common areas of interest included food and agriculture, the cultural arts, engineering, youth unemployment and entrepreneurship.

His Excellency Brigadier David A. Granger, President of the Co-operative Republic of Guyana delivered an address at the Ceremonial Topping-Off and Deed Handover of The UWI St. Augustine South Campus Penal-Debe on July 31, 2015 at the campus site in south Trinidad. The President paid a courtesy call on the Campus Principal and also met with Chancellor of The UWI, **Sir George Alleyne**, campus senior management, deans and Guyanese staff and students.

His Excellency Takashi Uto, Parliamentary Vice Minister for Foreign Affairs of Japan, visited the Campus on January 10, 2015. He conveyed the interest of the Government of Japan to encourage greater collaboration in higher education with the Caribbean and pointed to the Japan-CARICOM Friendship Year (2014) as a basis for this. He issued an invitation to all The UWI campus principals to visit Japanese universities and it was agreed that further discussions with the Japanese Ambassador would work out details for these and reciprocal visits.

UWI FETE FUNDS \$1M IN BURSARIES

The proceeds from UWI Fete have been the cornerstone of the **UWI Development & Endowment Fund (UWIDEF)**. Since inception, the **UWI All Inclusive Carnival Fete** together with the **UWI Golf Classic** has facilitated the award of more than 3,000 bursaries by UWIDEF.

On the 25th anniversary of the fete it funded the award of 200 bursaries to deserving UWI students across all seven faculties of the institution. This year's award ceremony included the launch of the Trevor Boopsingh Scholarship for students in the Petroleum Engineering Programme. The National Gas Company of Trinidad and Tobago (NGC), as part of their commitment to invest in education has pledged to donate TT\$1 million to the fund annually for a period of five years.

For the academic year 2014/2015 the UWIDEF disbursed TT\$1 million in bursaries to 146 female students and 54 male students across all seven faculties. The highest number of bursaries (38) went to students of the Faculty of Medical Sciences (70), followed by Social Sciences (38), Science & Technology (28), Humanities & Education (21), Food & Agriculture (16), Engineering (15) and Law (12).

While the bursaries are funded primarily through profits from the Fund's two major fund-raisers – the fete and the Golf Challenge – support is also provided by the private sector and professional bodies which continue to maintain their contributions. Thirty-four students benefitted from scholarships for the academic year 2014/2015, four more than the previous year. These awards range in value from TT\$5,000.00 to TT\$15,200.00 and were available to nationals of Trinidad and Tobago and other CARICOM countries.



Feting for the future. Over the last 25 years, the annual UWI all inclusive fete has provided an opportunity for alumni and friends of the campus to provide financial support to current students in need.

ENGAGING EMPLOYEES



2009/2010

The Campus launches its Employee Assistance Wellness Programme (EAWP) with a Wellness Fair at the Daaga Auditorium.



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2007/2008

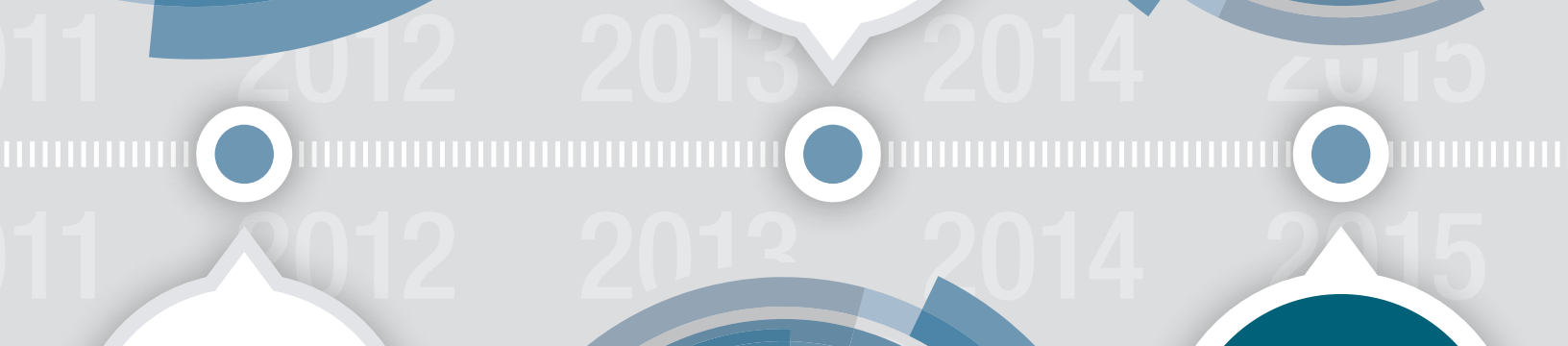
The Administration team wins the inaugural Staff Family Day.





2013/2014

The second Staff Family Day is held with the theme, "Bring Back the Ole Time Days".



2011/2012

In preparation of the new strategic plan, the Campus Principal hosts three staff forums.



2014/2015

The Campus introduces its annual Employee of the Year/Service Excellence Awards.

EMPLOYEE ENGAGEMENT & DEVELOPMENT

The wage-sensitive local climate and difficult economic circumstances have posed a challenge to employee engagement and there has been a degree of industrial discontent since the financial crisis of 2008. Still, the Campus has made some progress in this area, instituting programmes to prepare junior employees to take on senior positions as they become available.

The Human Resources division is steering the effort to improve the competencies, skills, and overall development of all employees on the Campus. Many of the programmes which were introduced in the earlier period 2012-2014 continued and are specifically geared/aligned to strategic goals such as facilitating competency based development; creating an environment for personal growth and development; and strengthening the performance management system.

Competencies and Succession Planning

The Campus reviewed the performance appraisal instrument for Senior Administrative and Professional staff and completed a retirement profile for all senior and extended management staff due to retire within the next five years. At the same time, a **future leaders programme** was introduced, providing formal coaching and mentorship to junior members of staff. All relevant staff were trained to use **competencies and E-recruit** which is now available to all permanent Administrative Technical And Service Staff (ATSS) and all temporary academic staff. It still to be used for temporary ATS

staff and permanent academic employees and by December 2015 it was scheduled to be available to all categories of staff. To address issues related to occupational health and safety and security in the workplace, this year the **Environmental Committee** was reactivated and the existing health and safety programme was reviewed. Inspection reports were completed for all buildings as well as applications for fire certification. The Campus Finance and General Purposes Committee (F&GPC) approved a policy for **Occupational Health Surveillance** and **Substance Abuse programmes**. In addition, an OHSE **training needs analysis** was completed for both the Estate Police and the Electronics Workshop in the Department of Physics and the Campus approved a **policy on Pregnancy Risk**. An Assessment of Vulnerability is still to be undertaken and may need to be outsourced.

Salary Negotiations

On March 4, 2015, the management of The UWI St. Augustine formally signed the Collective Agreement with the Oilfields Workers' Trade Union (OWTU) on behalf of the daily/weekly paid workers for the period January 1, 2008 to December 31, 2010. This is the first time that The UWI and the OWTU have completed a Collective Agreement for the Daily/Weekly Paid workers at the University since the OWTU was granted recognition status as the bargaining agent for this category of workers on August 3, 2009.



Winners can be Losers! The weight loss and fitness achievements of several staff members were celebrated at the end of the 2015 edition of the Winners can be Losers programme - a wellness initiative of the Human Resource Division in conjunction with SPEC.



In December 2014, the Campus held its first Service Excellence Awards to recognise staff at all levels who had lived up to the Campus' ideals of service excellence.

INTERNAL OPERATIONAL PROCESSES

With regard to improving academic and administrative processes on the Campus, there was notable progress during this review period as the Campus sought to optimise the use of available technology to generate and share data and information. Particular mention should be made of the development of a **Campus Business Intelligence Solution** that allows for data-driven decision-making. This perhaps more than any other development will have the greatest impact on the shaping of the Campus in the future. Another key development was the creation of a **land repository** as the basis for a comprehensive land records management system. Meanwhile, as the Campus seeks to integrate its operations for greater efficiency, the second phase of the introduction of **Smart ID cards** was undertaken where they were used for the first time in the examination process, presenting a glimpse of the possibilities for a fully integrated campus in the future.

Developing Data

The Campus Office of Planning and Institutional Research (COPIR) is a unit of the Office of the Campus Principal. It supports administrative decision-making on the Campus by providing a platform of comprehensive information and empirical data to inform campus planning, policy formulation and decision-making.

In the last academic year 2013/2014 the COPIR produced several reports, studies and surveys such as an Evaluation Report on the first two years of the Operational Plan of the St. Augustine Campus; a Graduate Tracer Survey on the Class of 2013; a Student Experience Survey 2014; an Incoming Student Survey 2014; an Essential Data Set for the period 2007/2008 to 2014/2015 which is an ongoing collection of annual statistics on enrolment, graduation and staffing; and a report on undergraduate throughput looking at the 2006 cohort of the St. Augustine Campus examining attrition rates, graduation rates, completion rates among other things.

In the year ahead there are plans for updated surveys of graduates and incoming students and for continued monitoring of the implementation of the 2014-2017 Operational Plan. COPIR will examine the throughput of undergraduate cohorts for successive years as well as support The University's participation in the Multirank Survey 2015 and a university-wide student experience survey.

Optimising Technology

The Campus IT Services (CITS) division completed a number of projects during the review period. Measures were put in place to improve the response time for service requests; customised solutions were created to provide additional functionality in PeopleSoft and to allow Banner to accommodate the new GPA grading system; and technical support was provided to facilitate online fee and tuition payments. Major accomplishments included the development and implementation of Campus Information Communication and Technology (ICT) policies, a Campus Business Intelligence Solution, and IT Spend Analysis and Business Vision surveys.

There was significant progress towards more data-based decision-making. Complementing the data being generated by COPIR, CITS created a sustainable and integrated **Campus Business Intelligence solution** that is expected to lead to cost savings and a more efficient use of ICT. Centralised access to and availability of high quality data, with consistent and standardised interpretation across the organisation, is key to effective decision-making, improved reporting and analysis. The BI framework solution was designed at The UWI, St. Augustine Campus, as a research and innovation initiative of Campus IT Services, in conjunction with the Office of the Campus Principal and Campus Office of Planning and Institutional Research.

The development of **ICT policies** is a key component in delivering the quality service that both staff and students have come to expect, for it aims to foster responsible ICT use and promote good governance of ICTs. The policies articulate clear terms of use of the Campus' ICT resources – resources that all share and have come to depend on. It is hoped that the policies will prompt staff and students to see themselves as both users and guardians of these resources, for the very security and integrity of the University's ICT assets depends on a collective effort to act responsibly.

A **Campus ICT Spend Analysis** was completed and benchmarked with universities across North America and the Caribbean. The findings showed the Campus' IT vendor spend per student was significantly lower than that of its counterparts. Meanwhile, the **Business Vision Surveys** conducted over the past two years showed the overall satisfaction level of the Campus community with the IT services provided was 66% in 2013 and in 2014 improved to 72% and satisfaction levels in some key areas rose an average of 6%.

Legal Support

During the reporting period, the Campus Legal Office supported the structuring and finalisation of partnership agreements with Republic Bank Limited and the Ansa McAl Group for projects, which are both underway. In addition, work continues to improve systems and processes related to operational efficiencies. These include the on-going development of a **lands repository and database** and comprehensive **policy repository**.

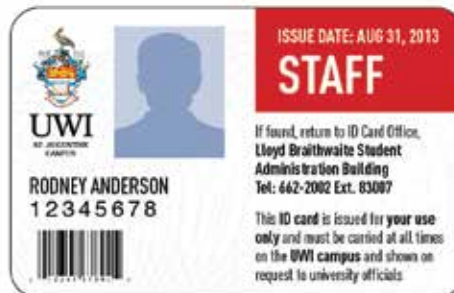
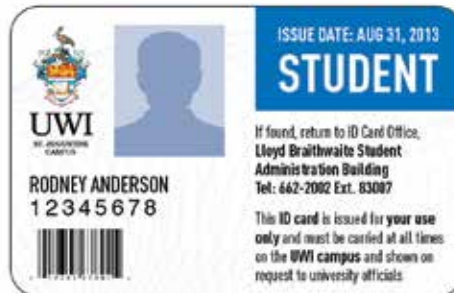
Furthermore, efficient and effective in-house management of legal matters have met with tangible success in that legal suits have been significantly curtailed with attendant financial liabilities for The University being substantially reduced.

Service Excellence, Governance & Management Effectiveness

There was some success this year in implementing and monitoring service excellence standards compliance by non-academic units. To date all 32 non-academic units and faculties have signed **Service Excellence agreements** and 17 out of 37 service charters have been drafted. Up to the end of the review period, no units had undergone business process mapping.

A main initiative of the Office of the Campus Registrar is to establish a **Policy Development Framework** by which all policies are to be developed, administered reviewed and changed. To date, Phase 1 of the framework has been completed, consisting of a draft protocol for the policy. The mechanisms for receiving stakeholder input and feedback were strengthened based on the empirical data obtained from the **Student Experience Survey 2013**, the **Incoming Student Survey 2014** and the **annual Graduate Tracer Survey 2013**. The Staff Forum, Coffee with the Principal was not held this academic year because of the industrial climate.

To improve the effectiveness of the executive and senior management, the Campus must streamline management committees and structures by providing them all with specific terms of reference, timelines and revised methodologies for all existing and new committees. There were indirect contributions to achieving these goals in the future. As part of the **Sharepoint installation and implementation**, work has begun on revising and documenting Faculty Committees, Advisory Committee and Appointments Committee. Sharepoint is a software application that may be used by organisations as a secure place to store, organise, share, and access information from almost any device.



BUILDING FOR THE FUTURE



2009/2010

The final Campus Master Plan is unveiled after months of consultation. Across the Campus, fences are torn down.



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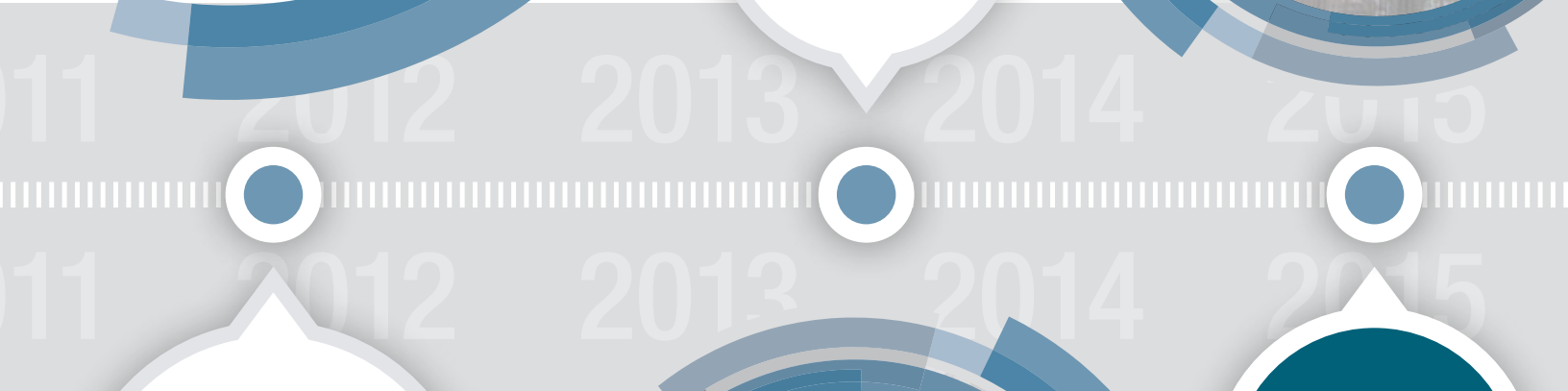
Daaga Auditorium and the new hall of residence at St. John's Road are completed. The hall is later named after Sir Arthur Lewis.





2013/2014

Teaching & Learning Complex completed.



2011/2012

Construction of the South Campus begins. Student Accommodation Facility at San Fernando General Hospital opened.



2014/2015

Topping off ceremony held for the South Campus.

INFRASTRUCTURE

The Campus continues to be guided by its Master Plan and its commitment to upgrading and expanding the teaching and learning spaces on the Campus. During the 2014/2015 academic year the Campus Projects Office (CPO) brought a few projects to completion. While the major focus continued to be on The UWI St. Augustine South Campus, Penal-Debe, work was also completed or advanced on smaller projects related to the School of Veterinary Medicine, the School of Pharmacy and the Alma Jordan Library.

Funding constraints significantly limited the number of projects that were able to move to their construction phase during this year and in some cases bids were received and evaluated but contracts could not be awarded due to lack of funds. Other major challenges faced by the CPO in the implementation of projects were, lack of Cabinet approval for several Public Sector Investment Programme (PSIP) funded projects, the Government's slow release of funding for capital projects and the generally poor performance of contractors on some major projects.

Meanwhile the Campus continues to seek and develop alternative options for project funding and implementation. This has led to the signing of major sponsorship agreements with two local consortia for the funding of two capital projects while talks are underway with several others.

UWI St. Augustine South Campus Penal/Debe

This project represents a major expansion of the St. Augustine Campus to the southern area of Trinidad. Work commenced on site in September 2012 and as of July 2015 construction works were estimated at 80% with expected completion in early-2016. The original completion date was February 2014. The current estimated cost for the project is approximately TT\$600 million, of which TT\$499 million is allocated to construction and the rest for outfitting. Much effort will be required to complete the infrastructure, utilities such as electrical and sewage, the information technology network and final landscaping of the site.

On July 31, 2015 a "topping off" ceremony was held to acknowledge progress of construction works. The event was also the occasion for the official handover of the lease agreement for the site, a ribbon cutting and the unveiling of a commemorative plaque.

The Government of Trinidad and Tobago allocated lands in the Debe area for this project, which is being implemented in phases. Phase 1 includes accommodations for the Faculty of Law among others, a campus library, a general academic/administration building, a student union building, a students' halls of residence and areas for sport and recreation.



One of the first buildings to be completed at the new campus in South Trinidad.



Artist's impression of the completed The University of the West Indies, St. Augustine Campus at Penal-Debe.

Completed Projects

The **upgrade of the 30-year-old air conditioning system at the Alma Jordan Library** was carried out between June and December 2014. The cost of this project was TT\$9.6 million.

Projects in Progress

Extension of the School of Veterinary Medicine at the Faculty of Medical Sciences will expand the facilities to include more than 4,000 square feet of additional space. Construction works commenced in July 2014 and were completed in June 2015 at a cost of TT\$5.2 million.

Completion of 3rd Floor Labs, Teaching and Learning Complex – a multi-storey building which includes lecture theatres and rooms, tutorial/seminar/teaching rooms, offices for the Centre for Excellence in Teaching and Learning (CeTL) and specialised Biology and Chemistry Science Labs. Construction commenced on site in September 2008 and despite some delays, except for the Biology and Chemistry labs on the 3rd floor, the project was ready for occupation in October 2013. The construction works are now expected to cost approximately TT\$105 million dollars and the total project estimate is currently TT\$125 million, including outfitting costs and consulting fees.

Canada Hall Expansion and Renovation – Phase 2. This three-phase project includes the upgrading of the existing North and South blocks and the construction of a new postgraduate block. The current budget for this project is TT\$60 million split almost evenly between the renovations and the new postgraduate block. Phase 1, South block was completed in early 2013 at a cost of TT\$17 million and was occupied later that year. Work on Phase 2, the North Block, commenced in April 2014 with completion scheduled for November at a cost of TT\$18 million, including TT\$15.5 million for the construction works.

Renovation works at the Office of the Deputy Principal (ODP) will include an extension of the current facilities to create additional office space and other amenities. A contract was awarded in mid-2015 and construction commenced in July 2015. Completion was expected by the end of October 2015. The construction cost is TT\$0.5 million.

The Renovation of the Washroom Facilities at the Student Activity Centre (SAC) constitutes a major upgrade of the existing facilities. Work commenced in June 2015 to be completed in September 2015. The total cost for this upgrade is TT\$1.2 million.

INFRASTRUCTURE

Upcoming Projects

The Centre for Spiritual Life will support the many faith-based groups on campus and will include spaces for worship, refuge, education and administration. Final designs have been prepared and requests for proposals were scheduled to be sent out in October 2015. The project will cost approximately TT\$24 million and will be funded jointly by the Government via the PSIP and the University via private fund raising. Construction should commence in early 2016.

The New Department of Creative and Festival Arts Building, Gordon Street will replace the current Agostini Street buildings and will provide spaces for performance, teaching and administration. Due to funding constraints, the project is to be implemented in phases. The first phase was tendered in early 2015 and a contract has been awarded. The contractor mobilised on site in July 2015 and construction will commence once statutory approvals are received. This phase will cost approximately TT\$22 million and is being funded in part by a gift from Republic Bank Ltd.



Artist's impression of the new building to house the Department of Creative and Festival Arts.

The UWI/Republic Bank Development Project was launched with the signing of an MOU and the bank has pledged a total investment of TT \$30 million over the next three years. In its first phase the project will undertake the construction of the Department of Creative and Festival Arts building. The second phase will support the physical expansion to the northern end of the campus, including a campus plaza and car park. It is currently in the design phase.

The St. Augustine Campus is in partnership with Trinity College in Hartford, Connecticut for the construction of **Trinity-UWI House**. It is a joint project that was put in train in April 2015 and was scheduled for completion in the first half of 2016.

The Cardio-Vascular Centre is at the preliminary stage of negotiations following the signing of the MOU with private sector partners.

The Warner Street Staff Housing project will create a gated community of 18 townhouse units for rental to UWI staff. It was expected that tender documents would be completed by mid-November 2015 and that a contract should be awarded in early 2016. This project is expected to cost between TT\$25-30 million and it is hoped that it will be funded through a private/UWI partnership.

A new TT\$25 million **sewage plant and lift stations** are to be built at the southern end of the Campus.

Other major projects that as of August 2015 were in their planning or design phases and on which construction work is expected to commence within the next 12 to 24 months include a new building to house the Psychological Research Centre (funded through an MOU with ANSA McAI). New buildings are also proposed for a Centre for Geography, Campus Security, a Mediation Centre, the International Fine Cocoa Institute of the Caribbean, and the Faculty of Science & Technology. Negotiations with a private sector partner are also underway to develop new facilities to house the Campus IT service and that will incorporate a business-generating component that will modernise the northern entrance of the Campus.

Some of these projects are to be funded by the Government under the PSIP programme, therefore their progress will be constrained by the approval and release of funding from the Government. Most of the other projects are to be funded either from UWI's internal resources or from contributions being negotiated with private entities.

FINANCIALS

Regional governments continue to experience very minimal rates of growth while at the same time having to service significant debt burdens. This has made it very difficult for some governments to maintain their financial commitments to the Campus.

The Campus' operating results recorded a deficit of TT\$185.8 million compared to a deficit of TT\$23.4 million for the previous year. Contributing significantly to this deficit is a provision of TT\$165 million relating to long outstanding amounts due from various governments, including GATE receivables. The importance of managing revenues and expenditures is critical and the Campus has been striving towards cost containment by curtailing new hires and achieving operational efficiencies in its core business processes.

On the revenue side, the Campus is challenged by the slowness in processing and in collecting tuition fees from sponsoring governments. Nevertheless, the Campus has also been looking towards more meaningful growth and greater financial sustainability, particularly in revenue earned through sponsored research, leveraging on the intellectual and physical assets and commercialisation.

Despite the impact of economic volatility, the Campus has remained disciplined in strategically prioritising its resources to support its academic mission in teaching, research and service and in providing an environment for future development of students and research scholars.

Income Source Diversification

The Campus is working steadfastly to generate income from non-traditional sources as well as to contain increasing costs and maximise resource efficiencies. The **self-financing programmes** offered on the Campus generate additional income through tuition fees and short courses faculties and units also commercialising some of their intellectual assets. For instance, the Faculty of Social Sciences introduced the MSC Applied Psychology as a fee-paying programme.

At the Faculty of Engineering, the Mechanical and Manufacturing Enterprise Research Centre (MMERC) was established to support industrial collaborations and facilitate students and staff who want to commercialise their ideas. At the same time, Caribbean companies have access to a research

capability that few would currently have in-house. In one research project developed with **Methanex**, a student studied fuel blending, which mixes traditional fuels with methanol, potentially laying the groundwork for the development locally of an alternative fuel. Another collaboration with **Petrotrin** has increased efficiency at a new plant installation.

The Faculty of Food & Agriculture generates some income through the UWI Farm from the sale of produce and animal rearing and its by-products. The Faculty of Medical Sciences expanded the Veterinary Hospital into a full-service clinical and diagnostic referral centre and at the Faculty of Science & Technology a Research, Outreach, Consultancy and Analytical Services (ROCAS) Unit has been approved by Faculty Board while a Computing Connections Unit has also been established to offer education/professional development courses, consulting services, and new software product development.

The Office of Research Development and Knowledge Transfer is leading the effort to create the supporting infrastructure to encourage technology **transfer and the commercialisation of research**. The UWI IP Policy has been approved already and is being reviewed to include "The Spin Off Company as a Mechanism for Technology Transfer". Additionally, an agreement is being finalised between Lake Asphalt TT and The UWI in relation to the commercialisation of the asphalt-based products.

Among the administrative departments, there are plans to establish an OSHE Consultancy unit and a Professional Development unit offering short-term courses/training in specific areas based on industry demand.

Commercialisation is another sources of income. Vendors on the Campus pay a fee for their operations and this year, new mobile concessionaires such as Linda's Bakery, were welcomed to the Campus. According to the Campus Consolidated Financial Report 2014, income from commercial operations was down 2.7% compared to 2013 due to the performance of units such as the Bookshop, Central Stationery Stores, Multi-Media Production Centre, and the Halls of Residences. The Campus is however creating the infrastructural processes and policies to support commercial efforts. Measures include developing standardised commercial floor plans, zones, and

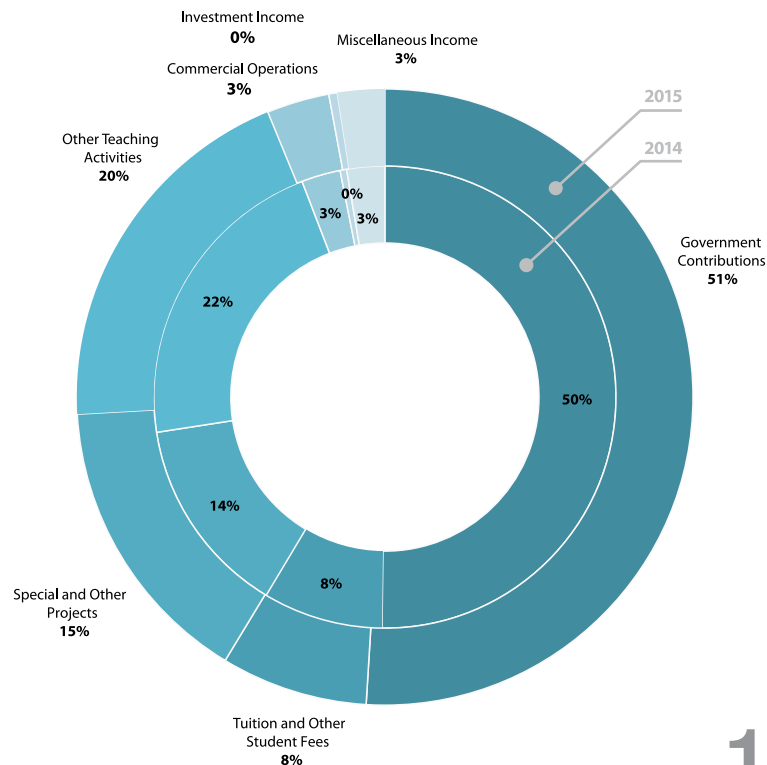
rates; implementing revised lease agreements and vendor contracts; instituting a Common Area Maintenance Fee for vendors; conducting an electrical audit of all vendors; developing a commercialisation newsletter, website, GIS map and town hall meetings, enhancement sessions, and electronic forms for customer management.

Income

Total consolidated income for the year ended July 31, 2015 was TT\$1,114.7 million which decreased by TT\$3.6 million from the previous year. Income from contributing governments represented 51.7% of total income and the sum was 1% above the level of contribution provided in the previous year. Tuition and other student fees recorded a decrease of TT\$7.9 million or 0.8% over the year ended July 31, 2014. Special projects and other project income of TT\$172.1 million included the gross income earned by UWI-ROYTEC valued at TT\$39.3 million. The comparative for year 2013/2014 was TT\$156.2 million with UWI-ROYTEC's gross revenue totaling TT\$45.8 million. There was an increase of TT\$15.9 million in receipts in project funds for the Campus in this year.

	'000	%	'000	%
INCOME	2015		2014	
Government Contributions	568,162	51.0	561,377	50.2
Tuition and Other Student Fees	85,895	7.7	93,807	8.4
Special and Other Projects	172,075	15.4	156,238	14.0
Other Teaching Activities	219,374	19.7	241,594	21.6
Commercial Operations	36,622	3.3	30,500	2.7
Investment Income	4,994	0.5	5,125	0.4
Miscellaneous Income	27,550	2.4	29,660	2.7
	1,114,672	100	1,118,301	100

Other teaching activities represented by the income of the Faculty of Medicine decreased by TT\$22.2 million or 9.1%. Commercial operations cover the operations of the Bookshop, Central Stores, Multi-media Centre, Halls of Residences and third party concessionaires. Investment income represents interest on current bank accounts, bank deposits and dividend income from investments. Miscellaneous income mainly comprises earnings from common services fees and income from capital grants.



FINANCIALS

Expenditure

Total expenditure for the year including depreciation, employee benefits obligations and finance costs totaled TT\$1,300.5 million, increasing by approximately TT\$159 million or 13.9%. As indicated earlier the Campus has made substantial provisions for impairment of receivables amounting to TT\$165.9 million.

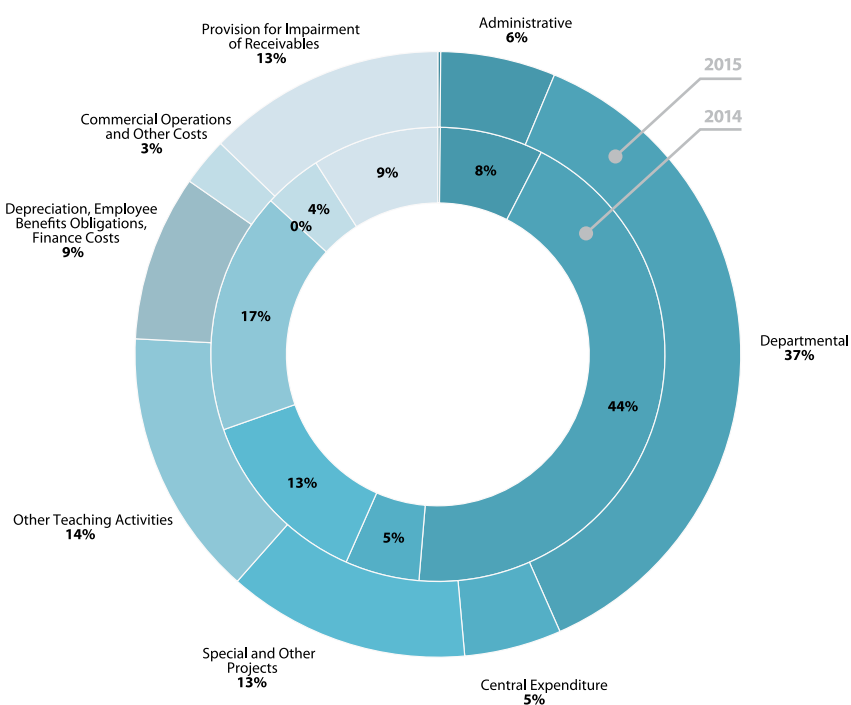
The detailed breakdown of expenditure is as follows:

	'000	%	'000	%
EXPENDITURE	2015			2014
Administrative	79,943	6.2	84,128	7.4
Departmental	483,261	37.2	500,920	43.9
Central Expenditure	67,602	5.2	60,502	5.3
Special and Other Projects	168,490	13.0	148,720	13.0
Other Teaching Activities	186,273	14.3	196,900	17.2
Commercial Operations and Other Costs	33,505	2.6	30,500	2.7
Provision for Impairment of Receivables	165,877	12.7	16,892	1.5
Depreciation, Employee Benefits Obligations, Finance Costs	115,558	8.8	103,167	9.0
	1,300,509	100	1,141,730	100

Of significance to the Campus was the issue of the payment of salary arrears, which impacted negatively on the expenditure statement of the Campus with no subvention received to fund the arrears. While approval to increase CGC tuition fees was given by the University Council, this has not yet been implemented.

Statement of Financial Position

Net Current Assets of the Consolidated operations of the St. Augustine Campus amounted to TT\$493.7 million compared to TT\$613.2 million at July 31, 2014. The decrease was primarily in cash and cash equivalent as a direct result of the utilisation of TT\$112 million from funds previously provided by the Government of the Republic of Trinidad and Tobago (GoRTT) towards construction of the South Campus and the payment of TT\$84 million in salary arrears to the academic and senior staff members.



However, a simultaneous reduction in current liabilities resulted in an increase in the current asset ratio, to 2.26: 1.0 at July 2015 from 2.07: 1 as at July 2014. The current asset ratio is a measure of liquidity, the ability of an entity to meet its current obligations.

The net outstanding balance as account receivable at July 31, 2015 was TT\$448.7 million, a decrease of TT\$26.2 million or 5.5% compared with the previous year. However, an analysis of the account receivables balance indicates substantial amounts due from contributing governments, including TT\$135.8 million, and TT\$225.2 million due from the GATE programme (for ROYTEC and UWI respectively). There was also an amount of TT\$117.8 million due from the Public Sector Investment Programme Project, against which there is a provision of TT\$81.1 million. The bad debt provision was increased by TT\$117.9 million as at July 31, 2015. Overall provisions for funds receivable from various governments and government agencies amount to TT\$211.6 million.

Other current liabilities during the year decreased to TT\$389.1 million from TT\$555.9 million which is accounted for by a TT\$112 million reduction in the amount advanced by the GoRTT for the South Campus and the payment of TT\$84 million for the salary arrears due to the Academic, Senior Administrative and Professional Staff. At July 2015 the Campus held TT\$167 million in cash received from the GoRTT for funding the South Campus, which is also represented as a liability.

During the financial year under review, TT\$59.7 million was capitalised as fixed assets, comprised mainly of TT\$17.5 million for buildings, TT\$26.5 million for office furniture and equipment and TT\$12.6 million for books.

Looking Ahead

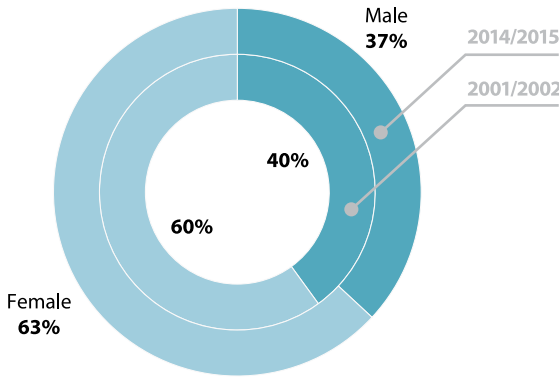
The Campus remains sensitive to the economic constraints being faced by regional governments, recognising that they contribute approximately 51.0% of the total income of the Campus. It remains committed, therefore, to working closely with them to minimise any negative impact which might be experienced by The University.

In order to advance the implementation of the University's Strategic Plan, specific initiatives will be given priority in respect of the Campus' Operational Plan. These include a review and rationalisation of existing self-financed courses and proposals for the development of new market driven courses. Careful commercialisation of the Campus' physical assets, inclusive of Orange Grove and the South Campus, is also necessary, as is achieving cost efficiencies through improved procurement practices, workload analyses and programme reviews. The Campus must find ways to leverage its public/private sector partnerships to meet its capital development needs for housing, student accommodation and classroom expansion.

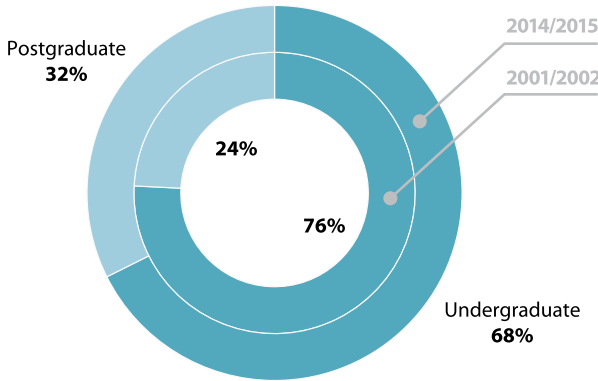
Increasing staff training and development opportunities should lead to a more strategic human resource management system, inclusive of succession planning. Promoting increased operational efficiencies in systems and processes including the 'Touchnet' electronic payment system and the Campus Smartcard.

FACTS & FIGURES

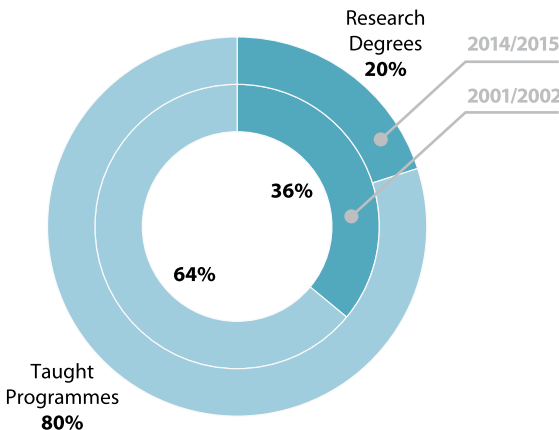
Comparative Distribution of On-Campus Enrolment by Gender
2001/2002 & 2014/2015



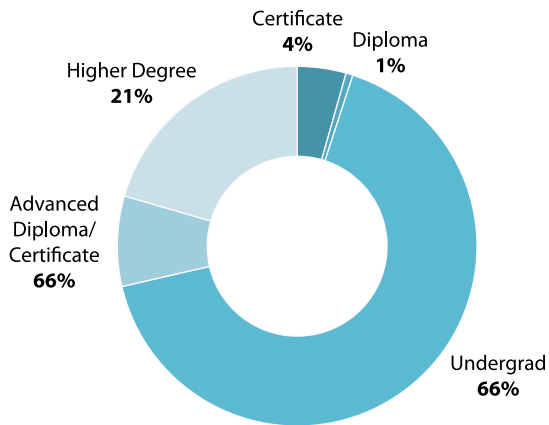
Comparative Distribution of On-Campus Enrolment Between Undergraduate and Postgraduate Levels
2001/2002 & 2014/2015



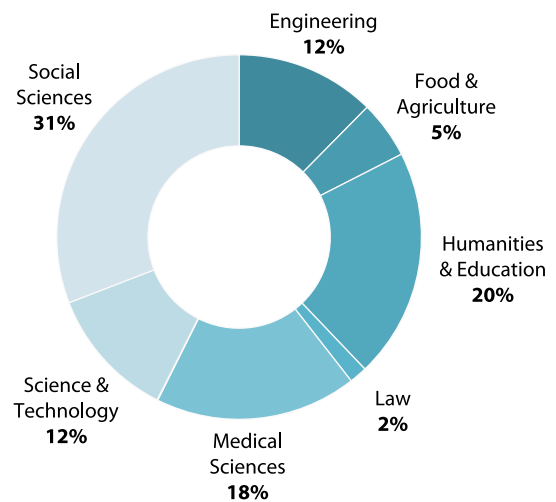
Comparative Distribution of Postgraduate Enrolment between Research Degrees and Taught Graduate Programmes
2001/2002 & 2014/2015



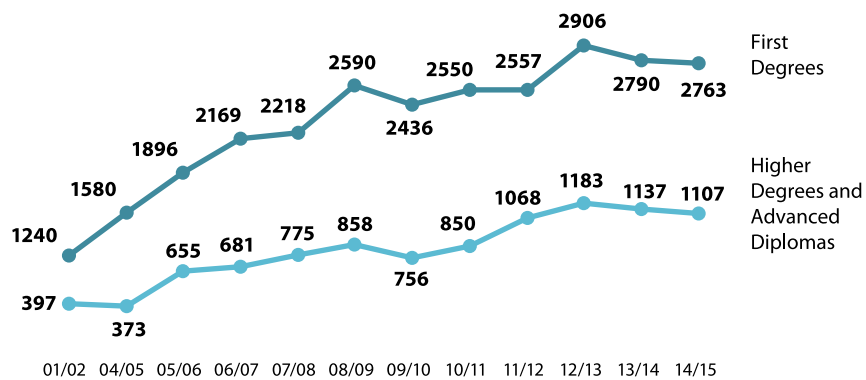
Graduates by Programmes 2014/2015



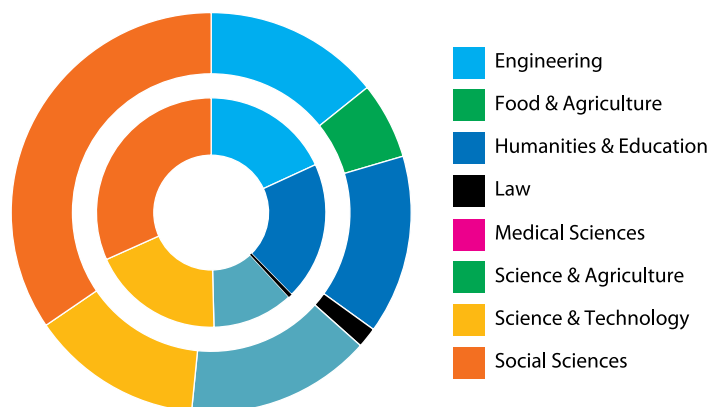
Graduates by Faculty 2014/2015



Output of Graduates 2001–2015



Comparative Distribution of Campus Enrolment by Faculty 2001/2002 & 2014/2015



ENROLMENT AND OUTPUT PROFILE 2001-2015

On-Campus Enrolment by Programme Level and Delivery Mode

	2001/2002	2009/2010	2014/2015	% Increase in Enrolment 01/02 -14/15
- Full-Time First Degree Enrolment	4647	11048	11277	
- Part-Time First Degree Enrolment	713	647	607	
Total On-campus Enrolment in First Degree Programmes	5360	11695	11884	122%
On-campus Enrolment in Certificate and Diploma Programmes	430	714	521	
TOTAL On-campus Undergraduate Enrolment	5790	12409	12405	
Higher Degrees, Advanced Certificates & Diplomas	1851	4652	5940	
Total On-campus Enrolment	7641	17061	18345	140%
Ratio of Female : Male Students (On-Campus Enrolment)	3:2	5:3	2:1	
Trinidad & Tobago Students as a % of On-Campus Enrolment	88.20%	92.29%	92.45%	
UWIDEC & Online Programmes**	418	0	0	
Off Campus (Affiliated Institutions & other Tertiary Level Institutions)	127	161	110	
Other Students (Undeclared & Summer)	na	na	736	
Total Enrolment: On-Campus/Distance /Online/Affiliated Institutions	8186	17222	19191	134%

** 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.
Note: 2009/2010 figures exclude Specially Admitted Students

On-Campus Enrolment by Programme Level and Delivery Mode

	2001-2002	2009/2010	2014/2015
Engineering	1424	2405	2613
Food & Agriculture		0	1138
Humanities & Education	1409	3114	2656
Law	45	166	303
Medical Sciences	1002	2048	2748
Science & Agriculture	1457	4237	0
Science & Technology		0	2554
Social Sciences	1859	5686	6333
Total	7211	17656	18345

* Figures for years prior to 2012/2013 represent degree programmes and advanced diplomas only.

Output of Graduates

Degree Programmes & Advanced Diplomas Only	2001-2002	2009/2010	2014/2015
First Degrees, Certificates and Diplomas	1240	2681	2763
Higher Degrees & Advanced Diplomas	397	756	1107
Total	1637	3437	3870

* Figures for years prior to 2012/2013 represent degree programmes and advanced diplomas only.

PUBLIC & PROFESSIONAL SERVICE OF STAFF

CAMPUS MANAGEMENT

C. Sankat

- Chairman, Board of Directors, Arthur Lok Jack Graduate School of Business
- Chairman, Board of Directors, UWI School of Business and Applied Studies Limited (ROYTEC)
- Member, Board of Directors, Guardian Media Limited
- Vice Chairman, Board of Directors, CTA (Technical Centre for Agricultural and Rural Co-operation), Wageningen, The Netherlands

R. Reddock

- Commissioner, Trinidad and Tobago Debates Commission
- Director, **DADA&Projects** (NGO committed to the development and installation of Public Art in Trinidad and Tobago)
- Member, Technical Committee, Pan Trinbago, International Conference and Panorama
- Member, Advisory Board, Global Fund for Women
- Member, Editorial Advisory Board, *Journal of Eastern Caribbean Studies*, SALISES, Cave Hill, UWI, 2005.
- Contributing Editor, **WADA BAGEI: A Journal of the Caribbean and its Diaspora - Continuing**.
- Member, Editorial Advisory Board, **Gender and Society**
- Editor, **Journal of Latin American and Caribbean Ethnic Studies**
- Member, Editorial Advisory Board, Journal- **Gender, Technology and Development**.
- Member, Editorial Board, **Feminist Economics**
- Member, Editorial Board, Journal, **Feminist Africa**, African Gender Institute, University of Cape Town
- Member, Editorial Council, **Revista Brasileira do Caribe** (Brazilian Journal of Caribbean Studies).
- Regional Editor, **Gender, Culture and Masculinities**
- Member, Editorial Advisory Board, **Anthropological Theory**
- Member, Editorial Advisory Board, **Policy and Politics**

R. Saunders

- President, Trinidad and Tobago Group of Professional Associations Limited (TTGPA)
- Board Member, Association of Real Estate Agents (AREA)

S. Sheppard

- Member, Board of Directors of Habitat for Humanity, Trinidad and Tobago
- Member, Board of Directors of the St. Mary's Children's Home
- Member, Board of Directors of Bishops Anstey High School and Trinity College East
- Member, Board of Directors, UWI School of Business and Applied Studies Limited (ROYTEC)
- Member, Board of Directors of the St. Augustine Enterprises Company
- Trustee, Anglican Church in the Diocese of Trinidad and Tobago

A. Taylor-Hanna

- Chairman, Board of Management, Eshe's Learning Centre
- Member, Board of Directors, UWI School of Business and Applied Studies Limited (Roytec)
- Member, Board of Directors, St. Augustine Campus Enterprises Co. Limited
- Fellow, Association of Chattered Certified Accountants
- Member, Institute of Chartered Accountants of Trinidad & Tobago

ADMINISTRATION

CAMPUS IT SERVICES (CITS)

N. Alladin

- Deputy Chairman, Telecommunications Authority of Trinidad and Tobago
- Director, ROYTEC
- Member TTREN (Trinidad and Tobago Research and Education Network)

C. Craig

- Membership Chair, Association of Caribbean Higher Education Administrators (ACHEA)
- Member of Organizing Committee, Caribbean Network Operators Group (CaribNOG)
- Member, Board of Management of Bishop Anstey High School East and Trinity College East

M. Raghunanan

- Representative, ISO/TC 223 Mirror Committee meeting on Societal Security, Trinidad and Tobago Bureau of Standards.
- Member, Local Board of Governors, Tacarigua Presbyterian Church

A. Thompson

- Member, Board of Governors, National Institute of Higher Education, Research, Science and Technology (NIHERST)
- Member, Caribbean Trade Association of Telecommunications Firms and Operators (CANTO)

R. G. Singh

- Member, Technical Team, TTREN (Trinidad and Tobago Research and Education Network)

N. Gowandan

- Member, Item Writing Committee, LINUX Foundation
- Member, Job Task Analysis Committee, LINUX Foundation

PUBLIC & PROFESSIONAL SERVICE OF STAFF

CAMPUS LIBRARIES

G. Alexander

- Executive Board Member, Library Association of Trinidad and Tobago (LATT) 2015-2017 (Public Relations Officer)

K. Eccles

- Public Relations Officer, Library Association of Trinidad and Tobago (LATT)

E. Lara

- Director, Board of the National Library and Information System Authority (NALIS)
- OCLC Council Member from the Americas
- OCLC Americas Regional Council Member

L. Nero

- Managing Editor, Caribbean Library Journal
- Vice Chair, UNESCO Trinidad and Tobago Memory of the World Committee

C. Peltier-Davis

- Chair/Co-Chair, Special Interest Group on Academic Libraries, Association of Caribbean University, Research and Institutional Libraries (ACURIL)

M. Pilgrim

- Vice President, Editorial Committee, Library Association of Trinidad and Tobago (LATT)

J. Rajah

- Vice President, Caribbean Association of Law Libraries

K. Ramtahal

- Executive Board Member, Library Association of Trinidad and Tobago
- Board Member, Indian Caribbean Museum of Trinidad and Tobago
- Chair, Scrutiny Committee, ACURIL

S. Renwick

- Coordinator, Agricultural Librarians Network of Trinidad and Tobago (ALINTT)

G. Rogers

- National/Regional Coordinator, Program for Cooperative Cataloguing (PCC)/Name Authority Control (NACO) Caribbean Funnel

G. Taitt

- Chairman, Campus Museum Committee

MARKETING & COMMUNICATIONS OFFICE

V. Baksh

- Member, Association of Commonwealth Universities (ACU) Public Relations, Marketing and Communications Network
- Member, Council for the Advancement and Support of Education (CASE)

D.M. DeFour-Gill

- Member, Steering Committee of the Association of Commonwealth Universities (ACU) Public Relations, Marketing & Communications Network
- Member, American Marketing Association (AMA)
- Member, Council for the Advancement and Support of Education (CASE)
- Member, International Association of Business Communicators (IABC) Trinidad and Tobago Chapter
- Member, Association of Caribbean Higher Education Administrators (ACHEA)
- Member, Penn GSE Alumni and Cass Business School Alumni

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- Member, American Marketing Association (AMA)
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- Member, International Association of Business Communicators (IABC), Trinidad & Tobago Chapter
- Member, Public Relations Society of America (PRSA)
- Member, Fulbright Alumni Association of Trinidad & Tobago (FAATT)
- Member, US Department of State International Exchange Alumni
- Member, The Hubert H. Humphrey Fellowship Program Alumni

FACULTY OF ENGINEERING

DEPARTMENT OF CHEMICAL ENGINEERING

G. S. H. Baccus-Taylor

- Director, Board of Management of the Caribbean Industrial Research Institute (CARIRI).
- Member, Food & Beverage Industry Development Committee (Trinidad & Tobago).
- Internal Verifier, Agro-Processing Module, YTEPP Programme, Ministry of Science, Technology and Tertiary Education (Trinidad & Tobago).

W. Bertrand

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- Member, Parish Council, St. Peters RC Church, Pointe a Pierre

R. Hosein

- Membership Chairman, Society of Professional Engineers Trinidad and Tobago
- Reviewer, Petroleum and Engineering Journals - JPST, WIJE, APED, BJASt.
- Member, World Heavy Oil Working Group of the Americas.

A. Jupiter

- Member, Natural Gas Master Plan Committee, Ministry of Energy (Trinidad and Tobago)
- Member, Deep Water Bid Round, Cabinet Appointed Committee
- Member, Steering Committee for Development of the National Natural Gas Master Plan
- Fellow, Energy Institute, UK (EI)

S. Mujaffar

- Director, Processing Subsector, Board of Directors, Livestock and Livestock Products Board (LLPB), Ministry of Food Production, Land and Marine Affairs.

L. Sobers

- Director, Continuing Education, Society of Petroleum Engineers of Trinidad and Tobago

A. Wilson

- Director, of Geological Society of Trinidad and Tobago
- Associate Editor, *Journal of Foraminiferal Research*
- Research Associate, Smithsonian Institution, Washington, DC

DEPARTMENT OF ELECTRICAL & COMPUTER ENGINEERING**R. Adams**

- Member, CXC CAPE Electrical and Electronic Technology Panel

S. Bahadoorsingh

- Member, Government Electrical Inspectorate Technical Committee
- Treasurer, Trinidad and Tobago Multi-Stakeholder Advisory Group (TTMAG) (internet related issues)
- Chairman, Institute of Electrical and Electronics Engineers (IEEE), Trinidad and Tobago Section

B. Copeland

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S. Gift

- Member, Editorial Board, Journal of *Active and Passive Electronic Networks*
- Member, Editorial Board, ISRN Electronics
- Reviewer,
 - *Journal of Circuits, Systems and Signal Processing*
 - *International Journal of Circuit Theory and Applications*
 - *Journal of Circuits and Systems*
 - *International Journal of Electronics*
 - *International Journal of Electronics and Communications*
 - *International Journal of Electronics Letters*
 - *ISRN Electronics*
 - *Physics Essays*

A. Joshi

- Associate Editor, *Research Journal of Science, Technology and Engineering*, Maxwell Scientific, UK.
- Member, Editorial Board, *American Journal of Electrical and Electronic Engineering*

K. Mallalieu

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- Member, National Diabetes in Pregnancy Steering Committee
- Member, Advisory Board, SlashRoots Foundation
- Member, Advisory Committee, CTA convened, ACP-wide Expert Consultation on Facilitating the Convergence of ICT Channels for Agriculture (2014)
- Member, NASA International Internship National Screening Committee (2015)

F. Muddeen

- Chairman, Joint BOETT/APETT Continuing Professional Development Committee
- Reviewer for IET Circuits, Devices & Systems

S. Rocke

- Academic Representative, CTU-initiated Spectrum Management Task Force
- Reviewer, Institute of Electrical and Electronics Engineers (IEEE) & Springer Journals and Conferences.

M. Sastry

- Member, Editorial Board, *International Journal of Engineering, Science and Technology*
- Programme Evaluator, Accreditation Board for Engineering and Technology (ABET)

C. Sharma

- Chairman, (Global) Committee on Global Accreditation Activities (CGAA), Institute of Electrical and Electronics Engineers (IEEE)
- Voting Member, University Resource Committee (URC), Institute of Electrical and Electronics Engineers (IEEE)

A. Singh

- Treasurer, Institute of Electrical and Electronics Engineers (IEEE), Trinidad and Tobago Section

PUBLIC & PROFESSIONAL SERVICE OF STAFF

DEPARTMENT OF MECHANICAL & MANUFACTURING ENGINEERING

B. V. Chowdary

- Reviewer:
 - **International Journal of Engineering, Design and Technology**
 - **Journal of Manufacturing Technology Management**
 - **Journal of Rapid Manufacturing**
- Associate Editor, **Global Journal of Flexible Systems Management (JFSM)**, Springer Publications (www.giftsociety.com)
- Assistant Chief Examiner in Geometrical Mechanical Engineering for CAPE

E. Ekuwe

- Member, Publication Board, **The West Indian Journal of Engineering**, ISSN 0511-5728
- Member, Editorial Board, **Coupled Systems Mechanics – An International Journal**.
- Reviewer of many journals

W. Lewis

- Chairman, Bureau of Standards of Trinidad and Tobago Committee on Workplace Design Standards
- Member, Committee to establish National Health, Safety and Environmental Standards.
- Faculty Advisor, ASME Trinidad & Tobago Student Section.

C. Maharaj

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- IMechE Americas Region Young Members' Representative
- Chair, IMechE Pan-Caribbean Group
- UWI IMechE Student Chapter Facilitator
- Vice-President (Strategy), Association of Professional Engineers of Trinidad & Tobago (APETT)
- Chair, Roofing Sheets Standard, Trinidad and Tobago Bureau of Standards (TTBS)
- Committee Member, Regional Toilet Tissue Standard, Trinidad and Tobago Bureau of Standards (TTBS)

R. Murray

- Director, Campus Operations for Global Leadership Interlink.
- Interim Chair Member, Mechanical Division Board, Association of Professional Engineers of Trinidad and Tobago (APETT)
- Reviewer, **Journal of Renewable and Sustainable Energy Reviews**

L. Henry

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R. Birch

- Technical Assessor, Fluid Power Maintenance Programme, National Training Agency (NTA)

G. King

- Global Director, Global Leadership Interlink, a sector of Congress-WBN
- Director, Global Leadership Interlink
- Member, Global Congress Leadership Team of Congress, WBN
- Executive Attaché, Office of the President, Congress, WBN

K. Fai Pun

- Chairman, The Technology Management Council, Institute of Electrical and Electronics Engineers (IEEE), Trinidad and Tobago Section
- Secretary, The Education Society Chapter, Institute of Electrical and Electronics Engineers (IEEE), Trinidad and Tobago Section
- Advisor, International Union of Quality Professionals (IuQP), Hong Kong.
- UWI Representative, Evaluation and Approval Committee, Enhancement of the Research and Development Facility (RDF) for Business Enterprises in Trinidad and Tobago, Ministry of Trade and Industry.
- Member, Editorial/Advisory Boards of:
 - **The West Indian Journal of Engineering** (Editor), ISSN 0511-5728.
 - **The Journal of The Associations of Professional Engineers of Trinidad and Tobago** (Editor), ISSN 1000-7924.
 - **International Journal of Advanced Operations Management** (Member), ISSN (Online): 1758-9398 and ISSN (Print): 1758-938X.
 - **The Asian Journal on Quality** (Member), ISSN 1598-2688.
 - **The Learning Organisation - An International Journal**, ISSN 0969-6474.
- Ad Hoc Reviewer for Journals:
 - **Caribbean Teaching Scholar Journal**
 - **International Journal of Production Economics**
 - **International Journal of Production Research**
 - **Journal of Industrial Engineering and Management Systems**
 - **Journal of Quality in Maintenance Engineering**
 - **Journal of The Associations of Professional Engineers of T&T**
 - **Production Planning and Control**
 - **The Learning Organisation - An International Journal**
 - **VINE: The Journal of Information and Knowledge Management Systems**
 - **West Indian Journal of Engineering**

DEPARTMENT OF GEOMATICS ENGINEERING & LAND MANAGEMENT

R. Al-Tahir

- Member, American Society for Photogrammetry & Remote Sensing, USA
- Member, Canadian Institute of Geomatics, Canada
- Advisor, Regional Support Office, UN Space-based Information for Disaster Management and Emergency Response (UN-SPIDER) Programme, UN Office of Outer Space Affairs
- Journal Reviewer:
 - **Geomatica**
 - **Journal of Soil Science and Environmental Management**

D. Davis

- Member, Institute of Surveyors of Trinidad and Tobago
- Member American Society for Photogrammetry & Remote Sensing

E. Edwards

- Regional Outreach Coordinator, UWI and World Bank Open Data for Resilience Initiative.
- Member, Technical Steering Committee for UNGGIM Americas Caribbean Project
- Coordinator, United Nations Space-based Information for Disaster Management and Emergency Response (UN-SPIDER) Regional Support Office (RSO)
- Member, Institute of Surveyors of Trinidad and Tobago

C. Griffith-Charles

- Fellow, Royal Institution of Chartered Surveyors (RICS)
- Member, Royal Institution of Chartered Surveyors (RICS) Caribbean Board
- Member, Land Survey Board of Trinidad and Tobago
- Member Institute of Surveyors of Trinidad and Tobago (ISTT)
- President, Atlantic Region, Commonwealth Association of Surveying and Land Economy (CASLE)
- President, Fulbright Alumni Association of Trinidad and Tobago (FAATT).
- Interviewer, Fulbright Lecturer Scholarship Committee
- Member, FIG Joint Commission 3 and 7 Working Group on 3D Cadastres

K. Miller

- Member, International Board on Standards of Competence in Hydrography and Nautical Cartography (IBSC)
- Member, Chartered Institution of Civil Engineering Surveyors
- Member, Institute of Surveyors of Trinidad and Tobago
- Academic Reviewer:
 - *Survey Review*
 - *The Research Foundation – Flanders (FWO)*

M. Mycoo

- Executive Board Member, Future Earth Coasts
- Member, International Scientific Steering Committee of Land Ocean Interface in the Coastal Zone
- Member, Steering Committee, Major Groups and Other Stakeholders UN SIDS and UN DESA
- Member, Steering Committee of United Nations Habitat Partner University Initiative
- Member, International Society of City and Regional Planners, the Netherlands.
- Head of National Delegation, International Society of City and Regional Planners
- Member, Trinidad and Tobago Society of Planners
- Member, Professional Membership Committee, Trinidad and Tobago Society of Planners
- Member, Global Water Partnership-Caribbean
- Board Member, Asa Wright Nature Centre
- Academic Reviewer
 - *Journal of Sustainable Tourism (2015)*
 - *Geografiska Annaler (2014)*

B. Ramlal

- Chairman, Board of Directors, National Spatial Data Infrastructure Council of Trinidad and Tobago. 2014-September 2015
- Member, International Geospatial Society
- Member (Chartered Surveyor), Royal Institution of Chartered Surveyors
- Member, Institute of Surveyors of Trinidad and Tobago
- Member, GIS Society of Trinidad and Tobago
- Member, URISA, Caribbean Chapter
- Member Editorial Board, West Indian Journal of Engineering, UWI, St. Augustine
- Member, International Environmetrics Society (TIES).

A. Mohammed

- Chairman and UWI Representative, Cabinet Appointed St Augustine Education City Committee
- Chairman, Cabinet Appointed Coordinating committee for the Establishment and Operations of Municipal Planning Authorities, Ministry of Local Government
- Member, Cabinet Appointed Transition Team, Planning and Facilitation of Development Act 2014, Ministry of Planning and Sustainable Development
- Chairman, Cabinet Appointed National Planning Taskforce
- Member, Trinidad and Tobago Society of Planners
- Coordinator, Caribbean Network for Urban and Land Management
- Founding and continuing Director, Sou-Sou Lands Limited
- Deputy Chair, St Anns, Hololo, Cascade Community Organization (StACH)

M. Sutherland

- Member, Royal Institution of Chartered Surveyors
- Member, Institute of Surveyors of Trinidad and Tobago
- Member, Canadian Institute of Geomatics
- Academic Reviewer:
 - *Computers & Geosciences;*
 - *Sustainability Science;*
 - *Journal of Coastal Research;*
 - *Computer, Environment and Urban Systems;*
 - *Land Use Policy;*
 - *International Federation of Surveyors.*

DEPARTMENT OF GEOMATICS ENGINEERING & LAND MANAGEMENT**G. Shrivastava**

- Technical Coordination and Advisory Committee, EMA, Trinidad and Tobago

V. Cooper

- National Stakeholder Consultation on Water, NIHERST, Trinidad and Tobago

P. Narinesingh

- National Stakeholder Consultation on Water, National Institute of Higher Education, Research, Science and Technology (NIHERST)

PUBLIC & PROFESSIONAL SERVICE OF STAFF

G. Banerjee

- Trade Effluent Discharges onto Public Sewers, Trinidad & Tobago Bureau of Standards (TTBS)

A. Mwashu

- CAPE Green Engineering Syllabus, Caribbean Examination Council (CXC), Barbados

R. Charles

- Member, Technical Committee, Enhancing Knowledge and Application of Comprehensive Disaster Management (EKACDM Initiative), UWI, Mona
- Member, President appointed Panel of Academics on the causes, nature, extent and impact of the oil spills of December 2013 in south west Trinidad

C. O'Brien-Delpesh

- Member, President appointed Panel of Academics on the causes, nature, extent and impact of the oil spills of December 2013 in south west Trinidad

D. Gay

- Member, National Environmental Assessment Task Force (NEATF), Trinidad and Tobago
- Member, President appointed Panel of Academics on the causes, nature, extent and impact of the oil spills of December 2013 in south west Trinidad
- Member, Peer Review Network, Enhancing Knowledge and Application of Comprehensive Disaster Management (EKACDM Initiative), UWI, Mona

R. Ramnarine

- Member:
 - Caribbean Academy of Sciences
 - Soil Science Society of America
 - Agronomy Society of America
 - Canadian Society of Soil Science
 - Soil and Water Conservation Society
 - Gamma Sigma Delta (Agriculture Honor Society)
 - Alpha Zeta (Agriculture Honor Society)
- Reviewer:
 - *Soil Science Society of America Journal*
 - *Canadian Journal of Soil Science*
 - *Tropical Agriculture*

R. Stone

- Member, American Society of Agricultural and Biological Engineers
- Member, Caribbean Academy of Sciences
- Reviewer:
 - *Biosystems Engineering (formerly Journal of Agricultural Engineering Research)*
 - *Tropical Agriculture*
 - *Arabian Journal of Science and Engineering*
 - *Energy - The International Journal*
 - *The West Indian Journal of Engineering*
 - *Journal of the Association of Professional Engineers, Trinidad and Tobago*
 - *International Journal of Climatology*

L. Roberts-Nkrumah

- Assistant Chief Examiner, CAPE Agricultural Science, Caribbean Examination Council (CXC)

FACULTY OF FOOD AND AGRICULTURE

DEPARTMENT OF FOOD PRODUCTION

N. Badrie

- Member, TWAS, Trieste, Italy Agricultural Committee for selection of fellows.
- Chairperson, TWAS/CAS (Caribbean Academy of Sciences) Young Scientist Prize (Regional)
- Reviewer, TWAS Research and Advanced Training fellowship, TWAS, Trieste, Italy.
- Country project leader, European Union Edulink 11/African, Caribbean and Pacific project on Strengthening Capacity for Food Science and Technology Teaching, Learning and Research to Add Value to Indigenous Foods for Food Security in Africa and the Caribbean http://www.fstinac.net/?page_id=10.

G. Eudoxie

- Member, Association of Professional Agricultural Scientists of Trinidad and Tobago (APASTT)
- Member, Caribbean Academy of Sciences (CAS)
- Member, Plant Management Network (PMN)
- Member, Global Soil Partnership and Caribbean and Latin America Soil Partnership (GSP)

DEPARTMENT OF GEOGRAPHY

J. Collymore

- Assistant Chief Examiner, CSEC Geography, Caribbean Examination Council for Examinations
- Regional Contact, International Geographical Union Commission on Geographical Education (IGU-CGE)

J. Darsan

- Director, Caribbean Industrial Research Institute (CARIRI),
- Director, Economic Development Board (EDB)

FACULTY OF HUMANITIES AND EDUCATION

CENTRE FOR LANGUAGE LEARNING

B. Carter

- Japan Exchange and Teaching Programme (JET) Interview Panel – Panel Chair – 2014/2015
- Japanese MEXT (Graduate Scholarship) Interview Panel, Embassy of Japan 2014/2015
- Member, Association of Departments of Foreign Languages (ADFL)

DEPARTMENT OF CREATIVE AND FESTIVAL ARTS**K. Cadette**

- Craft / Design Consultant for the National Training Agency. Served on the Lead Body for Curriculum Development.
- Craft Consultant for The Retraining Department, YTEPP

S. Crawford

- Member, International Dance Council, CID
- Member, Congress on Research in Dance
- Member, Society for Dance History Scholars

R. Gibbons

- Member, International Drama Education Association (IDEA)
- Adjudicator, Secondary Schools Drama Festival

L. Mc Williams

- External Examiner (Theatre Arts), Caribbean Examinations Council (CXC)

J. Murray

- Artistic Director/Conductor, Trinidad and Tobago National Steel Symphony Orchestra in performances
- Executive Director, ABRSM Music Theory Exams and Practical Exams
- Consultant, NGC Sanfest Performances
- Board Member, Artists' Registry, Ministry of the Arts and Multiculturalism
- Examiner, Annual Graded examinations in Solo Steelpan Performance
- Sole Adjudicator, Junior Music Festival, Trinidad and Tobago Music Association (Naparima Bowl, March-April 2015)

L. Noel

- Council Member – The University School (Member, Education and Curriculum Development Sub-Committee and Chair, PR & Communications Sub Committee)

A. Osborne

- Member, Pan Examinations Board

D. Paul

- Member, International Dance Council (CID)

K. Ramlal

- Board Member, Music Literacy Trust
- Assistant Chief Examiner, Caribbean Secondary Education Certificate Examinations (CSEC)
- Coordinator and Examiner, Annual Graded examinations in Solo Steelpan Performance
- Member, Pan Examinations Board

J. Remy

- Musicologist/announcer/commentator, Channel 4, national panorama (semi-finals and finals), Junior panorama, and We Beat in St. James
- Arranger/musical adapter, National Steelband Symphony Orchestra (NSSO)
- Arranger, Hatters Steel Orchestra (Panorama 2015)
- Composer (various competitions for solo, and ensemble genres)

S. Sharma

- Examiner, Graded Examinations in Solo Steelband Performance
- Member, Pan Examinations Board
- Steelband Tutor, St. Augustine Girls' High School

J. Tull

- Consultant, OECS Secretariat (the development and implementation of a training platform targeted at persons in the creative industries sectors in OECS territories)

DEPARTMENT OF HISTORY**B. Brereton**

- Member, Board of Directors, Arthur Lok Jack Graduate School of Business
- Chair, Trinidad & Tobago Nominating Committee for ANSA McAL Caribbean Awards
- Chief Moderator, CAPE History Examination
- Member, Association of Caribbean Historians

H. Cateau

- Member, Association of Caribbean Historians
- Member, Editorial Board, *Journal of Caribbean History*
- Member, "Themes in the History of Trinidad and Tobago" Committee, Ministry of National Diversity and Social Integration
- Member, Board of the National Museum and Art Gallery

C. Cwik

- President, Association for Continental American and Caribbean Studies and Culture (KONAK, since 1997)
- Member, Advisory Council, Caribbean Economic History Association
- Member, Advisory Council, Association of Latin American and Caribbean Historians
- Member, Association of Caribbean Historians (ACH)
- Member, Association of Latin American Historians (AHILA)
- Member, Association of the History of the World-Systems, Germany
- Member, Editorial Board, *Ariadna Tucma: Revista Latinoamericana*. Buenos Aires, Argentina
- Member, Editorial Board, *Clío América*. Revista interdisciplinaria en Ciencias Sociales para Estudios de Latinoamérica y el Caribe. Facultad de Ciencias Empresariales y Economías, Universidad del Magdalena, Santa Marta, Columbia
- Member, Editorial Board, *Journal of World History*, Germany
- Member, International Scientific Board, *Revista Inclusiones* – Revista de Humanidades y Ciencias Sociales. Universidad de los Lagos, Santiago de Chile
- Member, Scientific Board, *El Taller de la Historia*. Anuario del Programa de Historia, Facultad de Ciencias Humanas, Universidad de Cartagena, Cartagena de Indias, Columbia
- President, Association for Continental American and Caribbean Studies and Culture, (KONAK, since 1997)

PUBLIC & PROFESSIONAL SERVICE OF STAFF

C. Fergus

- Chief Judge, National Schools Quiz competitions, hosted by the Emancipation Support Committee
- Editor, **History in Action**, on-line journal of the Department of History
- Member, Emancipation Support Committee
- Member, Ile Iwe Yoruba
- Member, The Ghana-Caribbean Association
- Member, Association of Caribbean Historians
- Member, Association of the Worldwide African Diaspora (ASWAD)
- Member, Editorial Board, *Journal of Caribbean History*
- Member, The Board of Directors of "Trinidad and Tobago African Drummers Association"
- Member, The International Society for Oral Literature in Africa (ISOLA)

A. Garcia

- Liaison, Latin American Embassies
- Member, Association of Caribbean Historians
- Co-founder, First Latin American & Caribbean-based Section of the Network for Global & World History Organizations (NOGWHISTO)

G. Matthews

- Member, Association of Caribbean Historians
- Secretary, District Advisory Board, Church of the Nazarene, Trinidad and Tobago

D. McCollin

- Committee Member, Update and Dissemination of the History of Trinidad and Tobago
- Member, "Themes in the History of Trinidad and Tobago" Committee, Ministry of National Diversity and Social Integration
- Committee Member, Ministry of National Diversity and Social Integration
- Member, Association of Caribbean Historians
- Member, Latin American Studies Association
- Member, American Association for the History of Medicine
- Member, Canadian Association for the History of Nursing

B. Reid

- Lead Archaeologist, Red House Restoration Archaeological Project, Office of the Parliament of the Republic of Trinidad and Tobago (July 1, 2013 to January 31, 2015)
- Regional Advisor, Organization of American States (OAS) for Output 5: A Regional Directory and Curricular Enhancement of Heritage Education. (April 2015)
- Member, Editorial Advisory Board for Archaeology and Anthropology of the **Journal of Walter Roth Museum of Anthropology**
- Senior Representative, Caribbean and Central America, World Archaeological Congress (WAC)

S. Singh

- Member, Association of Caribbean Historians

P. Timothy

- Chairman, Youth Committee, Diego Martin Football Super League
- Member, Executive Committee, Member of Diego Martin Football Super League

M. Toussaint

- Member, Association of Caribbean Historians
- Member, Association for the Worldwide African Diaspora (ASWAD)
- Member, International Society for Oral Literature in Africa (ISOLA)
- Member, Editorial Committee of *History in Action: Online Journal of the Department of History, UWI, St. Augustine*
- Member, The Trinidad and Tobago Organisation for People of African Descent

DEPARTMENT OF LITERARY, CULTURAL AND COMMUNICATION STUDIES

J. Antoine-Dunne

- Guest Editor (with others), **Journal of West Indian Literature**

DEPARTMENT OF MODERN LANGUAGES AND LINGUISTICS

B. Braithwaite

- Trustee, Deaf Empowerment Organisation of Trinidad and Tobago
- Board Member, WeCare Deaf Support Network
- Member, Society for Caribbean Linguistics (SCL)
- Member, Sign Language Linguistics Society (SLLS)

M. Dallier

- Executive Committee Member, Alliance Française

K. Drayton

- Member, Society for Caribbean Linguistics (SCL)
- Member, American Speech-Language and Hearing Association, International Affiliate (ASHA)
- Member, Global Engagement Committee, Council for Academic Programmes in Communication Sciences and Disorders (CAPCSD)
- Member, Speech-Language and Audiology Association of Trinidad and Tobago (SLAATT)
- Speech-Language Pathologist, and Coordinator, UWI Speech and Language Clinic
- Speech-Language Pathology Consultant, Trinidad and Tobago Health Services Initiative (TTHSI)

S. Evans

- Member, International Society for the Linguistics of English (ISLE)
- Member, International Association of Forensic Linguists (IAFL)
- Member, Society for Caribbean Linguistics (SCL)

R. Figuera

- Member, International Society for Language Studies

J. Ferreira

- Treasurer, Executive Committee of the Society for Caribbean Linguistics (SCL)
- Member, Working Group on Caribbean Endangered Languages (International Centre for Caribbean Language Research) (ICCLR)
- Member, SIL International (formerly Summer Institute of Linguistics) (SIL)
- Portuguese Subject Panel Member, Caribbean Certificate of Secondary Level Competence (CCSLC)
- Treasurer, Society for Caribbean Linguistics
- Portuguese Subject Panel Member, Caribbean Secondary Education Certificate (CSEC)

E. Maitrejean

- Executive Committee Member, Alliance Française
- Member, International Association of Conference Interpreters (AIIC)

N. Roberts

- Member, Caribbean Studies Association (CSA)
- Member, Association of Caribbean Women Writers (ACWWS)

E. Sampaio Farneda

- Member, American Organization of Teachers of Portuguese (AOTP)
- Member, American Association of Teachers of Spanish and Portuguese (AATSP)
- Member, Brazilian Association of Linguistics (ABRALIN)
- Member, Fale Português Community
- Member, GE-PFOL – Portuguese for Speakers of Other Languages (USP)
- Specialist Reviewer, CXC Portuguese syllabi and examinations - CCSLC (Caribbean Certificate of Secondary Level Competence), and CSEC (Caribbean Examination Council) levels.

E. Walcott Hackshaw

- Executive Committee Member, Alliance Française
- Peer Reviewer, *Caribbean in Transit*
- Peer Reviewer, *Anthurium: A Caribbean Studies Journal*

SCHOOL OF EDUCATION**S. Ali**

- Member, Geography Association of Trinidad and Tobago
- Reviewer, Draft Social Studies Curriculum for Forms 1-3, Ministry of Education, GORTT
- Member, The Trinidad and Tobago Association of Teacher Educators

D. Augustin

- Member, Project Management Institute (PMI)
- Member, Association for Supervision and Curriculum Development (ASCD)
- Assistant Secretary of Trinidad and Tobago Educational Leadership Management and Administration (TELMAS)
- Founding Member, Trinidad and Tobago Association of Teacher Educators (TTATE)

B. Benignus

- Member, History Teachers Association of Trinidad & Tobago

M. Cain

- Member, Trinidad and Tobago Association of Teacher Educators (TTATE)

Z. Dedovets

- Member, Scientific and Technical Committee and Editorial Review Board on Humanities and Social Science, World Academy of Science, Engineering and Technology, USA

D. Ferdinand

- Member, Benedictine Oblates, Mt. St. Benedict, St. Augustine
- Supporting Member, Friends of the St. John Vianney Seminary, Mt. St. Benedict

S. Harry

- Commission Member, Statutory Authorities Service Commission of the Republic of Trinidad and Tobago
- Member, Rotary Club of Felicity/ Charlieville
- Founding Member, Trinidad and Tobago Association of Teacher Educators (TTATE)
- Member and Public Relations Officer, Trinidad and Tobago Educational Leadership, Management and Administration Society (TELMAS)

S. Herbert

- Member, Editorial Committee, *Journal of Caribbean Curriculum*

S. Jaggernaut

- Member, Dyslexia Association of Trinidad and Tobago
- Member, National Council of Teachers of Mathematics
- Member, Trinidad and Tobago Educational Leadership Management and Administration Society

F. James

- Member, Catholic Board of Education Tobago (CEBM)
- Founder and President, Trinidad and Tobago Educational Leadership Management and Administration Society (TELMAS).

W. James

- Chief Examiner, Communication Studies, CXC
- President, Mt. Pleasant Credit Union
- Chairman, Total Holdings a subsidiary of the Mt. Pleasant Credit Union

PUBLIC & PROFESSIONAL SERVICE OF STAFF

V. Kamalodeen

- Member, Board of Directors of the 'Read the Qur'an Literacy Campaign Committee'
- Tutor, Adult Literacy programme

C. Logie

- Member, Editorial Board, *International Journal of Psychology*
- Member, Editorial Board, *International Journal of Play* (Routledge Taylor & Francis Group)
- Member, International Organising Committee – World Forum for Early Childhood Care and Education
- Member, Editorial Board, *International Journal of Early Childhood Education and Care*
- Member, Editorial Board, ERIC – Education Resources Information Centre
- Founder and Chair, Caribbean Research Initiative
- Founder and Chair, Caribbean Research Collaborative
- Advisory Board Member, SERVOL, Trinidad and Tobago
- Board Director, Foundation for the Development of Caribbean Children (FDCC), Barbados

R. Maharaj-Sharma

- Member, Trinidad and Tobago Meditation Society
- Member, Astronomy Club (York University, Canada)
- Member, Editorial Board, *Caribbean Teaching Scholar Journal*, IDU, UWI, St. Augustine
- Director, National Institute of Higher Education for Research in Science and Technology (NIHERST)
- Assistant Chief Examiner, Caribbean Examination Council (CXC)

B. Mitchell

- Founding Member and President, Trinidad and Tobago Association of Teacher Educators (TTATE)
- Member of Professional Management Institute (PMI)

J. Mohammed

- Member, Geography Association of Trinidad and Tobago

S. Phillip

- Assistant Chief Examiner, CXC, English B
- Examiner, CXC, CAPE Literatures in English
- Examiner, CXC, CSEC English A
- Examiner, CXC, SEA Secondary School Entrance Essay component
- Secretary, Trinidad and Tobago Educational Leadership Administration and Management Society (TELMAS)

P. Pierre

- Board Member, Bishop Anstey Junior School
- Principal and Coordinator, Trinity All Generations Steel and School of the Arts

S. Primus

- Course Reviewer, COSTAATT, Trinidad and Tobago.

J. Yamin-Ali

- Chairman, NGHS (Naparima Girls' High School) Non Nobis Foundation

DEAN'S OFFICE, FILM PROGRAMME

B. Paddington

- Director, Trinidad and Tobago Film Festival 2013

R. Ramesar

- Chair, Board of the Trinidad and Tobago Film Company/FilmTT
- Director, Board of the Trinidad and Tobago Film Company/FilmTT
- Jury Member, Barbados Film and Video Awards BIMVIM
- Lifetime Member, International Chamber of Media and Entertainment Industry (ICMEI)
- Lifetime Member, International Film and Television Club (IFTC)

FACULTY OF LAW

T. Affonso

- Honorary Secretary, International Law Association (Caribbean Branch)
- Member, Trinidad and Tobago Transparency Institute.

R-M. B. Antoine

- Commissioner, Inter-American Commission on Human Rights, OAS, Washington.

A. Bulkan

- Member, Board, Transparency Institute (Guyana) Inc.

FACULTY OF MEDICAL SCIENCES DEPARTMENT OF PRE-CLINICAL SCIENCES

E. M. Davis

- Member, Medical Advisory Committee of Family Planning Association of Trinidad & Tobago
- Member, Women's Health Council of Trinidad & Tobago

DEPARTMENT OF PARA-CLINICAL SCIENCES

P. Akpaka

- Member, Tobago Regional Health Authority Laboratory Management Committee
- Member, South West Regional Health Authority Antibiotics Committee
- Chairperson, South West Regional Health Authority Infection Prevention & Control Committee
- Member, South West Regional Health Authority Hemodialysis Committee
- Board Member, Caribbean Association of Clinical Microbiologists

Y. Clement

- President, Caribbean Academy of Sciences
- Reviewer:
 - *Focus on Complementary and Alternative Therapies*
 - *Journal of Alternative and Complementary Medicine*
 - *BMC Complementary and Alternative Medicine*
- Editorial Board Member, *Evidence-Based Complementary and Alternative Medicine (eCAM)*, Hindawi Publishing Corporation

V. Chattu

- Elected Member, Chatham House, (Royal Institute of International Affairs) UK
- Elected Member, World Organization of Family Doctors WONCA, Bangkok

A.V. C. Rao

- Reviewer, *International Journal for STD's*
- Member, Editorial Board, *Journal of Respiratory Research*
- Member, Renal Pathology Society

K. Mungroe

- Member, Islamic Hospital Board
- Member, Editorial Board, *Caribbean Medical Journal*
- President, Caribbean Public Health Association

DEPARTMENT OF CLINICAL MEDICAL SCIENCES**Z. Ali**

- Director, UWI Telehealth
- Member, Paediatric Society of Trinidad and Tobago

N. Baboolal

- Director, Dementia and Awareness Trinidad and Tobago
- Member, Psychiatric Hospital Tribunal
- Member, Trinidad and Tobago Medical Association
- Member, Central American Multidisciplinary Confederation on Alzheimer's and other Dementias

B. Balkaran

- Executive Member, Trinidad and Tobago Medical Association
- Member, Extended Program on Immunization, Ministry of Health
- Member, National Plan for Maternal and Child Health
- Member, Committee National Guidelines for Paediatric HIV Treatment and Care
- Executive Member, National Council of Indian Culture
- Member, Paediatric Society of Trinidad and Tobago

C. Bodkyn

- Caribbean Lead/ Country Lead, Caribbean-SickKids Initiative for Childhood Cancer and Blood Disorders
- Member, Just Because Foundation
- Member, Paediatric Society of Trinidad and Tobago
- Medical Advisor, RBC Caribbean Children's Cancer Fund
- Medical Advisor, Children with Cancer Support Group
- Member, Clinical Assessment Committee, Ministry of Health

J. Brown

- Member, Radiological Society of North America
- Fellow, Royal College of Radiologists
- Member, Caribbean Society of Radiologists
- Member, Radiological Society of Trinidad and Tobago

G. Hutchinson

- Member, Research Advisory Committee, CARPHA

P. Maharaj

- Member, Radiological Society of North America
- Member, Radiological Society of Trinidad and Tobago
- Fellow, Royal College of Radiology
- Member, Caribbean Society of Radiologists

R. P. Maharaj

- Member, Trinidad and Tobago Dermatological Society
- Member, American Academy of Hospice and Palliative Medicine
- Member, Royal College of Physicians
- Board Member, Palliative Care Society of Trinidad and Tobago

J. Ramcharan

- Member, Implementing Committee, Children's Authority, Trinidad and Tobago
- Paediatrician, Princess Elizabeth Centre for Children with Disabilities
- Medical Director, UWI Telehealth
- Member, Paediatric Society of Trinidad and Tobago

S. Reid

- Member, Delta Omega Honor Society in Public Health - Alpha Chapter, Johns Hopkins University
- Member, Caribbean Psychiatric Association
- Member, Association of Psychiatrists of Trinidad and Tobago

S. Sakhamuri

- Member, Medical Council of India
- Member, American College of Chest Physicians
- Board Member, Thoracic Society of Trinidad and Tobago

T. Seemungal

- Vice-President, Palliative Care Society of Trinidad and Tobago
- President, Thoracic Society of Trinidad and Tobago
- Member, American Thoracic Society
- Member, European Respiratory Society

V. Singh

- Medical Liaison, Rotary Club of Charleville and Felicity
- President, Paediatric Society of Trinidad and Tobago
- Vice President, Caribbean Endocrine Society
- Scientific Advisor, Diabetes Association of Trinidad and Tobago (Paediatric issues)
- Medical Adviser, Children's Life Fund

A. Sinanan

- Public Relations Officer, Radiological Society of Trinidad and Tobago
- Member, Radiological Society of North America
- Fellow, Royal College of Radiology
- Member, European Society of Radiologists
- Member, British Society of Gastrointestinal Abdominal Radiology
- Member, Caribbean Society of Radiologists
- Regional Representative for the Caribbean, European Society of Gastro-Intestinal and Abdominal Radiologists

PUBLIC & PROFESSIONAL SERVICE OF STAFF

S. Soman

- Fellow, Royal College of Paediatrics and Child Health
- Member, British Society Paediatric Gastroenterology, Hepatology and Nutrition
- Member, Association of West Indian Gastroenterologists
- Member, Paediatric Society of Trinidad and Tobago

S. Teelucksingh

- Member, American Endocrine Society
- Member, American Diabetes Association
- Member, European Association for the Study of Diabetes
- Convener, Board of Directors, The Helen Bhagwansingh Diabetes Education Research and Prevention Institute (DERPI)

THE UWI SCHOOL OF NURSING (UWISON)

O. N. Ocho

- Member, Regional Nursing Body and Trinidad and Tobago Registered Nurses Association

E. S. Daniel

- Member, Sigma Theta Tau International Honor Society

R. S. Hooli

- Member, Sigma Theta Tau International Honor Society
- Life Member, Trained Nurses Association of India
- Life Member, Nursing Research Society of India
- Life Member, Indian Society of Psychiatric Nurses

SCHOOL OF PHARMACY

S. B. Maharaj

- Member, Pharmacy Board of Trinidad and Tobago
- Member, International Society for Pharmacoeconomic and Outcome
- Member, International Social Marketing Association
- Chairman, National Health Services Company of Trinidad and Tobago
- Deputy Chairman, Eastern Regional Health Authority

P. I. Sealy

- Executive member, West Indies Group of University Teachers
- Advisory Group Member, International Pharmaceutical Federation and the Royal Pharmaceutical Society Global Pharmacy Workforce Observatory
- Executive member, Caribbean Academy of Sciences Council

FACULTY OF SCIENCE AND TECHNOLOGY

DEPARTMENT OF LIFE SCIENCES

V. Bowrin

- Member, Caribbean Academy of Scientists

G. Briggs

- Member, ABLE (Association for Biology Laboratory Education)

D. Chadee

- Member, Clinical Governance and Ethics Committee, South West Regional Health Authority, Ministry of Health, San Fernando, Trinidad, West Indies
- Lead Author, Chapter 11 (Health and Climate Change) for Working Group 11, Impact, Adaptation and Vulnerability for the Fifth Assessment Report, International Panel for Climate Change
- Chairman, Scientific Review Committee (SRC), South West Regional Health Authority Clinical Governance and Ethics Committee
- Member, North Central Regional Health Authority Public Health Observatory Steering/Research Committee
- Member, World Health Organization, Temporary Expert Committee to Develop Core Curriculum for Dengue vector Control Training and Workshops, April 2011, Geneva, Switzerland.
- Member, International Atomic Energy Agency Expert Panel to Advise Sri Lanka Dengue Control Program

B. Cockburn

- Research Coordinator/Board Member and Treasurer, Helen Bhagwansingh Diabetes Education Research and Prevention Institute (DERPI)
- Public Orator, UWI, St. Augustine Campus.

J. Gobin

- Chair, Asa Wright Nature Centre.
- Member (Environmental Scientist), The Environmental Commission of T&T

A. Hailey

- Member, Ethics Committee, Association for the Study of Animal Behaviour (UK)
- Member, IUCN Tortoise and Freshwater Turtle Specialist Group
- Member, IUCN Anoline Lizard Specialist Group
- Member, IUCN Amphibian Specialist Group (Caribbean)

J. Jayaraman

- Member, UWI, St. Augustine Open Lectures Committee
- Executive Advisor, Society for Scientific Advancement

A. Khan

- Reviewer for:
 - Journal of Pest Science
 - Tropical Agriculture Journal
 - Pharmaceutical Biology
 - International Journal of Pest Management
 - BioControl

D. A. T. Phillip

- UWI Representative, subcommittee for the Tobago Main Ridge Reserve: 'Improving Forest and Protected Area Management in Trinidad and Tobago', The Food and Agriculture Organization of the United Nations (FAO/UN), is implementing this project on behalf of the Government of the Republic of Trinidad and Tobago.
- Director and Executive Committee Member, Trinidad & Tobago Eco-Divers Club

I. W. Ramnarine

- Chairman, Board of Governors, Institute of Marine Affairs
- Vice-Chairman, National Environmental Assessment Task Force

L.V. Rostant

- Director, Trinidad and Tobago Bat Conservation and Research Unit (Trinibats)
- Co-technical Advisor/Consultant, National Restoration, Carbon Sequestration, Wildlife and Livelihoods project

J. Rouse-Miller

- Member, Cassava Industry Development Committee of Trinidad and Tobago

M. G. Rutherford

- Board Member and Chair of Research and Education Committee, Asa Wright Nature Centre
- Vice President, Trinidad & Tobago Eco Divers Club

J. Sewlal

- Member, IUCN (International Union for Conservation of Nature) Spider and Scorpion Specialist Group
- Secretary, Caribbean Academy of Sciences (Trinidad and Tobago Chapter)
- Member, Caribbean Netherlands SQcience Institute (CNSI)
- Member, Rotary Club International
- Fellow, Royal Entomological Society

DEPARTMENT OF COMPUTING AND INFORMATION TECHNOLOGY**M. H. Hosein**

- Chief Examiner, CAPE Computer Science, Caribbean Examinations Council, Barbados.

R. Jordan

- Assistant Chief Examiner, CAPE Computer Science, Caribbean Examinations Council, Barbados

N. Kalicharan

- Commissioner, Elections & Boundaries Commission, appointed by the President of the Republic of Trinidad & Tobago, Jan 2008, renewed Jan 2013.
- Delivered 12 sessions of DigitalMath to 11 Primary Schools in Trinidad and 1 in Tobago.
- Team Leader, Trinidad & Tobago Olympiad in Informatics.
- Set the problems and evaluated the submissions for the Departmental Computer Programming Competition.

T. D. Kieu

- Reviewer:
 - *Information Sciences*
 - *Journal of Systems and Software*
 - *IEEE Transactions on Information Forensics and Security*
 - *The Computer Journal published by Oxford University Press*
 - *Journal of Visual Communication and Image Representation*
 - *Signal Processing*
 - *IET Image Processing*
 - *Multimedia Tools and Applications*
 - *Security and Communication Networks*
 - *KSII Transactions on Internet and Information Systems*
- Member, Editorial Board:
 - *Convergence Information Technology (JCIT)*
 - *International Journal of Digital Content Technology and Its Applications (JDCTA)*
 - *International Journal of Advancements in Computing Technology (IJACT)*
 - *International Journal of Engineering and Industries (IJEI)*

P. Mohan

- Member, mDiabetes Informal Working Group, World Health Organization (WHO) and the International Telecommunications Union (ITU) as part of their 'Be Healthy; Be Mobile' initiative
- Executive Member (Treasurer), CARISCIENCE.

A. Nikov

- Member of:
 - Adaptivity and User Modeling in Interactive Software Systems
 - Adaptive Hypertext & Hypermedia Human Resources
 - IEEE Computer Society Learning Technology Task Force (LTF)
 - CHI International Advising Task Force
 - International ACM SIGCHI Educational Resource Development Group
 - IEA Technical Committee TC11 "Human-Computer Interaction"
 - Occupational Risk Prevention Advisory Board
 - ACM SIGCHI International Issues Committee
 - Advisory Board, Occupational Risk Prevention
 - Editorial Board of the *Journal, Working and Living Environmental Protection*

S. Sultan

- Executive Member, Diabetes Association of Trinidad & Tobago (DATT), Gasparillo Branch, Trinidad & Tobago
- Member of:
 - IEEE Women in Engineering
 - Erasmus Mundus Student and Alumni Association
 - International Society for Telemedicine & eHealth

PUBLIC & PROFESSIONAL SERVICE OF STAFF

DEPARTMENT OF MATHEMATICS AND STATISTICS

B. Bhatt

- Reviewer, *Zentralblatt fur Mathematik*, Germany

G. Rao

- Reviewer, *Journal of Mathematics Science* a Springer Open Journal, Iran
- Reviewer, *Journal of Process Mechanical Engineering*,
- Reviewer, *Journal of Mathematics Research*

DEPARTMENT OF PHYSICS

I. Haraksingh

- Chair, Trinidad and Tobago Mathematics Olympiad
- President, Caribbean Solar Energy Society
- President, Trinidad & Tobago Solar Energy Society
- Member, International Solar Energy Society
- Member, World Renewable Energy Network
- Member, International Steering Committee World Renewable Energy Network
- Member, Projects Steering Committee Caribbean Renewable Energy Development Program (CREDP) Caricom
- Member, Cabinet Appointed (GOTT) Renewable Energy Committee of Trinidad and Tobago
- Member, Renewable Energy Committee, UWI
- Technical Advisor, Small Developing Island Renewable Energy Knowledge and Technology Transfer Network (DIREKT Project), UWI, St. Augustine
- Technical Advisor, INEES Project Team

S. Haque

- Chair, Panel for Review of CSEC Physics with CXC Board
- Member, International Astronomical Union (IAU)
- National Liaison, Caribbean group in International Astronomical Union
- Fellow, Royal Astronomical Society (RAS)

D. D. P. Sharma

- Member (Energy Efficiency and Sustainability Group) of Vice-Chancellor's lead team for the Project "Programme for Capacity Development in Priority Areas for Regional Impact at UWI".
- Reviewer for many journals
- Executive Member, Gurudwara Sahib (Sikh Temple), El Dorado, Trinidad and Tobago.
- Member, Forum of Indian Nationals in Trinidad and Tobago (FINTT)

R. Clarke

- Member and Chairperson of Trinidad and Tobago Bureau of Standards Specification Committee for Photovoltaic Systems
- National Gas Company of Trinidad and Tobago Scholarships Review Panel

FACULTY OF SOCIAL SCIENCES

DEPARTMENT OF MANAGEMENT STUDIES

Surendra Arjoon

- Member, Life Skills Curriculum Review Committee, Ministry of Science and Tertiary Education

A. Cameron

- Member, Board of Directors, Arthur Lok Jack Graduate School of Business
- Member, Board of Directors, ROYTEC

N. Ramkissoon-Babwah

- Chairman, National Entrepreneurship Development Company Limited
- Member, United States Association for Small Business & Entrepreneurship

S. Fraser

- Member, National Productivity Council of Trinidad and Tobago

M. Nathai-Balkissoon

- Treasurer, The Safety Council of T&T

S. Katwaroo-Ragbir

- Member, Board Director, National Enterprise Ltd., and NEL Power Holdings Limited
- Member, Board Director, TSTT

C. Sahadeo

- Member, Board of Directors, Arthur Lok Jack Graduate School of Business
- Trustee, Caribbean Court of Justice Trust Fund
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- Member, International AIDS Society.
- Chairman, Special Task Force on Caribbean HIV Conference.

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- Peer Reviewer, *Social and Economic Studies*
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- Member, Editorial Committee, IDGS, UWI, Cave Hill Campus
- Advisory Board Member, *Journal of Global Networks*, Blackwell Publishers, Oxford, UK
- Advisory Board Member, *Journal of Asian Diaspora*, Routledge Journals, UK
- Advisory Board Member, *Caribbean Journal of Social Work*, Jamaica
- Caribbean Area Editor, Editorial Board, *Asian Diasporic Visual Cultures and the Americas* (ADVCA)
- Member, Editorial Board *Caribbean Intransit*: The Arts Journal
- Executive Editor and Founder, *Caribbean Review of Gender Studies* - Online open access Journal of the Institute for Gender and Development Studies

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- Co-founder & Coordinator, *Sexualities Working Group*
- Core Collective Team Member, Ayiti Resurrect, Grassroots Healing Collective, Fifth Delegation
- Member, Advisory Board, Naniki Project
- Member, Advisory Board, Black Renaissance Noire
- Co-Chair, Caribbean International Resource Network

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- Reviewer of Book Prospectus, *Contemporary African American Families: Achievements, Challenges, and Empowerment Strategies in the 21st Century* for Routledge: Taylor and Francis Group.

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- Member, Technical Committee to Oversee the Preparation of the National Population Situation Analysis, Ministry of Planning and Sustainable Development of Trinidad & Tobago;

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