



UWI
ST. AUGUSTINE
CAMPUS



BOLD STROKES

ANNUAL REPORT
2017 | 2018



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About Our Cover

Changing the course of an institution is both an art and a science. Like the painter, constantly refining a piece until the vision is realized, leaders must decide whether what is required are light, subtle tweaks or bold, colourful, purposeful strokes, carried out with a steady hand; a confidence based on knowledge and experience; and an intense feeling of conviction.

The visual elements of our 2017/2018 reports are inspired by Coloured Earth I, by DCFA alumnus, Mr Kenderson Noray,

a piece which perfectly captures the strategic and operational landscape of our Campus. Despite the dark economic clouds still looming over our region, our outlook remains optimistic and confident. We are making bold strokes today that will realize our vision of a UWI St. Augustine Campus that is leading the way to a vibrant future, full of meaningful opportunities for the people of our region.



Coloured Earth I. Copyright 2019 Kenderson Noray

About the Artist

Growing up in the subdued hills of Paramin, Kenderson Noray was heavily influenced by the laid back nature of the people and the vibrant colours of his environment. He obtained his BA in Visual Arts from The UWI St. Augustine Campus in 2008 but has been exhibiting since 2007. He has taken part in more than 30 exhibitions to date, including group shows and several successful solo exhibitions. Most recently, his work has been featured at Horizons Art Gallery in a 2018 solo exhibition. The Campus thanks him for granting permission for the use of this piece.

For more on Kenderson Noray and his work, please visit:

<https://www.facebook.com/KendersonNorayArt/>

Mission, Vision & Values

Vision

To be an excellent global university rooted in the Caribbean.

Mission

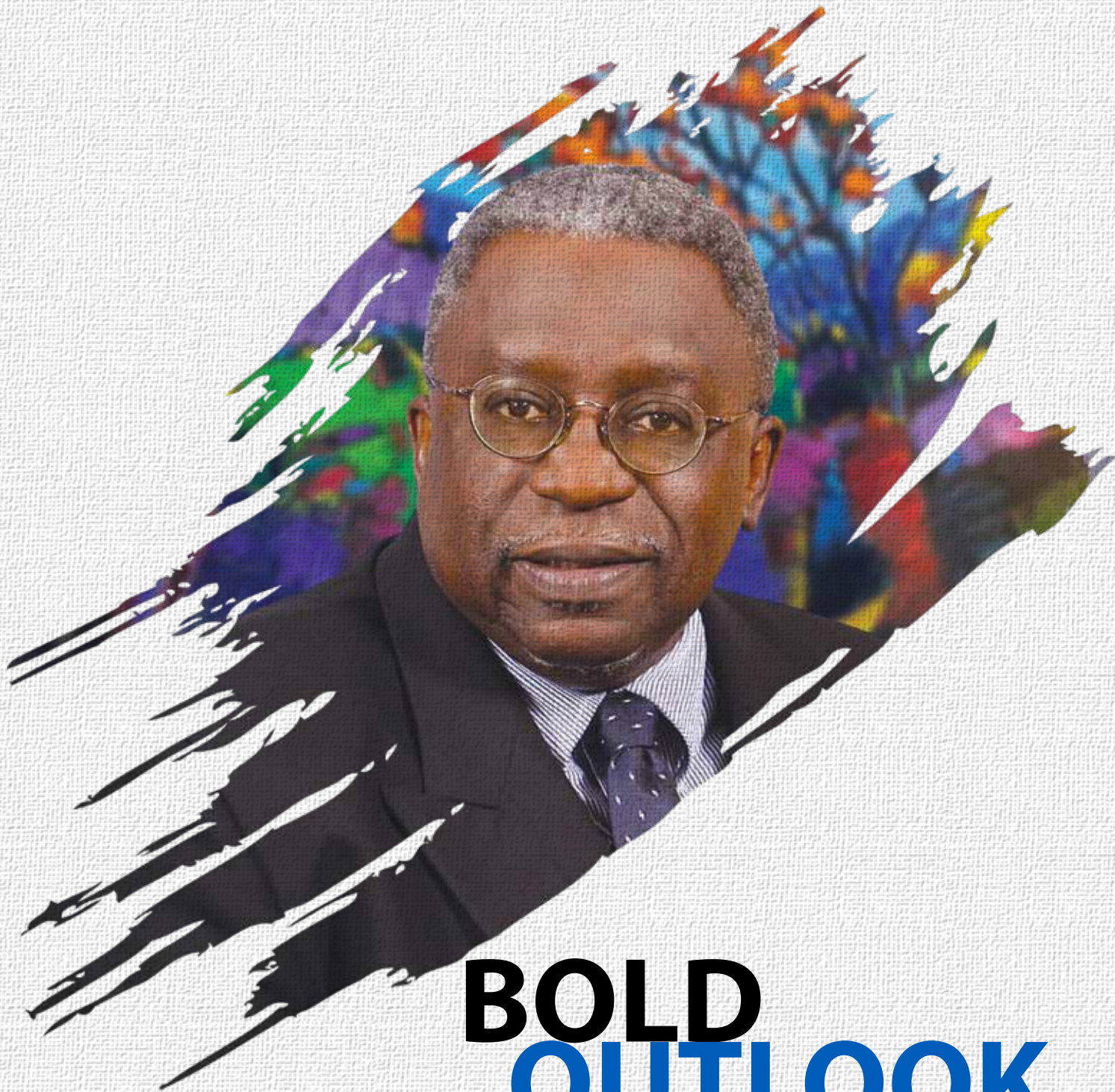
To advance learning, create knowledge, and foster innovation for the positive transformation of the Caribbean and the wider world.

Core Values

- Integrity
- Excellence
- Gender Justice
- Diversity
- Student Centredness

Strategic Initiatives of the St. Augustine Campus

- Innovation & Entrepreneurship (Team Lead - Professor Jonas Addae)
- Curriculum & Pedagogical Reform (Team Lead - Professor Funso Aiyejina)
- Internal Process (Team Lead - Professor Indar Ramnarine)
- Financial Processes (Team Lead - Professor Emeritus Compton Bourne)
- HR Review
- Brand & Soul



BOLD **OUTLOOK**

Mr Ewart Williams CHAIRMAN

CHAIRMAN'S STATEMENT

The 17/18 academic year was the first year for the implementation of The University's latest strategic plan – the third since I assumed the role of Campus Chairman.

Over the last nine years the St. Augustine Campus has faced the financial storms affecting our region but, with steady leadership and the support of staff, students, and external stakeholders, it has righted itself and is now confidently taking up the mantle of leading the region towards realizing the shared vision of a sustainable and self-reliant Caribbean.

Within the Strategic Plan's overarching themes of Access, Alignment and Agility, the St. Augustine Campus has chosen to focus on four key areas geared towards building a culture of innovation within an ecosystem for entrepreneurship, expanding access, and building resilience and self-reliance. These areas are, in turn, being operationalized through six strategic initiatives - Innovation and Entrepreneurship, Curriculum and Pedagogical Reform, Internal Process, Financial Processes, HR Review, and the Brand & Soul project.

The Innovation and Entrepreneurship initiative can potentially shift the Campus closer to financial self-sustainability but, more importantly, is critical to national strategies for the transformation of national and regional economies. This is a radical new dimension in The University's mission that complements the traditional academic, research, and outreach activity. This initiative will create a medium to more directly and effectively impact the economic well-being of Caribbean societies. Critical to its success is the creation of the entrepreneurial ecosystem that will nurture ideas at the early stage and navigate them all the way to market entry. Based on the details provided in the Principal's Review and in the general report, I am heartened by the progress made, and commend those external

stakeholders from the public and private sectors who have themselves taken the bold step to partner with the Campus to move the vision forward. I ask the wider society to, not just support the Campus, but to join it in creating that vibrant future which we all know is possible.

I have stated time and again that the social impact of the Campus on the community is as critical as its economic influence. That is why the formal incorporation of community service into academic offerings is so important. Typically, it manifests as the Campus providing very much needed assistance to the underserved; this is why the Daaga Scholarship in Law stands out. Its emphasis on social activism as well as academic accomplishments to determine qualification for entry into the Faculty and the award of the scholarship is a clear declaration about the changes it would like to see in the legal profession. I suggest that it has also issued a challenge to our professional class, as a whole, to do better, right now, at serving our society and our communities.

This is my final year as Chairman of The UWI St. Augustine Campus Council. I thank members of the Campus community for their support, particularly former Campus Principal Professor Clement Sankat, former Deputy Principal Professor Rhoda Reddock, current Campus Principal Professor Brian Copeland and Deputy Principal Professor Indar Ramnarine. I wish my successor, Ms Sharon Christopher, and the Campus I have been privileged to serve, the very best.

Ewart Williams

Chairman – Campus Council
St. Augustine Campus
The University of the West Indies



RADIANT PERSPECTIVE

Professor Brian Copeland PRINCIPAL

PRINCIPAL'S REVIEW

Times have changed since The University of the West Indies was established 70 years ago. Back then life moved at a more leisurely pace, in stark contrast to the early 21st Century, characterized, as it were, by rapid and seemingly endless transformation.

Today, Caribbean societies, ecologies, and economies are delicately poised, almost as if we are on a cliff with our toes hanging over the edge - as one colleague puts it.

To meet the challenges of these times, our graduates must be agile, creative and possessed of a strong entrepreneurial spirit that strives for success through innovation. More than that, they must have a deep sense of Caribbean patriotism while being community engaged, ever mindful of the many economic and social disharmonies that put us on the path to societal collapse. Their talent, vision, and energy are being called to action so that we could finally achieve that target of a sustainably revitalized "Caribbea" in 15 years.

We can describe this future "revitalized Caribbea" in the language of the UN Sustainable Development Goals. First and foremost, citizens of this future Caribbea will form a mature and resilient society that is free of the social ills that plague us today, including crime and income inequality. It will be a society that is knowledgeable and respectful of its ecology. Finally, to support and ensure all of this, these citizens will be active players in a vibrant and robust economy.

"At St. Augustine, we have been challenging our students to target the year 2034, 15 years from now, as the year when this transformation would be visibly manifested on the social front... We must begin in earnest."

It is this scenario that has motivated the St. Augustine Campus and, indeed all The UWI to devise a new Strategic Plan – the Triple-A Strategy – that places high priority on creating a culture of innovation and entrepreneurship to power us out of the economic doldrum which has catalysed the social malaise that characterises most of the region. By driving social, ecological, and economic entrepreneurship, we will help the Caribbean to achieve the UN SDGs and firmly place the region on a robust growth trajectory.

At St Augustine, we have been challenging our students to target the year 2034, 15 years from now, as the year when this transformation would be visibly manifested on the social front. That manifestation, we have proposed, would take the form of a **Caribbean**

Mittelstand which, like its German precursor, would comprise a virtual swarm of Small and Medium enterprises (SMEs) that account for 30% of foreign exports while employing 60% of the Caribbean workforce. We must begin in earnest.

Much must be done to effect the required transformation, not the least of which is the creation of an innovation focused, entrepreneurial mindset. Physical and mental resilience must be the hallmark of each citizen of this "Caribbea", they must be able, not just to lead and dominate this new Caribbean society, but also must be well prepared to rebuild a resilient society, assuming that they survive any devastation that may occur, due, for example, to unavoidable natural disasters. The onus is on Caribbean leaders and educators to rise to this challenge of preparing and empowering young citizens to achieve this positive revolutionary transformation.

National and regional education systems clearly have a significant role to play in shaping the future of "Caribbea". As such, CARICOM and its members must feverishly work for radical transformation of the education system, to prepare citizens who are mentally and physically resilient and, as described in the opening paragraph, are agile, creative, and possessed of a strong entrepreneurial spirit that pushes them to strive for success through innovation.

For example, if we are to achieve national and regional goals, our system of education must move away from a purely functional approach to learning in areas of science, technology, engineering and mathematics (STEM) to one that facilitates, incorporates, and integrates function and form with design (STEAM – Science, Technology, Engineering, Arts and Mathematics). We are convinced that STEAM is the educational paradigm to bridge innovative thinking required in this place, at this time, since it integrates, stimulates and nurtures the left and right brain thinking skills.

It is indeed interesting that the world has now rediscovered this symbiosis between science, technology and the arts given that early scholars such as Pythagoras and artists, such as Da Vinci saw nothing but consonance between these disciplines. In support of our conviction, we point to a 2012 Scientific American article on STEAM, which has quoted data that shows that Nobel Laureates in the Sciences are much more likely to have a strong background in the arts than the average scientist¹.

In our seven decades of service, this University has amply demonstrated its passion to achieve its mission to advance learning, create knowledge, and foster innovation for the positive and sustainable transformation of the Caribbean. It has helped our nations through the post-colonial years and UWI must now, once again, re-invent itself in order to continue the transformational process. The millennials and, now, Generation Z streaming through the gates of our Campus have made this abundantly clear.

The St Augustine Campus has identified six areas of focus within the Triple-A Strategic Plan - broadening Access, ensuring Alignment, and improving the Agility of the institution. This first year of the strategic plan was dedicated to developing the policies, procedures and processes that will form the broad outlines that will re-shape our Campus. Work on two focus areas - HR Review and the Brand & Soul project - is expected to continue to progress in the next academic year but, in the following pages, you will find several noteworthy achievements that indicate the new direction being charted for the Campus.

In keeping with the objective of building that robust

1 From STEM to STEAM: Science and Art Go Hand-in-Hand, Stephen Ross Pomeroy, Scientific American Guest Blog, 2012-08-12, <https://blogs.scientificamerican.com/guest-blog/from-stem-to-steam-science-and-the-arts-go-hand-in-hand/>

future economy alluded to above, the St Augustine Campus is developing campus structures and systems that will create an enabling environment for entrepreneurship and innovation. This is not an academic exercise. Past attempts to commercialize inventions and other new ideas at the St Augustine Campus, have revealed the absolute need to create this entrepreneurship ecosystem, a strongly interconnected and well-coordinated network of appropriately functional units that would establish an effective pipeline to transform ideation to product. This will impact the economic space by generating new and innovative products and services, and by making existing firms more competitive.

The St Augustine Centre for Innovation and Entrepreneurship (StACIE), led by Professor John Agard, has made significant progress over the past year towards forming this entrepreneurial ecosystem. This includes the formation of a team led by new Professor of Practice Gerry Brooks with support from Mr Julian Henry of the Entrepreneurship Unit of the Faculty of Social Sciences, to detail the plans for the ecosystem formation. Phase 1 of that plan has been approved by The University, and the Campus is now moving aggressively to implement it. Critical to Phase 1 was University approval to establish UWI Ventures, a company with strong private sector participation, that will do the final vetting for capitalization of projects and be a holding company for UWI start-ups. UWI Ventures will in fact be the portal through which The UWI will play its part in the positive transformation of the Caribbean economic space.

I am pleased to share opportunities seized during the year under review to move this Innovation & Entrepreneurship agenda forward. These included:

- Collaboration with the Economic Development Advisory Board in getting Cabinet approval for the Innovation Policy, an initiative funded by the European Union

- Renaming of the Office for Research, Development and Knowledge Transfer (ORDKT) to the St Augustine Centre of Innovation and Entrepreneurship (StACIE).
- Creation of an Innovation and Technology Fund
- Appointment of Professor of Practice Gerry Brooks in Innovation and Entrepreneurship at St Augustine
- University approval to establish a spin-off company for producing specialized coatings
- Collaboration with Lake Asphalt to license technology developed on the Campus
- Receipt of a patent grant for a new and improved fingerprinting technology in the USA and in Trinidad and Tobago.
- An agreement with the World Intellectual Property Organization (WIPO) and the IP Office of the Attorney General of Trinidad and Tobago to deliver courses and programmes in IP management.

I close with a simple invitation to Industry, Governments, national, regional, and international communities to partner with the St. Augustine Campus in this thrust and in this vision of a revitalized and sustainably developed "Caribbea".

Brian Copeland

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

EXECUTIVE MANAGEMENT TEAM



Professor Brian Copeland
PRINCIPAL AND PRO VICE-
CHANCELLOR



Professor Indar Ramnarine
DEPUTY PRINCIPAL



Mrs Andrea Taylor-Hanna
CAMPUS BURSAR



Mr David Moses
CAMPUS REGISTRAR (AG.)



Mr Frank Soodeen
CAMPUS LIBRARIAN



FACULTY REVIEWS

ENGINEERING



Professor Edwin Ekwue

DEAN

The Faculty took significant steps to support innovation and the development of entrepreneurial skills. For example, the Department of Mechanical & Manufacturing Engineering intensified its research efforts and, as a result, five inventions were submitted to the Office of Research, Development and Technology Transfer (now StACIE) for consideration for patent applications. The faculty-wide focus on encouraging innovation and entrepreneurship included the introduction of one course in Engineering Entrepreneurship and another on Engineering Internship. Through the latter, 60 students from across the Faculty were placed with 31 companies during the 2018 Summer Semester. Soon, students may be able to earn credit by participating in on-going research projects on Campus during the long vacation.

The UWI Engineering Institute (EI) is being positioned as a preferred source of consultancy services, providing solutions to industry problems and capacity building. Among the many contracts awarded to the EI during the review period was one to digitize the existing and incoming land registration documents in the national Land Registry. This would improve the security of these critical land records and make them available for efficient online search, inspection, and processing. It would also remove the records from active circulation, thus preventing further deterioration. A recent change in scope resulted in the project sum being upgraded from TT\$4.7 million to TT\$7.6 million.

FOOD & AGRICULTURE



Dr Wayne Ganpat

DEAN

The Faculty of Food and Agriculture (FFA) enjoyed achievements tied to the Triple A UWI strategic goals of Access, Alignment and Agility in this reporting year. FFA aggressively undertook outreach visits to secondary schools to market its programmes. TechAGRI Expo18 augmented this drive where 4,000 plus students experienced FFA laboratories and saw the newest technology innovations in agriculture.

Three certificate programmes in Human Ecology, Agriculture, and Environmental Geography were approved for launch in 2018 and discussions continued with the Open Campus to franchise two additional certificate programmes for the next academic year. Full accreditation was given to a new MSc in Value Addition for Food and Nutrition Security that requires students to devise a new

product to graduate. These will deepen access and satisfy industry needs regionally.

Blended/online learning was introduced by converting one course each at the Pre–certificate, Certificate, Diploma, and MSc levels as part of a pilot for delivery in the 2018/2019 academic year. It initiated major reviews for the Agribusiness and Agriculture programmes to become more innovation-driven and provide greater experiential learning to attract more local and regional students.

FFA aligned with major stakeholders and raised its public visibility and the profile of the agriculture sector. A major contributor was the highly successful annual agricultural exposition. The four-day TechAGRI Expo (March 2018) attracted 12,000 patrons, and featured 100 booths displaying agricultural and related products for sale. It is now recognized as a valuable promotional event for national and regional agri-entrepreneurs.

Sectoral outreach is crucial to the success of the FFA's strategy. This year, a National Symposium on Food and Nutrition (F&N) Security provided a forum for stakeholders in the food sector - policy, production, value addition, marketing, school feeding, health and education – to prepare a national plan for F&N security. The journal, Tropical Agriculture launched its first online open access issue for worldwide accessibility. For the first time, FFA met with the Agricultural Society of Trinidad and Tobago, the umbrella organization for all farmers' groups, to formulate a research agenda that fully incorporates farmers' needs.

HUMANITIES & EDUCATION



Dr Heather Cateau

DEAN

Additional budgetary cuts and the freezing of staff positions presented somewhat daunting challenges but reinforced the resilience of the Faculty of Humanities & Education.

Income earning activities were concentrated in areas rooted in the Humanities and Education disciplines. These included translation services; conversational language learning; teaching of English as a foreign language; language examination sites; continuing professional development workshops; and related consultancies. To satisfy the demands of students and external stakeholders, new courses were created in Heritage Studies, Cultural Studies, undergraduate certificates in the Humanities, and niche areas in Education. A European Union consultancy to deliver quality training to students in the “banana belt” of Belize by increasing TVET (Technical and Vocational Education and Training) capacity of managers and instructors was a notable example of this thrust.

In response to social, economic, and developmental needs, plans were developed for a psychoeducational diagnostic and intervention clinic; FHE staff conducted workshops for secondary school teachers; the Faculty created closer ties with the public and private sectors; and continued to collaborate with the University of Vienna and the National Trust of Trinidad and Tobago on the Archaeological Excavation and Exploration of the Nelson and Caledonia Islands Project.

The Faculty feels a special responsibility to carry out social innovation projects, particularly to extend access to underserved communities. Their Speech Language Pathology Unit experienced particularly successful engagement with local Deaf communities and brought language awareness and awareness of programme offerings to the wider public. Also, it successfully integrated theoretical and practical teaching and learning into the curricula. For example, students pursuing the Diploma in Caribbean Sign Language Interpretation interacted with students of the Audrey Jeffers School for the Deaf, DRETCHI, and made a field trip to visit Deaf communities in Guyana.

Notable examples of the Faculty’s outreach included a joint arts exhibition with alumni of the Visual Arts Unit at First Citizens in February 2018; the production of The UWI Classic Concert 2018 tracing the musical development of Lord Shorty to Ras Shorty I; the annual Visual Arts Degree Show at the National Museum and Arts Gallery; and the production of the Broadway musical ‘West Side Story’ with Must Come See Productions in June 2018.

LAW



Professor Rose-Marie Belle Antoine

DEAN

The Faculty of Law embraced The UWI Triple A strategy, the campus buzz-word: 'innovation' found fertile ground, evident in new approaches to learning, admissions, research, and outreach - often meeting all three targets of Access, Alignment and Agility.

Noteworthy was the grounding of the International Human Rights Clinic, a dynamic, innovative experiential learning, research and activism tool that blends the classroom with NGOs, attorneys and the State. It succeeded in winning the Faculty's second donor-fund, an EDF grant (European Development Fund) of TT\$1.5 M. to continue human rights interventions under the two-year project addressing refugees, remand justice, indigenous peoples, disability, gender and children.

Advocacy and activism were high on the Faculty's agenda as evident in its acclaimed EU-donor project, Growing Capacity for Human Rights. Several staff members participated or led project activities and placed emphasis on aligning the Faculty through meaningful partnerships with diverse, influential stakeholders including the national Parliament, NGOs, the judiciary, state and private sectors and multi-disciplinary collaborations with sister-faculties.

Cutting-edge workshops, such as the Banking Law Workshop and the inaugural Sports Law Workshop, continued with significant sponsorship from First Citizens, Republic Bank Limited and the Central Bank. These self-financing and sustainable events provided welcome income. Grant projects, workshops, and public lectures served as staff developmental tools, stimulating research and publication, developing expertise, showcasing work, and gaining academic traction.

The Makandal Daaga Scholarship in Law, an innovative scholarship targeting under-served persons and expanding access to UWI legal education based on outstanding activism, received its inaugural awardee, Mr Kareem Marcelle. The Scholarship recognizes that the academic criteria for tertiary education, although neutral on its face, may not be egalitarian because of structural forms of societal disadvantage. Such persons may not otherwise qualify for educational opportunities. Students performed excellently academically and in community service as demonstrated by their work with the Children's Ark and the St. Mary's Home under the patronage of Mrs Sharon Rowley.

MEDICAL SCIENCES



Professor Terence Seemungal

DEAN

A significant achievement for the Faculty of Medical Sciences (FMS) during the review period was the establishment of the Caribbean Centre for Health Systems Research and Development, headed by Professor Donald Simeon (Professor of Research and Biostatistics) as Director.

The Centre provides a programme of academic excellence that includes research in the areas of health systems: what can be done to strengthen these systems; and health policies - how they are developed, implemented and evaluated. Its core functions include knowledge translation, citizen engagement, and health human resource training and development. The Centre's governing Advisory Board comprises representatives from the Ministries of Health of Trinidad and Tobago, Guyana and Suriname, Universities of Guyana and Suriname, PAHO, WHO Alliance for Health Policy and Systems Research. The Centre will serve to increase research

capacity within the Faculty and, through knowledge translation, help build health policy in the Caribbean.

The support of the campus' Office of Institutional Advancement and Internationalization (Commercialization Office) led to the approval of plans for the opening of an optical store, a collaborative effort between the BSc Optometry Unit and Unicomer Limited (Courts Optical). This collaboration will involve student internships during the summer vacation and the opportunity for BSc Optometry students to be closely supervised and practise skills throughout Years 2 – 4.

In October 2017, the Faculty held a symposium on nanomedicine, the theme of which was, 'Nanomedicine's purpose, potential & passion in the Caribbean context'. The objective of the symposium was to introduce the concept of nanotechnology in medical practice and research and to update the medical profession on some of the latest ideas in medicine. Some of the topics covered were: Nano Diagnostic Nano Therapeutics, Nano Vaccines, Nano Nutraceuticals, Nano Drug Delivery Devices. Following this symposium, an FMS graduate applied for and was awarded a scholarship to study nanomedicine at Oxford University.

The Dean's Office no longer has responsibility for teaching programmes so as to be more responsive to the needs of the Faculty. To this end, approval was granted for the Professionalism, Ethics and Communication in Health (PECH) courses, the BSc Optometry programme and the Skills Laboratory to be moved to other Departments in the Faculty. Proposals for recruiting more foreign students and for admitting full-fee paying students have been presented to and approved by the Faculty and will be pursued for implementation in 2018/2019.

SCIENCE & TECHNOLOGY



Dr Brian N. Cockburn

DEAN

The Faculty of Science & Technology (FST) introduced two new postgraduate programmes - the MSc in Biotechnology and the MSc in Data Science. Data Science is one of the biggest growth areas in computing and this MSc is the first postgraduate programme in the field to be offered in the Region.

Undergraduate industry internships were initiated with such organizations as PCS Nitrogen (now Nutrien Trinidad Ltd), The Institute of Marine Affairs, the First Citizens (FC) Group, Tucker Services Ltd, CARDI, UWI Marketing & Communications, UWI CITS and iGovTT and the Regional Health Authority, A. A. Laquis (Trinidad) Limited, Western Scientific Company Limited and the Advanced Cardiovascular Institute. The programme benefited 32 Level II and Level III students. At the end of the internship period, employers expressed immense satisfaction with the students' performance and offers of jobs were made to several by the FC Group and other companies.

FST secured a grant from the Global Environmental Facility Small Grant Program (GEF-SGP) of (\$US 50,000.00) for a hydroponics green-house project using renewable energy. Targeted impacts included direct employment of non-traditional workers from local communities, demonstration of sustainable climate-smart agricultural approaches, training in technology and agriculture for community members, involvement of youth in agriculture and renewable energy projects, and development of new models for rural community sustainability.

Another major project examined the Use of Waste Tyres in Road Paving Materials. This is expected to lead to industry and government partnerships to implement sustainable practices and to inform a new model for projects in recycling and sustainability.

The Department of Life Sciences (DLS) launched the My Deep Sea, My Backyard project which allows previously marginalized communities to participate in the global deep sea conversation by promoting the use of low-cost emerging ocean technology while building lasting in-country capacity.

In May 2018, four students from the Department of Computing and Information Technology were selected to participate in Huawei's "Telecom Seeds for the Future" held at the company's headquarters in Shenzhen, China. Meanwhile, the Department of Physics (DP) established ties with the University of Vermont to provide a paid three-month internship for the student graduating with the highest GPA in the Biomedical Technology BSc programme of the 2016-2017 academic year.

SOCIAL SCIENCES



Professor Ann Marie Bissessar

DEAN

The Faculty of Social Sciences (FSS) made significant progress in its engagements with industry to the benefit of students in particular and researchers in general. The British High Commission approved funding for a project reviewing the Integrity Commission of Trinidad and Tobago which laid the foundation for discussions by the Law Reform Commission on the government's new legislative agenda.

TSTT/b-mobile sponsored the second Research Week hosted by the Department of Management

Studies during which postgraduate students and academic staff presented their work to both internal and external industry stakeholders. The Department held its inaugural Conversations with CEOs series which allowed students to interact with business leaders and to understand their professional journey. The series began with Mr Gervais Warner, CEO of the Massy Group of Companies who was followed by Dr Rampersad Motilal, former CEO of Methanol Holdings Trinidad Limited (March 2018).

The 2018 edition of the bi-annual Entrepreneurship Boot Camp was hosted in collaboration with the National Entrepreneurship Development Company Limited (NEDCO) and the winners presented their ideas on the Planting Seeds programme.

In a memorandum of understanding signed with the Department, Republic Bank Limited's Marketing Intelligence and Segments division agreed to sponsor an undergraduate Management Challenge involving industry related research. This will enhance students' research capabilities as they work on two research areas of interest identified by Republic Bank. At the same time, the Department secured vacation internships at First Citizens for ten students in what the bank has agreed will be an ongoing arrangement.



UWI
2017/18

STATISTICAL HIGHLIGHTS

Enrolment

Campus enrolment was relatively steady compared with the previous two years. The 5% decline was minimal given that the 17/18 academic year saw the introduction of means testing for Trinidad and Tobago students wishing to access government funding for tuition; and that local students make up 91% of total campus enrolment. There was, however, a decline in the number of students enrolled at the graduate level.

- Total Enrolment: 17,417
- The Faculty of Law saw strong growth of 12%
- At the PG level, 79% of students were enrolled in taught programmes.
- UG vs PG enrolment remained at roughly 2:1

Graduation 2018

- 3,836 students graduated at the end of the academic year,
- more than 60% earned first degrees
- 42 persons graduated with doctoral degrees.

TOTAL ENROLMENT (ON AND OFF CAMPUS)

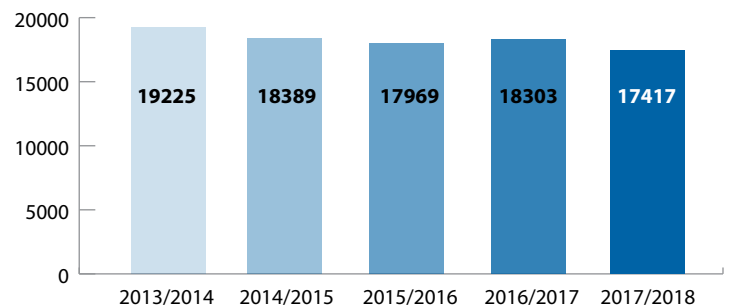


Photo: Keyon Mitchell



Photo: Keyon Mitchell

Staff of the Division of Student Services and Development (DSSD) taking part in the UWI Scholarship 5K Fun Run in June 2018.

Staff

- Full-time academic staff: 476
- Part-time academic staff: 592
- Ratio of students to teaching staff: 18:8

PROGRESS ON STRATEGIC INITIATIVES AND FOCUS

The Campus has identified six areas of focus: to broaden **Access**, ensure **Alignment**, and improve **Agility**. Work on the HR Review has been completed while the Brand & Soul project will progress in the next academic year. Strides were made in the other four areas, with the greatest progress in promoting **Innovation and Entrepreneurship**.

INNOVATION AND ENTREPRENEURSHIP

Creating an Ecosystem

The Office for Research, Development and Knowledge Transfer (ORDKT), renamed the **St Augustine Centre of Innovation and Entrepreneurship (StACIE)**, continued working to increase access to external grant funding for research. As implied in the name change, more emphasis was placed on commercializing research output and leveraging intellectual property opportunities within the academic community and within private enterprise.

The University approved the establishment of **UWI Ventures**, a wholly owned subsidiary of The UWI. The limited liability holding company will, among other things, be a holding company for UWI start-ups. In addition, the creation of a new University-managed fund, the **UWISTA Innovation and Technology Transfer Fund**, will support projects with commercialization potential originating from all fields of research.

Patents

This year, patents were granted in the United States and in Trinidad and Tobago for a **fingerprint classification system**. The Innovation and Technology Transfer Fund invested in this new patent (US 9971929B2) out of the Faculty of Science and Technology to support its development for commercialization. Meanwhile, a patent for an antibiotic resistance drug has been filed, and four others are awaiting consideration for patent filing support. StACIE received and assessed 22 Invention Disclosure Forms from staff and students of the Faculties of Science and Technology, Engineering, Food and Agriculture, and Medical Sciences, leading to one US Provisional Patent application.

Spin-Off Companies

The Campus approved the establishment of a spin-off company to produce **specialized marine coatings and lubricants** developed by the Department of Chemistry. Another spin-off is planned to bring the PHI to market. See the following page for an update on the PHI.

Commercializing IP

To support the above, the Campus entered into an agreement with the **World Intellectual Property Organization (WIPO)** and the **IP Office of the Attorney General of Trinidad and Tobago** to deliver courses and programmes in IP management.



PHI-RED UP!

With its electronic components updated, the stage is set for another spin-off to be created, this time involving the celebrated Percussive Harmonic Instrument (PHI), developed at UWI, St. Augustine between 2000 and 2009. The Campus is partnering with a private, local design company, **Fasove Product Design and Development Limited**, to develop an updated, market-ready prototype of the PHI musical instrument. UWI maintains the patent relating to the PHI - Apparatus for Percussive Harmonic Musical Synthesis using MIDI Technology (APHAMS) - in nine countries. As at the time of writing this report, the PHI had received US FCC certification, a mandatory requirement for electronic products sold in the US. To our knowledge this is a first for electronics developed in the Caribbean. Stay tuned!

CURRICULUM AND PEDAGOGICAL REFORM

A major achievement this year was the completion of an **academic process map** showing the key processes involved in developing the Campus's programme offerings, relating those processes to specific outcomes for graduates that go beyond academic accomplishments to include, for instance, life skills. The new process map will be the basis for analysing and assessing academic and non-academic programmes, and the administrative processes that support the academic enterprise, such as the functions of the registry and the bursary. Among the developments to be noted this year are the approval of an **Education Policy** and completion of an **online course repository**.

INTERNAL PROCESS REVIEW

This review is to lead to improvements to the administrative processes that impact the entire student experience – from prospect to alumni. These cover staff and student recruitment, registration, student progression, examination administration, remediation, student financing, technology and

physical infrastructure, graduation and graduation follow up - in essence, the functional elements that activate the academic process map. Work continued on building an audit process map for this area of concern and reviews of the recommendations of relevant reports, such as the Accreditation Report. Even so, recommendations for improving student financial processes are already being implemented.

FINANCIAL REVIEW

An examination and review of the internal processes of the Bursary began this year to ensure that the financial management system is aligned with the strategic goals of the Campus and its relationships with regional governments. Part of the review will explore different funding models and income generation streams, even as the Campus continues to refine its programme and course costing model. Items being considered include a report based on a pilot project run in the Faculty of Science and Technology; and a draft design for a performance-based funding model intended to reduce dependence on Government subventions.

PROGRESS ON SPECIAL INITIATIVES

The South Campus

Photo: Nicole Huggins-Boucaud



Three years after termination of the services of the main contractor in 2016 and The UWI's assumption of full responsibility for completing this project, handover of the Debe site is scheduled for the end of the first quarter of 2019. Buildings are expected to be ready for occupation shortly thereafter and classes scheduled for the 2019/2020 Academic Year.

A South Campus Task Force, led by Deputy Principal Professor Indar Ramnarine, was formed to plan and oversee the phased occupation of the Campus. In the short term, programmes and operations to be offered include the Diploma in Education for the south population, ROYTEC (part of the original South Campus planning), and a Public Health Clinic. The St Augustine Records & Archives unit will be relocated there as well.

The medium to long term goal is that the Faculty of Medical Sciences will be the flagship Faculty at the Campus. This is a change from the original intent of the Campus being the centre for the Faculty

of Law. It is part of a broader strategy to expand enrolment in Medical Sciences to accommodate more international and full fee paying students and to make the South Campus self-sufficient. Law has since been given a new home on the refurbished top floor of the Compton Bourne Building on the Main Campus in St. Augustine.

The Couva Hospital

The Campus met with the Government of Trinidad and Tobago to discuss the role of The UWI in the operationalization of the Couva Hospital. Campus Principal Brian Copeland expressed pleasure at the institution's involvement in the venture and observed that it is looking forward to collaborating with all concerned to "optimize the use of the hospital for the benefit of all".

The Principal, the Campus Bursar, Mrs Andrea Taylor Hanna, and Dean of the Faculty of Medical Sciences Professor Terrence Seemungal were asked to





Photo: Terry Sampson

represent The UWI as directors on a Special Purpose Vehicle – a company now named the **Couva Medical and Multi-training Facility (CMMF)**. CMMF will oversee the operationalization of the hospital. Other directors are Mr Nigel Romano (Chairman), Mr Stewart Smith (Ministry of Health), Mr Roshan Parasram (CMO, Ministry of Health) and Ms Michelle Durham-Kissoon (Ministry of Finance). The UWI has a 51% shareholding in CMMF.

The Agriculture Innovation Park (AIP)

The AIP project (photo above) dates back to a 2014 MOU with the China Agriculture University (CAU), ranked first in China and third in the world for Agriculture. The UWI/CAU arrangement has to date yielded four greenhouses (including two received in 2017), a variety of strains of crops from China, and training for eight local and regional graduate students at CAU in Seed Science and Technology,

Olericulture, Crop Genetics & Breeding and Plant Protection. The main objective of the project is to strengthen the sustainable development agenda through food security for the region. It seeks to do so through a re-energized thrust in technology-driven research, and by popularizing agricultural science by creating a demonstration farm, based on modern agricultural concepts and technological systems.

Activities have been limited as the AIP relies on funding from the Campus and this is becoming increasingly unsustainable. During the review period, the Faculty of Food & Agriculture completed a detailed business plan for the 200-acre parcel of land at Orange Grove in east Trinidad, in the hope of engaging in a new MoU with CAU. A request has been made to finalize land tenure as the property was to be leased to UWI in lieu of the lands taken from it by the State at Valsayn for the construction of the Eric Williams Medical Sciences Complex.

CAMPUS HIGHLIGHTS 2017/2018

NEW PROGRAMMES

Postgraduate

Faculty of Science & Technology

- MSc in Biotechnology
- MSc in Data Science



Programme Accreditation

In the Faculty of Engineering the following programmes were re-accredited for the period 2015 to 2020 by the Joint Board of Moderators of the UK: BSc (Eng) (Hons) Civil Engineering; BSc (Eng) (Hons) Civil & Environmental Engineering; MSc Construction Management; MSc Civil Engineering and MSc Civil & Environmental Engineering.



ANNIVERSARIES

UWI - 70 Years of Service & Leadership

During this year The University of the West Indies celebrated its 70th Anniversary under the theme '70 Years of Service, 70 Years of Leadership'. Across the institution, special campus events and projects such as The UWI-Farm Road Collaborative Project marked the milestone. Other events such as the annual Tech-AGRI Expo were rebranded to be part of the commemorative year. The Campus wrapped up the year of celebrations with a black-tie gala dinner held in August 2018 (photos at right).



Photos: KC Media



Photo: Guytn Ottley

National Herbarium Turns 200

The National Herbarium celebrated its 200th Anniversary with a tree-planting ceremony involving the newly appointed President of the Republic of Trinidad and Tobago, Madam Paula Mae Weekes (photo above). The National Herbarium is the only institution dedicated to the preservation, documentation and dissemination of reliable information on the indigenous and exotic flora of Trinidad and Tobago. Its collection currently stands at approximately 70,000 specimens, including some dating back to 1842 – all tracked by a new barcoded tree label system installed during the course of the year.

Twenty Years of Language Learning

The Centre for Language Learning (CLL) celebrated two decades of providing high quality language training and proficiency testing to The UWI and the wider public. The Centre also conducts relevant research in keeping with its mandate to promote multilingual competence.

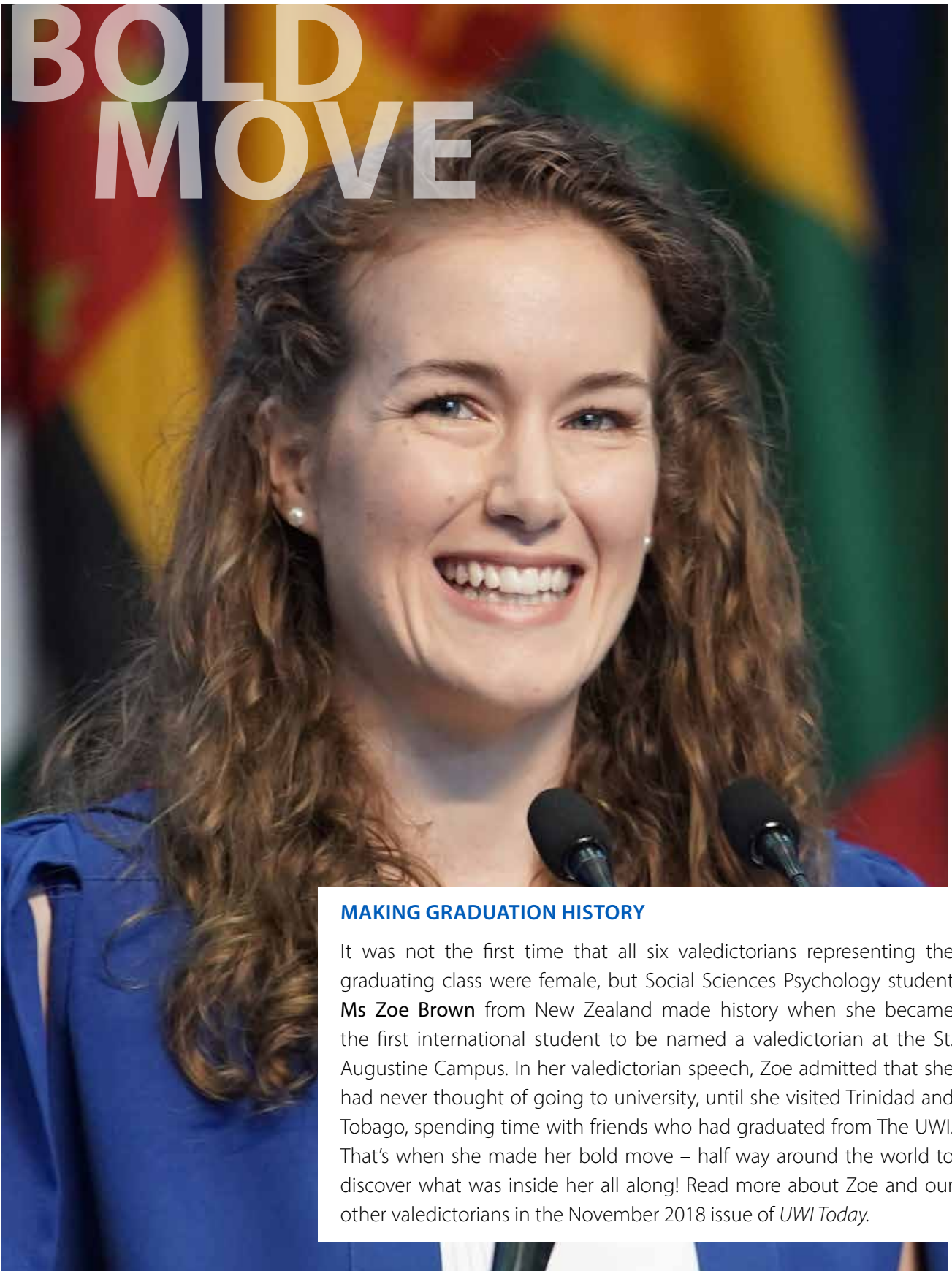
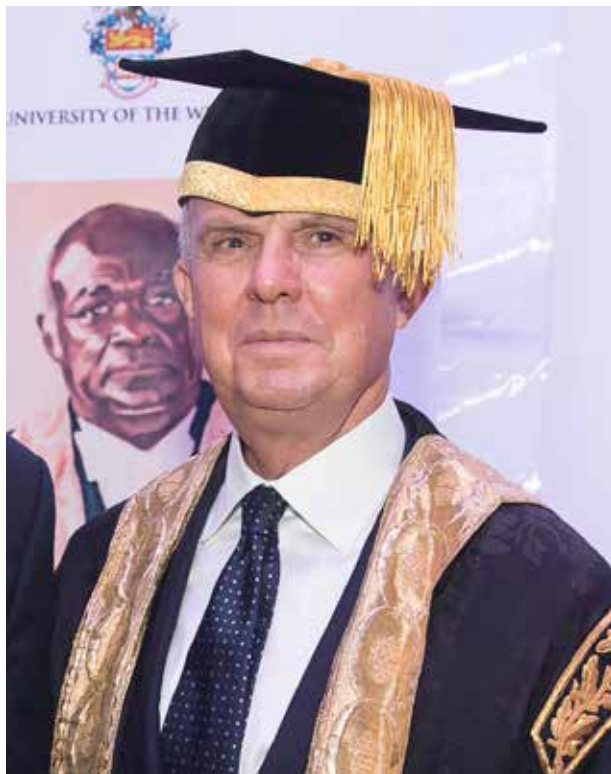


Photo: Keyon Mitchell

MAKING GRADUATION HISTORY

It was not the first time that all six valedictorians representing the graduating class were female, but Social Sciences Psychology student **Ms Zoe Brown** from New Zealand made history when she became the first international student to be named a valedictorian at the St. Augustine Campus. In her valedictorian speech, Zoe admitted that she had never thought of going to university, until she visited Trinidad and Tobago, spending time with friends who had graduated from The UWI. That's when she made her bold move – half way around the world to discover what was inside her all along! Read more about Zoe and our other valedictorians in the November 2018 issue of *UWI Today*.

Photo: Marlon Rouse



EVENTS

Ceremony for New Chancellor held at STA

The St. Augustine Campus hosted the installation ceremony for the 6th Chancellor of The University of the West Indies, **Mr Robert Bermudez**. Chancellor Bermudez's distinguished career as a Caribbean entrepreneur spans more than 40 years. He made the point in an early interview following his appointment that a UWI education should not simply be a matter of certification; rather the University has to help nurture a sense of belonging and pride in being West Indian. Mr Bermudez succeeded Sir George Alleyne as Chancellor.

Mourning Max

In January 2018 the Campus joined the national community in mourning the passing of former Campus Principal and former President of the Republic of Trinidad & Tobago, **Professor George Maxwell Richards**. Professor Richards served as Principal of the St. Augustine Campus from 1985 to 1996, overseeing a period when the government slashed the university's budget by 30% and instituted a cess on university students. Among other things, he is remembered as the founder of The UWI All Inclusive Carnival Fete to raise funds for student bursaries.





World of Work

Republic Bank Limited remains a valuable partner through its sponsorship of the **World of Work** programme. This year's programme incorporated a heavier social media presence - Facebook and Instagram posts as well as Facebook live sessions. The programme introduced a virtual resume writing session which reached the non-traditional student population such as evening university students, students on internships and practicums, mature students, and commuting students and qualified more students to access the other segments of the programme.

Continued partnerships with external stakeholders provided unique opportunities for final year students especially at the Mock Interview sessions. It is usually very difficult to field panels for certain



majors because of the unique nature of the area of study. However, this year the Campus filled all panels including the creative and performing arts, sports management, physical therapy, biomedical sciences, and media and advertising.

Photo: Aneel Karim



Half Marathon

In October 2018, the 15th staging of The UWI SPEC International Half-Marathon, represented a milestone in the partnership between The University and the event's Presenting Sponsor, **First Citizens**. This edition of the race was themed 'mental health'. Over 1500 local, regional, and international athletes competed for more than TT\$ 135,000.00 in the only traffic free race of its kind in the region. Venezuela's **Didimo Sanchez** came first in the men's category with a time of 1:08:49; and Colombia's **Palmenia Agudelo** took first place in the women's category with a time of 1:20:35 (photo left). The team called **D Metronomes Next Generation** placed first in the new relay category.

Photo: Atiba Cudjoe



TechAGRI Expo18

In just two short years, the Faculty of Food and Agriculture's TechAGRI Expo has become one of the most anticipated events on the Campus calendar. The 4-day event in March 2018 attracted approximately 12,000 patrons, including 4000 school children. They came to see and support more than 100 booths featuring agricultural and agricultural related products. Vendors and exhibitors came from other Caribbean territories as well as from across Trinidad and Tobago. They had the opportunity to sit in on short lectures and demonstrations on the latest agricultural technology for both commercial and home use.

Graduation 2018 – the Honorary Graduates

It was one of the most talked-about awards when it was learned that musician/composer, **Mr Winston Bailey** – the Mighty Shadow, had accepted the University’s award of an honorary Doctor of Literature (DLitt). Unfortunately, Mr Bailey passed away mere days before the graduation ceremonies. His son, **Mr Sharlan Bailey** (below) performed at the ceremony for the Humanities and Education and accepted the award on his late father’s behalf. The Campus also celebrated the work of four other outstanding Caribbean citizens and friends of the University:

- Former West Indies cricketer, **Mr Shivnarine Chanderpaul** (LLD);
- Educator, **Ms Paula Lucie-Smith** (LLD);
- Former Prime Minister of the Bahamas, **RTH Hubert Ingraham** (LLD); and
- Medical researcher, **Professor Dermot Kelleher** (DSc)



STAFF & STUDENT ACHIEVEMENTS

2018 National Awards

The Campus was delighted at the announcement that Campus Chairman, **Mr Ewart Williams**, had been awarded the Chaconia Medal (GOLD) for exemplary public service.

Three former members of staff also received awards:

Dr Waveney Charles (Chaconia Medal - GOLD) was the first registered haematologist in Trinidad and Tobago and pioneered the diagnosis and treatment of blood disorders in Trinidad & Tobago.

Dr Ian Anthony Hypolite (Hummingbird Medal SILVER), popularly known for his coaching of 400 metre hurdle champion and UWI alum Jehue Gordon, was recognized for his work in sports administration, athletics, and psychiatry.

Dr Lester Efebo Wilkinson (Public Service Medal of Merit - GOLD) served as Permanent Secretary in several government ministries. He was part of several ground-breaking initiatives such as the establishment of an Open School for the Arts in collaboration with The UWI, enabling expanded access for all to quality education in the Arts.

Photo: Keyon Mitchell





THANK YOU, CHAIR

Mr Ewart Williams, a Distinguished Alumnus, was a member of the first graduating class in the Master of Science in Economics Programme. In a 30 year career at the International Monetary Fund, starting in 1971, Mr Williams rose to the level of Senior Advisor/Deputy Director, Western Hemisphere division. As Governor of the Central Bank of Trinidad and Tobago from 2002, he spearheaded the establishment of several far reaching initiatives, including the Heritage and Stabilization Fund, the National Financial Literacy Program, and the Office of the Financial Ombudsman. His tenure culminated with the re-introduction of the TT\$50 note in commemoration of the 50th anniversary of Trinidad and Tobago's independence.

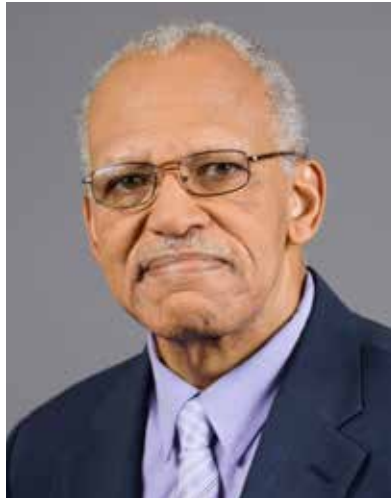
Mr Williams was appointed Chairman of the St. Augustine Campus Council in 2009 and oversaw a period marked by expansion of the physical footprint and geographic reach of the Campus, significant infrastructural upgrades to bring it into the digital age, and strategies to spur not only greater efficiency, but also self-sufficiency, even in the face of rising competition and a severe, regional economic downturn. Mr Williams was conferred the title of Distinguished Fellow in the Department of Economics of the Faculty of Social Sciences in 2013.

As his tenure as Chair comes to a close, the Campus is grateful to Mr Williams for his dedicated service to the Campus and, overall, to The University of the West Indies.



Professor Reddock Elected to UN Committee

Professor Rhoda Reddock was elected to the United Nations Committee on the Elimination of Discrimination against Women (CEDAW), the first ever candidate presented by the Trinidad and Tobago Government. The former Deputy Principal and Director of the Institute for Gender and Development Studies (IGDS) received 158 out of 185 votes – the highest number of votes received among the candidates. She will serve from 2019 to 2022. CEDAW provides a universal standard for women’s human rights. It addresses discrimination in areas such as education, employment, marriage and family relations, health care, politics, finance and law.



Former Dean Elevated to Pro Vice-Chancellor

Professor Stephan Gift was elevated from Dean, Faculty of Engineering, to Graduate Studies and Research for three years with effect from August 02, 2018. Professor Gift’s area of specialization is Electronics and Control Systems.



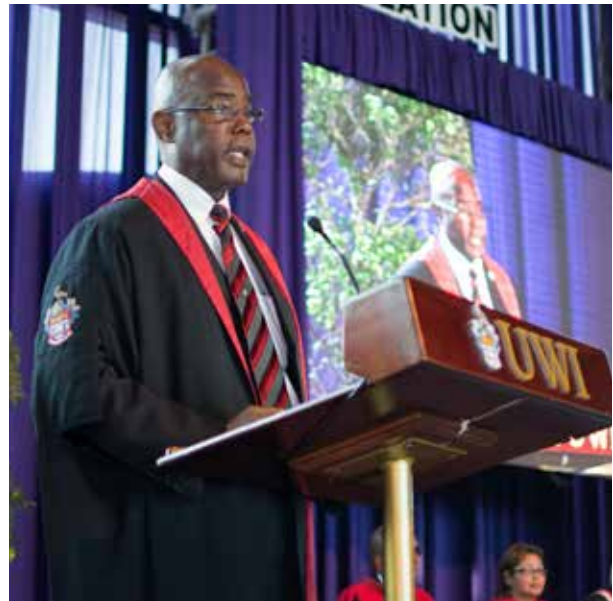
New Director, Graduate Studies & Research

Professor Patricia Mohammed was appointed Director of Graduate Studies and Research at the St. Augustine Campus effective October 2017. The Director is a full time appointment incorporating the role of the Campus Coordinator with expanded responsibilities to develop, expand, and achieve graduate education and research goals, applying The UWI’s systems of quality assurance to programmes of graduate education and research.

Changing of the Guard

Mr David Moses was appointed Campus Registrar (Ag.) at the start of the 18/19 academic year. Mr Moses has served as the Deputy Campus Registrar at St. Augustine since 2003 and up until this appointment. He succeeded **Mr Richard Saunders** (photo at right) who served as Campus Registrar from March 2013 until his retirement from the Campus in July 2018. The Campus community was shocked and deeply saddened to learn of Mr Saunders' sudden passing on February 10, 2019, just as this report was being compiled, chronicling his final year as Campus Registrar.

Meanwhile, **Dr Dawn-Marie De Four-Gill** was appointed Deputy Campus Registrar (Ag.), **Mrs Wynell Gregorio** assumed the role of Director (Ag.), Marketing & Communications. **Ms Nardia Thomas-Alleyne**, was appointed Assistant Registrar, after **Ms Jessie-Ann George** retired in 2018.



Four New Professors Appointed

Dr Basil Reid was promoted to the rank of Professor in Archaeology in the Department of History, with effect from October 2017. Professor Reid is recognized internationally as a leader in the area of Caribbean archaeology, particularly in regard to Caribbean prehistory and cultural heritage.

Dr Reynold Stone, Senior Lecturer in the Faculty of Food and Agriculture. Professor Stone's main research areas are hydrology and water resources engineering; soil amelioration; irrigation and drainage; soil physical and engineering properties and Caribbean climate monitoring for assessment of variability and change.

Dr Michael Ramdass, Consultant and Vascular Surgeon in the Department of Clinical Surgical Sciences, Faculty of Medical Sciences. Professor Ramdass' expertise includes emergency management, surgery, trauma, prehospital medicine, laparotomy and vascular surgery.

Dr Karla Georges, Director, School of Veterinary Medicine. Professor Georges is an epidemiologist whose research interests are data analysis, food safety, molecular detection of arthropod transmitted haemopathogens, veterinary public health and ethnoveterinary research.

Photos: Arthur Sukhbir



Emeritus Titles Conferred

The University conferred the title of ‘Emeritus’ on **Professor Samuel Ramsewak** (top left), former Dean of the Faculty of Medical Sciences and **Professor Patrick Watson** (top right), former Director of the Sir Arthur Lewis Institute for Social & Economic Studies (SALISES) at St. Augustine.

Global Recognition for Student Leaders

Mr Darrion Narine, Guild of Students President (centre right), was elected to the position of Vice Chair for Inclusion and Engagement on the Commonwealth Youth Council’s (CYC) 2018 executive board, while **Mr Alpha Sennon** (bottom right) was named winner of the 2018 Rice Award for Leadership and Innovation By A Young Professional in International Development. Alpha is an MPhil in Agricultural Extension student and the founder of WhyFarm.



Photo: Aneel Karim



UWI Estate Constable Recognized for Bravery

UWI Estate Constable Mikhail Nicholson (left) received an award for Outstanding Performance from the Trinidad and Tobago National Security Officers Foundation – an award usually given to State-employed officers. He was recognized for his bravery and good work foiling a robbery in October 2017, as well as his diligent and energetic work ethic throughout the year. Nicholson was called to investigate a robbery on Campus which ended with him cornering the armed robber in a ditch in Curepe. The award ceremony took place in May 2018.

From UWI to the Universe

Two UWI students were selected to be part of an internship programme at NASA (North American Space Agency) in late 2018. **Mr Keenan Chatar** from the Department of Electrical and Computer Engineering was to pursue research related to on-demand manufacturing in space and how to supply spare parts to a space station. **Ms. Ariel Chaitan**, a math and physics major from the Faculty of Science and Technology, chose to focus on aeromechanics research related to civil and military helicopters. Ms Chaitan was later selected to be the 2018 valedictorian for her faculty.



Photo: Keyon Mitchell

FIRST DAAGA SCHOL AWARDED

What if you could create a different kind of graduate by recruiting a different type of student? What if experience in advocacy and activism were worth as much as academic qualifications? In 2016 the Faculty of Law introduced a scholarship specifically targeting Caribbean citizens who have a discernible record of advocating for positive social change in their communities, in order to create lawyers who will be meaningful change agents working towards promoting justice and an egalitarian society. In August 2017 **Mr Kareem Marcelle** entered UWI as the first recipient of the Makandal Daaga Scholarship in Law, named in honour of the late politician and social activist who spearheaded the 'Black Power Movement' in Trinidad and Tobago in the 1970's. What if you could change a profession, a community, a country – one graduate at a time?

ROYTEC Accredited to 2024

September 2017 – The UWI School of Business and Applied Studies Limited (UWI-ROYTEC) – Official Ceremony held at the Radisson Hotel to mark the presentation of the Certificate of Institutional Accreditation by the Accreditation Council of Trinidad and Tobago (ACTT) for the period 2017 – 2024

Campus joins the TT Chamber and TTMA

In July 2017 the Campus became a member of the **Trinidad and Tobago Chamber of Industry and Commerce** in the Bronze Category and has since been granted membership in the **Trinidad & Tobago Manufacturers Association (TTMA)**. Membership in these organizations allow the Campus to identify opportunities for deeper collaboration in areas such as student internships. The Campus also signed a second memorandum of understanding (MOU) to renew the collaboration with the **Trinidad and Tobago Extractive Industries Transparency Initiative (TTEITI)** Steering Committee to promote best practice in natural resources management in Trinidad and Tobago and other countries in the wider Caribbean.

First UG degree from Lok Jack GSB

The **Arthur Lok Jack Global School of Business (ALJGSB)** launched its first undergraduate programme, the Bachelor of International & Sustainable Business Programme in April 2018.

Innovation Award for the Alma Jordan Library

At the **Association of Caribbean Universities, Research and Institutional Libraries (ACURIL)** Conference in June 2018, the AJL's Digitization Library Services Centre (DLSC) received the OCLC Award for Innovative Cooperation Initiatives in the Caribbean for a project where the Making of Caribbean Feminism Archives was digitized for inclusion into the AJL's UWISpace repository. These archives included items from the Caribbean Association of Feminist Research Archive (CAFRA) of Trinidad and Tobago; Woman and Development Unit (WAND) of Barbados; and Sistren of Jamaica.

Data Driven Communications

The Marketing & Communications Office spearheaded the Campus's triannual Student Communication Survey from March 9 to April 9, 2018 which provided insight into how M&C's services resonate with the student body. One of the key findings was the significant shift in device usage behaviour among students. Smartphones are now students' default device for accessing information in general and campus information. The data supports calls for responsive web design, push notifications, and mobile applications. The survey results will influence, not only how the M&C team improves student communications but also the design of future campaigns for student recruitment. The team is pleased to have designed a robust research tool with a system that can be used by sister campuses to conduct similar research.



Photo: Atiba Cudjoe

FREEDOM FOR MILNER HALL

In February 2018 the oldest hall of residence on the St. Augustine Campus, Milner Hall was re-named Freedom Hall. The decision came after months of consultations with students, staff and alumni. Milner Hall was built in 1927, part of the Imperial College of Tropical Agriculture (ICTA) which became The UWI St. Augustine Campus 40 years later. It was named after the late Lord Alfred Milner but was renamed after reports confirmed that he had, among other things, committed crimes against humanity in Africa, driven by his self-proclaimed 'British race supremacy' ideology.

Photo: Atiba Cudjoe



C-Hall Goes Co-Ed

After 55 years as an all-male hall, Canada Hall opened its doors to welcome female residents. The decision was made because on a campus where female students have outnumbered their male counterparts by 2:1 for at least a decade, there are also more female applicants for rooms on Campus; and while female rooms were fully subscribed across the board, it is the opposite for rooms reserved for men – including the recently refurbished C-Hall. But that does not mean that the gents won't have their own space on "the Hermitage". While the ladies have the run of the north block, the south block remains a male preserve.

The Farm Road Collaborative

The Farm Road Collaborative is the latest community engagement project supported by the Office of the Deputy Principal and the Careers, Co-curricular and Community Engagement Unit, in the Division

of Student Services and Development. The project which started in 2017 and formally launched in May 2018, is a collaboration between The University of the West Indies St. Augustine Campus and the community of Farm Road St. Joseph. It is the brainchild of the Social Work Unit, in the Department of Behavioural Sciences, Faculty of Social Sciences.

The Campus conducted a two-week evidenced-based life skills and personal development workshop with 10 young women from the community; and a one-week social enhancement camp for 25 children. Elements included a drapery and home linens skills training course, a weekly homework and life-skills training centre and conflict resolution training sessions.

Through social work interventions, this project provides a unique opportunity to provide beneficial services to underserved residents in a fence-line community, while increasing the relevance and impact of The University in the society.





Academy of Sport Launched

The Sport and Physical Education Centre (SPEC) became part of a new St Augustine Academy of Sport (SAAS) which falls under the University's Faculty of Sport. The SAAS includes three sections - Sports, Facilities, and Academics.

Run for Student Scholarships

The UWI Sport and Physical Education Centre (SPEC) premiered The UWI Scholarship 5K Fun Run (right). Six hundred and thirty persons registered to participate in the event to raise funds for student scholarships.



Photo: Keyon Mitchell

BIG IMPACTS

The Campus is channelling significant resources towards research that can lead to innovation and commercialization. Still, it remains committed to finding solutions to the problems facing the region in health, education, crime reduction, and social justice; to examining the richness of our physical and social landscapes; and to developing the creative talents of our Caribbean people. Here are a few highlights of the research and activism emanating from the Campus over the past year. For details, please see the companion Faculty Report for this period.

RDI FUND PROJECTS

There are some projects that are like the proverbial gifts that keep on giving. Those funded under The UWI-Trinidad and Tobago Research and Development Impact Fund (RDI Fund) were meant to yield impact in the short to medium term (3-5 years) which many of them did. Still, a year after completion, some continue to generate benefits to their respective stakeholders.

The RDI Fund was established in 2012 to bring the research capacity and expertise of The UWI St Augustine Campus to bear in six priority areas. The Fund aimed at supporting projects with potential to yield impact in the short to medium term (3-5 years) but, even after the completion of projects, benefits continue accruing to their respective stakeholders as well as to The UWI itself.

• Cocoa and the Economic Diversification Agenda

One RDI spinoff was the development of the International Fine Cocoa Innovation Centre (IFCIC). With an initial commitment of €2.6 million from the

EU/ACP, IFCIC will seek to seed innovations along the entire cocoa value chain based on CRC's research output and international best practices, facilitating technology development and transfer. Recognizing the importance of the Innovation Centre to the development of the cocoa sector, the Trinidad and Tobago Government (GORTT) in its 2017/2018 budget provided TT\$6.2 million in PSIP (Public Sector Investment Programme) funding support for the buildings to house the IFCIC. The government-appointed Economic Advisory Development Board had also identified the IFCIC as one of the national innovation centres proposed to be set up to support economic diversification.

• Mainstreaming Trinidad and Tobago Sign Language

Have you noticed that it is becoming more and more likely that your nightly news broadcast has a sign language component? This development is one more achievement to be credited to the dedication of the **Endangered Languages team** led by **Dr Benjamin Braithwaite**. Other achievements include the continued Trinidad and Tobago Sign Language (TTSL) interpretation of the broadcast of the national budget as well as the offering of TTSL courses at The University of the West Indies St Augustine Campus.

• Facilitating Evidence-Based Policy Making

In November 2017, the findings from the Prisons Anger Management Project were requested by the Joint Select Committee on Human Rights, Equality and Diversity, of the Parliament of the Republic of Trinidad and Tobago. The project team shared its findings on the prevalence of mental

BOLD VENTURE

Photo: Nandita Rastogi



REVITALIZING THE BUFFALYPSO - OUR NATIONAL TREASURE

It is estimated that one out of every 20 innovations is successfully brought to market. Yet, when instances of innovation are few and far apart, each one matters – either as a template for success or as a cautionary tale. The buffalypso was developed in Trinidad and Tobago by Dr. Stephen Bennett and was bred to be docile, to grow quickly, and to be compact and strong, both for work and as a meat-producing animal. Over the years, the buffalypso has unfortunately been neglected, and with the last surviving government-owned herd in Mora Valley largely feral, and testing positive for *Brucella abortus* the breed is under threat of extinction. The proposed solution from the State is to cull the herd but without measures to preserve the genetic stock nor ideas to improve the status of the industry. Against this background the School of Veterinary Medicine, Faculty of Medical Sciences (FMS) and the Faculty of Food and Agriculture (FFA) hosted a public lecture, conference and exhibition in June 2018, to shine a light on the issues and opportunities that might still be available for this industry. For much more, please see the April 2018 edition of *UWI Today* at sta.uwi.edu/uwitoday/archive.asp.

BIG IMPACTS

health difficulties in prisoners referred for anger management, intellectual disability amongst prisoners with anger problems, and details on the specific anger management intervention conducted by the project team and its early impacts.

• Protecting Our National Bird

Due to the public outcry surrounding over the illegal poaching of the national bird, the Scarlet Ibis, the Environmental Management Authority (EMA) pursued the designation of the Scarlet Ibis (*Eudocimus ruber*) as an Environmentally Sensitive Species (ESS). The EMA requested data and information from the RDI funded **Caroni Swamp Project** to help inform the designation and invited the team to submit comments on the Draft Legal Notice Designating the Scarlet Ibis as an Environmentally Sensitive Species.

The Future of the RDI Fund

A grant scheme was introduced in July 2018 in anticipation of the Fund's first call for Proof of Concept proposals in September 2018, its fourth call since its inception. These grants will help to bridge the funding gap identified in academic

entrepreneurship by supporting progression from pioneering research results through proof of concept i.e. the demonstration of the technical and/or economic feasibility of an idea. This idea can come from any field of study.

Preparing for the Big One

The Seismic Research Centre recorded more than 5,000 earthquakes occurring in its area of responsibility in 2017/2018. The largest event for the period of magnitude 5.7 located south-east of Grenada. Our region has not seen its largest earthquake for well over 150 years and background seismicity in the region appears to be intensifying, so the SRC has been nurturing international collaborations that allow the Centre to enhance its monitoring and seismic hazard and risk capability. This year these included a new and less costly volcano monitoring methodology and code; a project to understand how citizen science (the collection of data from the general public) is currently applied to disaster risk reduction objectives; and a collaborative research project with The Pennsylvania State University and University of Liverpool to provide an insight into the volcanic system and its evolution at the Soufriere Hills Volcano, Montserrat.



Professor Richard Robertson (SRC - far right) and Mr Benoit Laramée (CDB) on a tour of the communities in St. Vincent being made volcano ready.

The EU-FoL Human Rights Project

The Faculty of Law concluded its highly acclaimed, impactful and prolific EU funded 2-year Project, Growing Capacity for Human Rights in Trinidad and Tobago, focusing on the Death Penalty and promoting respect for the rights of the LGBTI community, women and girls, refugees and indigenous peoples.

During its two-year life, several notable activities and concrete outputs materialized which emphasized advocacy, activism and research, including: a Parliamentary Session on the Death Penalty, two human rights television advertisements, three Panel Discussions, three legal training workshops targeted at NGOs, the Police Service, immigration officials and attorneys, as well as specialist training for the Equal Opportunities Commission and Catholic Vocations, public lectures, an Open Day/ Exhibition on Human Rights, and an international litigation strategy involving the Faculty's Human Rights Clinic course.

The project also produced two training manuals and a manuscript on the death penalty. A Panel Discussion entitled 'Towards Sexuality Equality: Dismantling Discrimination in Laws and Practices', the final activity under the EU FOL Human Rights project, was held on September 28, 2017 and was streamed live to over 15,000 viewers.

More importantly, the Faculty provided tangible support to vital target groups, building their capacity to provide a means to access redress for violations of human rights, to directly enlarge the knowledge pool on the law of human rights and to better promote the advancement of rights. The Faculty made its formal report to the EU in February 2018 accompanied by a video report summarizing the main activities under the project.

UPCOMING PROJECTS

Cashew Gardens to get Climate Smart

This project will support the Cashew Gardens community in Central Trinidad to grow short term crops using hydroponics in the first instance, harvested rainwater using technology, and recycled nutrients from composited agricultural and household food waste. The Agrisol Greenhouse rooftop will harvest solar energy to create renewable electricity to run the greenhouse. The project is funded under the UNDP's GEF Small Grants Programme and is led by a team from Habitat for Humanity. UWI and the national Adopt a River programme are collaborating on the project.

Projects with the Tunapuna/Piarco Regional Cooperation (TPRC)

The Campus signed an MOU with the TPRC in December 2017 and two projects have been given the green light for implementation. The first is a project in the archeologically important Lopinot district is for the "Rehabilitation of the Lopinot Recreation Ground". The UWI SPEC will provide works and services towards the improvement of the LRG's turf to enhance this heritage site which is an important tourist attraction.

The second project is based on a workplan for a proof of concept initiative which involves adding recycled tyres from cars in the form of crumb tyre to asphalt for road paving. This project will provide research opportunities for students and could lead to new opportunities for waste management, greenhouse gas reduction, flood mitigation and employment.

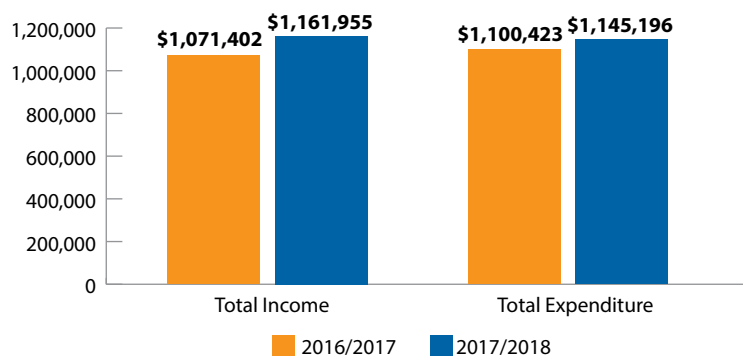
FINANCIAL HIGHLIGHTS

For the year ended July 2018 Campus recorded a surplus of \$16.8 million compared to a deficit of \$29 million in the previous year.

- Total Expenditure: \$1,145,196 – up by 4%
- Total Income was 1% higher than Total Expenditure
- Total Income: \$1,161,955 – up by 8.5% or \$90.5 million
 - Revenue from Other Teaching Activities – up 38%
 - Miscellaneous Income – up 55%
 - Revenue from Commercial Operations – down 4%
 - Government Contributions – down 2%
 - Tuition and Other Student Fees – down 1%

The Campus recognizes the importance of managing revenues and expenditures and strives for cost containment by managing new hires and achieving operational efficiencies, particularly in its business processes.

INCOME VS. EXPENDITURE



On the revenue side the Campus is challenged by the slowness in processing and collecting tuition fees and subventions from sponsoring governments, particularly the GATE programme that supports the Trinidad and Tobago students. This is evident in the increase of 43.8% in accounts receivables.

Nevertheless, the Campus continues to pursue revenue generating opportunities through sponsored research, leveraging intellectual and physical assets and commercialization.

STRATEGY REVIEW

ACCESS

The UWI seeks to be a University for all - to be the University of first choice for alumni and non-student customers seeking products and services for all things Caribbean. It aims to do so by improving the quality of Teaching and Learning and Student Development, and by improving the quality, quantity and impact of Research, Innovation and Publications.

An Integrated Recruitment Marketing Campaign

The Marketing & Communications (M&C) continued the #BeUWI Student Recruitment Marketing Campaign developed in 2016. The integrated campaign aligned and coordinated print and digital promotions to create comprehensive suites of marketing collateral.

M&C held consultations (by request) with several faculties and departments to offer support and worked on the development of a model for Online Advertising for specific programmes. Among the most successful examples was the social media campaign developed for the Department of Management Studies in May and June 2018 which generated 72 Leads for follow up for programme registration and reached 26,378 persons. Another successful student recruitment initiative was the campaign to promote the Halls of Residence. The integrated marketing campaign resulted in a 20% increase in room bookings on Canada Hall.

Graduate Studies & Research

The St. Augustine Campus is pleased to announce the appointment of Professor Patricia Mohammed as Director of Graduate Studies and Research effective October 30, 2017. The Director is a full time appointment incorporating the role of the Campus Coordinator with expanded responsibilities to conduct the work of the Board for Graduate Studies and Research at the Campus level, assisting Faculties, Institutes and Centres to develop, expand and achieve graduate education and research goals, and apply The UWI's systems of quality assurance to programmes of graduate education and research.

Scholarships and Financial Support

Twelve UWI Postgraduate Scholarships and two De La Rue Scholarships were offered in the 2017/2018 academic year. In addition, 16 graduate students benefited from a small fund established in 2016/2017 to support Taught Masters students attendance at conferences, training sessions, workshops, and debate competitions, both locally and internationally.

1st Annual UWI Scholarship Breakfast

The School for Graduate Studies & Research in collaboration with Office of the Campus Principal and with the support of the PVC, Graduate Studies and Research hosted the first annual **UWI Scholarship Breakfast** in March 2018. This inaugural event held under the theme "Strengthening Industry

Partnerships” was well attended by scholarships students, supervisors, industry partners, Deans, Deputy Deans and other UWI representatives. Speakers included the **Deputy Governor of the Central Bank, Dr Sandra Sookram, Pro Vice-Chancellor of Graduate Studies and Research, Professor Dale Webber** and two graduate students. A poster exhibition was presented by scholarship recipients on their current and student feedback indicated that they felt inspired, focused and celebrated at the occasion; and industry partners were pleased to see the impact of their sponsorship of excellence in education.

Campus Research Ethics Committee

The Campus Research Ethics Committee was relocated and reconstituted in October 2017. Administratively, the Committee, chaired by Professor Surendra Arjoon, now sits under the School for Graduate Studies and Research. Meanwhile, work began on an automated application system built on The UWI Scholar Platform. Campus-wide launch is planned before the end of the 2018/2019 academic year.

University of Curaçao (UoC) Collaboration

During the previous year, the University of Curaçao renewed its Memorandum of Understanding with The UWI and requested support with starting up a PhD Programme. In 2017/2018 a diverse team from The UWI School for Graduation Studies conducted a research seminar on “Research Ethics and Research Ideas and Concepts” and a two-person team from the University of Aruba visited the St. Augustine Campus to increase collaboration and exchange between both Universities, and to examine mutual research opportunities aligned to their own proposed multidisciplinary STEM-faculty for sustainable island development.

Campus Libraries Expanded Information Literacy Training Programme

The Library delivered 110 Information Literacy (IL) workshops to 4,073 participants during the review period. This was in addition to those students reached through having Information Literacy Sessions embedded into several courses across Faculties; collaboration with the School for Graduate Studies and Research (SGSR) for three workshop that targeted supervisors of research projects/theses; an Ask a Librarian Open Forum held over four Thursday afternoons during the month of October 2017 that attracted 389 attendees; and the development of an online Course Outlines Repository in conjunction with the Curriculum and Pedagogical Reform sub-committee.

Enhancing the Library User Experience

The Alma Jordan Library acquired two self-check machines in October 2017 and initiated a pilot project to allow students to enter with one bag (knapsack) and a spill proof water bottle. With the latter provision in place, the 3M gate count revealed some 370,932 exits from the Library, compared to 57,320 for the period August 2016 to January 2017. The AJL also facilitated 86 Student Life and Development Department (SLDD) requests for use of the Assistive Technology Laboratory, and continues to provide an essential service for differently-challenged students. Two hundred and seventeen postgraduate students and staff benefited from the Libraries’ continued collaboration with the School of Graduate Studies and Research (SGSR) and the Writing Centre in hosting two Thesis Bootcamp sessions in early 2018.

Website Launched for Feminist Research

The website for the Making of Caribbean Feminisms project was launched in collaboration with The Institute of Gender and Development Studies to facilitate online access to Caribbean Feminist literature and research collections. The project won the Library an OCLC Award for Innovative Cooperation Initiatives in the Caribbean at the Association of Caribbean Universities, Research and Institutional Libraries (ACURIL) Conference in June 2018.

Data Management for Research and Scholarship

The UWISpace Institutional Repository has several ongoing digitization projects to provide access to research output from the Campus. This year, 1,573 new items were added to UWISpace, including 353 UWI STA theses were uploaded to UWISpace (e-copies and scanned theses), and 48 Caribbean Studies Projects. The site recorded 279,846 page views, of which 186,316 were unique views.

The Campus Libraries shared their experience in data management and curation at a workshop held in November 2017. This workshop was an amalgamation of the Association of College and Research Libraries Research Data Management (ACRL, RDM) Roadshow there were 76 participants representing all UWI campuses, the University of Guyana (UG), the University of Trinidad and Tobago (UTT), the National Library and Information Systems Authority (NALIS), The National Institute of Higher Education, Research Science and Technology (NIHERST), The College of Science, Technology and Applied Arts of Trinidad and Tobago (COSTAATT), the National Herbarium, the Hugh Wooding Law School, the University of the Southern Caribbean (USC), the United Nations Economic Commission for Latin America and the Caribbean (UN ECLAC) and the ANSA-McAL Psychological Research Centre.

The Co-curricular Programme (COCR)

The Co-curricular Programme is one way in which The University of the West Indies aims to develop additional skills and competencies needed by employers beyond academic credentials. The Office of the Deputy Principal reports that in 2017/2018, 443 graduates completed and passed at least one of the 16 COCR course offered through the programme.

These numbers could increase as approval was given by the Board of Undergraduate Studies (BUS) for Level 1 students to pursue COCR courses in Semester 1 of their first year, instead of waiting until Semester 2. BUS also agreed to extend the number of co-curricular credits that could be taken by students towards their degree programme, from three to six. This policy is meant especially for students who enter the University with exemptions without credit and either want or need to find courses of interest that would provide them with the extra credits needed for their degree. It is also useful for students who have to repeat courses and find themselves with time during the semester to pursue courses that could enhance their employability.

New Co-curricular Courses

This year the Careers, Co-Curricular, and Community Engagement (C3) Department in the DSSD added two new co-curricular courses for students – First Aid (housed within the Health Services Unit) and Foreign Language Theatre Arts (housed within the Faculty of Humanities and Education). The Theatre Arts programme experienced some teething problems which the faculty has agreed to revisit for the upcoming year. The First Aid programme on the other hand continues to operate at full capacity. Two new programmes were also approved this year – a Leadership and Service programme (which had been around for a number of years but was put on hold for approximately five years for restructuring), and Defensive Driving Part Two.

Professional and Ethical Communications in Health Professions (PECH)

As part of the PECH foundation course for year one students at the Faculty of Medical Sciences, enrolled students are required to engage with the community to solve an existing problem. One of the working groups chose to address the issue of personal safety on campus, and partnered with the DSSD to shape the project into a co-curricular proposal. The proposal has already been approved at the Academic Board Sub-Committee on Co-Curricular Credits, and is now being structured for approval.

Academic Advising

The ability to retain students and ensure graduation, especially on-time graduation, is an important aspect of access. If students start but do not complete their degree, or are unable to optimize the value of their degree because of delays in graduation, adding to the cost of their programme, this could be seen as a form of curtailment of access. Effective Academic Advising contributes to access, as it helps students to successfully navigate their way through University, with relevant support to address challenges.

In what is considered by Quality Service professionals as an example of good practice, the Office of the Deputy Principal collaborated with the Human Resource (HR) Department to deliver training to Academic Advisors from all Faculties on the importance of an expanded view of Academic Advising.

Using Data to Improve Success Rates

Analyses of data on failure rates, RTWs (Required to Withdraw) and Warnings identified six main reasons for poor performance across faculties:

1. Low student engagement, especially when students are faced with mathematical problems, regardless of Faculty.
2. Non-attendance and/or late attendance. Some lecturers have noticed a drop in attendance when they post lecture material online, so OBUS has been asked to support and implement the 75% class attendance rule.
3. Absence of the required prerequisites to succeed in the course.
4. Difficulty in final exams, suggesting difficulty in the transfer of theoretical concepts.
5. Poor analytical and critical thinking skills.
6. Difficulty in getting students to read, resulting in poor writing skills.

Faculty representatives appraised of the findings have made a number of recommendations which, if implemented, could lower failure rates, RTWs and Warnings, and result in an increase in on-time graduation. It is expected that the feedback and recommendations will be reviewed and included in strategies in the new semester and upcoming academic year.

Using IT to Improve Student Outcomes

The Campus Information Technology Service (CITS) continued to conduct UWI Clicks orientation sessions with new students, teaching them how to navigate the University's website and student portal, access their UWI email addresses and find out about the range of online library search mechanisms. This service is growing in importance as the Campus continues to increase its use of technology to improve student outcomes as well

as the entire experience with the institution. In this regard, this year the Moodle eLearning environment was upgraded and Blackboard Collaborate Web Conferencing was introduced allowing lecturers to conduct classes simultaneously with both face-to-face and online students.

Policy for Students in Need

Non-classroom issues that impacted the performance of students included depression; witness to crime, leading to high levels of anxiety; the impact of natural disaster, such as floods, leading to absence from class; and financial issues. To address this last issue, the Campus formulated a new policy to better target beneficiaries, and to ensure transparency and accountability in the process of allocation.

Student Services

During orientation in Semester I, the Counselling and Psychological Services (CAPS) Department launched the [FullStop.] project which aims to start conversations about suicide to raise awareness, dispel stigma, and ultimately increase support for vulnerable persons.

The Student Accommodation Office (SAO) introduced a centralized online application form and database for halls. The database is housed on the registry server and can be accessed from the campus intranet. The hall database information includes, students personal contact information, their hall details, billing and statistics on application numbers and occupancy.

The Student Life and Development Department (SLDD) established the Student Support Group for students with disabilities and medical conditions in March 2017, which provided a safe space and focused on self-advocacy, emotional support and making social connections to assist with the positive navigation of The UWI.

Online Database for Special Exams

Changes were made by the SLDD to the database for special exams, and effective July 2018, the SLDD has officially transferred the management of its examination process online via this cutting-edge, innovative system. The system was implemented for the Semester III 2017/2018 final examination period and has proven its worth. All stakeholders (students, invigilators and SLDD staff) are given an online SLDD account which can be accessed at anytime from anywhere.

LGBTQ Outreach - Safe Space Programme

In September 2017, a mentorship programme established on the Campus the year before was extended to graduate students pursuing the MSc Counselling Psychology degree at the University of the Southern Caribbean. The programme was introduced in September 2016 for UWI students pursuing a graduate degree in Clinical Psychology or Social Work as part of the Safe Space programme. Since 2013, Safe Space has offered two weekly support groups each semester, addressing issues of lesbian, gay, bisexual, transgender, and queer (LGBTQ) persons. Safe Space welcomes both members and allies of the LGBTQ community providing a forum to start conversations, challenge stigma, and promote positive identity.

Unwind your MIND

More than 450 students and staff participated in an outdoor event on "the greens" outside the Learning and Resources Centre (LRC) promoting holistic ways of achieving mental wellness. The March 2018 event included a number of activities including yoga, reiki, mindful colouring, stress relief kits, petting zoo, sensory therapy, massage, and sexual health consultations. The events was facilitated by the DSSD's Office of the Director, in conjunction with the

Faculties of Engineering, Science and Technology, Humanities and Education, and Social Sciences.

CAPS Training for Hall RAs

The Halls continued their close relation with **Counselling and Psychological Service (CAPS)** in the area of training and development programs for hall residents. CAPS assisted with the training of Resident Assistants in the area of mental health awareness and continues to identify students in risk. The CAPS department also facilitated development programs with residents in stress management, healthy practices and time management.

New Online Hall Application Form

In an attempt to simplify the hall application process and make it more accessible for new students, the Campus introduced an online hall application form, replacing the paper based version allowing students to input their personal information and choice of accommodation. Students are then required to submit via email a digital photo, recommendation letter or Certificate of Good Character and pay the hall caution fee (via the cashier or online using the campus Touch-net credit card portal). With the introduction of the form, the number of applications increased by 35% over the previous academic year.

Hall Rental Payment Plan

For the first time, halls implemented a payment plan for room rental. Students had the option of paying the semester rental fees in four monthly payments per semester. The plan was generally well received, and a total of 37 students opted for this option. Students paying via the payment plan were charged

a 10% supplement over the normal semester fees. It was agreed that by doing this, students who could pay in full at the beginning of the semester would be incentivized to do so. The halls will continue to offer this option to students for the next academic year.

Hall Caution Fee Increased

The Hall caution fee was increased to \$1250. This new amount affected only residents. The amount is broken into two parts – a hall application charge of \$250 and the refundable hall caution of \$1000. The money collected from the application fee is to be used for hall marketing and to sponsor hall activities for residents.

New Hall Agreement

A new hall agreement was developed in collaboration with the Campus Legal Office. This new document incorporates the majority of the provisions contained in the previous Hall Agreement template, but was also significantly modified to put in place protection for the University property with appropriate options in the event of student breaches.

Guild Participation in the Social Justice Roundtable

The Guild of Students played an important part during the visit from the University of Louisville during the second semester. The President and Evening University Representative formed part of the panel for the social justice roundtable, and the executive was well represented as part of the audience. They also participated in the transformation of the old St. Joseph Police Station to be used as a homework centre.

Guild Support Workshop

Annually, in preparation for Guild Elections, the Office of the Director, partners with the GAO to host a developmental workshop. That workshop was held on June 5th and 6th 2018.

Guild Involvement with Hall Activities

The Guild of Students is actively involved in hall activities and worked with the SAO to assist with facilitating hall events, committee retreat and supporting students with financial needs. As part of the drive to increase the number of Service Learning initiatives on campus, C3 partnered with the Department of Computing and Information Technology (DCIT) to have one of the final year groups build a platform for use by the Community Engagement section. This platform will allow the posting of engagement opportunities by the office and by Non-Governmental Organizations (NGO's). In turn students can search for and sign up for activities virtually. They can also request and provide information to organizations. The community engagement department can in turn generate reports on engagement by students virtually.

Hurricane Relief Yields Internship Opportunities

Collaboration with Ms. Stacy Kennedy, Director of Development, resulted in a visit by a team from the IADB to give a presentation to final year students on internship opportunities, and internship placements for Civil Engineering students in Dominica through the United Nation Development Programme Hurricane Relief rebuilding project.

Back to School Stationery Drive and Hurricane Relief

During the back to school stationery drive at the beginning of the 2017/2018 academic year, the Division was able to place drop off boxes at the majority of the halls and faculty offices, including the Institute of International Relations, the Guild Office, and the Mt. Hope campus.

Internationalization

The International Office of the OIAI completed an International Student Recruitment Plan which is pending Campus Extended Management Team approval. There was an increase the number of active partnerships to provide additional opportunities for student exchange and collaborations in teaching and research. The number rose to 65 for this year, up from 50 – a 30% increase. There were 53 students on inbound exchanges and 38 students on outbound exchanges - increases of 3.9% and 26.6% respectively. Countries included USA, England, Germany and Canada.

EU Scholarship Funding (CARPIMS/Erasmus+)

Short Term Mobility (student and staff exchanges), as well as long term (full degree student scholarships), showed significant increases ranging from 250-500%. The total value of revenue earned by the UWI STA from Intra-ACP projects was TT\$1,171,377 comprising tuition paid (\$1,032,105) plus student stipends (\$139,272). The value of the CARPIMS awards received by UWI Staff amounted to TT\$29,636.75.

UWI Discovers

A net profit of TT\$73,558.92 was generated by UWI Discovers study tour to China from eleven participants excluding tour organizers. A proposal for a travel management system to reduce travel spend on Campus and provide data for decision making was completed and is pending approval from Campus Extended Management Team.

Fundraising and Alumni Affairs

The Fundraising and Alumni Affairs arm of the OIAI created a comprehensive digital Alumni Database to enhance alumni engagement and to support activities related to fundraising and alumni affairs. The Campus approved the completion of materials for the Reconnection Campaign consisting of a Quarterly Alumni Newsletter (five issues published in 2017/2018), a LinkedIn account (17,500+ alumni followers), a Facebook account (200 followers), an Instagram account (99 followers), and a MailChimp mailing list (32,000 subscribers with an average open rate of 25%).

Fundraising and Alumni events continued to promote The UWI Brand and foster lifelong relationships with alumni and corporate partners. Signal events were The UWI Masters of Industry – Planting Seeds Television Episode (taping completed), health and wellness screenings that attracted more than 200 persons; Alumni Networking Events attended by between 75-100 alumni, and the popular UWI Classic Concerts which typically attract between 150-200 patrons.

RESEARCH

RDI Fund

The 2017/2018 academic year was a significant year for the RDI Fund at both the project and programmatic level. All projects in the Fund's

3rd Call for Proposals cohort of grantees came to completion in 2018. Of the Fund's 31 grantees from its three Calls for Proposals thus far, 28 projects have now submitted completion reports while three have been cancelled. The Fund's 4th Call for Proposals was scheduled to be launched in September 2018.

Grantees also continued to submit their first and in some instances second Annual Impact Reports. Given that the Fund aimed to support projects with potential to yield impact in the short to medium term (3-5 years), it was heartening to see that even after projects have been completed benefits continue to accrue to their respective stakeholders as well as to The UWI itself as a result of the project activities conducted.

Research and development impact are central to the work of the RDI Fund and capturing any information related to outcomes and impacts of the various projects funded, beyond the scope of typical outputs of academic research projects such as publications, scholarly articles, teaching/research materials, etc., are essential for ensuring that the Fund is meeting its mandate to support projects which seek to address pressing development needs and have impact on the lives of citizens in Trinidad and Tobago and beyond. Although the Fund is only six years old, most of the reporting projects have already demonstrated impact in areas beyond academic and many have cross cutting impacts in several categories: technology, economic, cultural, health, environmental, societal, policy, organizational, teaching/ training and reputational.

During this academic year, The RDI Fund underwent several significant governance and administrative changes. Following on the change in Chairmanship with the transition to the new Campus Principal in 2016, the Technical Evaluation Committee was reconstituted and reconvened in 2017 to deliberate on the future of the Fund and its alignment with The UWI's new strategic plan. This resulted in

the development of proposals to amend the Operational Guidelines of the Fund as well as to boost the Fund's support for innovation and research commercialization. As a result, the Fund's Operational Guidelines were formally updated in March 2018. The Fund also established Innovation Proof of Concept Grants, intended to provide dedicated support for research commercialization and scaling development solutions. This grant scheme was introduced to the wider UWISTA community in July 2018 in anticipation of the Fund's fourth call for proposals in September 2018, its first for Innovation Proof of Concept Grants.

PUBLICATIONS, CONFERENCES, FORUMS AND LECTURES

Researchers on the Campus share their knowledge and research findings with their peers internationally through publication in professional journals, presentations at professional conferences.

The Campus also shares its knowledge with the wider community by hosting lectures and public forums, and through its flagship monthly publication, UWI Today. Below are the main events held on the Campus during the review period. Further details are contained in the Faculty Report available online.

Professorial Inaugural Lectures

- **Professor Paula Morgan** – *Healing the Hurts of my People Slightly: Discourses of Societal Violence and Trauma* - November 2017
- **Professor Dilip Dan** – *Crossing Boundaries: From Scarless Surgery to Surgery for Diabetes* - January 2018
- **Professor Elizabeth Hackshaw** – *Cracks in the Edifice: Notes of a Native Daughter* - April 2018

Distinguished Open Lecture

- **Nell Watson** - *Artificial Intelligence and Educating for Tomorrow* – April 2018

UWI/FIFA/CIES Public Lectures

- **Pierre Cornu** - *Good Governance of Sports Organizations* - September 2017
- **Martin Kaswurm** - *Creating and Developing New Sporting Events* - January 2018
- **Mario Maggi** - *Key Tools of FIFA Club Licensing Systems* – June 2018

SALISES Public Forums and Lectures

- Trinidad and Tobago 2017-18 Budget, October 2017
- IMF 2017 Country Report on Trinidad and Tobago, January 2018
- Constitution (Amendment) (Tobago Self-Government) Bill 2018, May 2018
- The Role of Social Media in Elections in Trinidad and Tobago, June 2018
- Sir Arthur Lewis Distinguished Lecture by Professor Stuart Corbridge, Vice-Chancellor of Durham University, UK, January 2018

Conferences and Symposia

- Sir Arthur Lewis Memorial Symposium, January 2018
- Whither the Left in the Caribbean: Assessing the Legacies of Maurice Bishop, Forbes Burnham, Fidel Castro, Hugo Chavez, Cheddi Jagan and Michael Manley, March 2018.

INFRASTRUCTURE

Campus Security

The “lighthouse objective” of the Campus Security is to meet and exceed International Association of Campus Law Enforcement Administrators (IACLEA) standards in not only the management of hostile events, but in the management of all civil disturbances and incidents on Campus. This will be achieved through the department’s pursuit of IACLEA law enforcement and a public safety accreditation exercise which will measure Campus Security policies and practices against an internationally accepted professional benchmark and assure the Campus community of a higher quality of service. As such, the initiatives, operations and activities of the Campus Security Services for the year 2017/2018 were geared towards protecting the Campus community and developing and implementing effective security policies and operations to address potential of hostile events such as hostage situations and active shooter incidents.

Members of staff received training in critical areas of security operations such as, Police Duties, Firearm Use and Retention, Court and Court Procedures, Customer Service, First Aid and CPR, Managing Self, Industrial Relations, Risk Assessment, Report Writing, Protocol, Professional Development for Security Officers, Safety Leadership, Supervisory Development, Emergency Medical Technician Certification, Firearm Training, Campus Protest/ Demonstration Response, and Recruiting Extremists on Campus. The Campus Estate Police also received training through the Provost at the Police Academy in all aspects of Policing. This is a continuing exercise and has resulted in several officers being trained.

There was a substantial investment in the Campus’ Security Surveillance System. CCTV cameras, network devices and storage devices were refreshed

and the System is undergoing a complete upgrade to ensure system stability and functionality. A Campus Risk Profile has been developed, which has seen threat assessments completed for the Faculty of Engineering, Faculty of Science and Technology, Faculty of Medial Sciences and the School of Education.

The Department’s selection process, which included background checks, entry examination, interview and psychometric testing, was re-organized and strengthened to eliminate poor quality applicants. Applicants will be screened by the HR Recruiting Unit and selected candidates are expected to undergo an induction training programme prior to taking up duties.

Main Campus a No Thoroughfare Zone

The main campus was converted into a No Thoroughfare Zone in September 2016 so that, from Monday to Friday, only authorized vehicles (those displaying valid UWI Vehicle Permits) are allowed to enter the Campus via the North and South Gates. Unauthorized vehicles (those without valid UWI Vehicle Permits) are directed to the Visitors’ Entrance at the Freedom Hall Gate, where persons are subject to more rigorous security screening before being allowed to proceed into the Campus.

The implementation of the No Thoroughfare Zone, coupled with and the presence of Trinidad and Tobago Police Service (TTPS) officers, realized a number of benefits including greater control and monitoring of persons and vehicles on Campus; a reduction in vehicular traffic on Campus; more thorough security checks focused on unauthorized vehicles at the Visitors’ Entrance; and the measure was a deterrent to persons seeking to engage in criminal activity on Campus.

More CCTV Cameras

Security on the Campus was enhanced with the expansion of CCTV systems, increased ground and perimeter lighting, and replacement of dilapidated fences to the eastern side of the Campus. The Department of Facilities Management was instrumental in realizing this project.

Police and Community Cooperation

Collaboration between the State Police and The UWI Estate Police was intensified. Investigations, information sharing and joint patrols on and off Campus led to a level of success in the detection, prevention and investigation of crimes. A special Mobile Patrol team was formed to augment the existing mobile and private security patrols. This too assisted tremendously in the reduction of criminal activities.

The Security Department continued to co-operate with Campus Management, the Marketing and Communications Office, State Police on Campus and the Student Advisory Services to build meaningful relationships with the St. Joseph Police Community Group; landlords within the vicinity of The University who offer tenancy to students and staff; schools and organizations for underprivileged students; The UWI Catholic Social Work Programme; Birdsong Steel Orchestra; and The UWI Credit Union. Additionally, the Department worked with the Guild of Students and obtained their support and active participation in enforcing access control operations and the Campus's ID card policy.

Continued joint operations and procedures with national law enforcement were aimed at continuous evaluation and surveillance of the exterior and interior of the Campus and through proactive security operations, achieve well maintained and effective access control. In addition to access control exercises with the State and private security, the

Campus is reviewing proposals for implementing smart card access control for the locker and toilet areas at SAC, together with CCTV coverage.

Emergency Response and Mass Notification Systems

During the review period the Campus began exploring and experimenting with having students fitted with emergency devices that can alert UWI Estate Police, Private Security and the State Police when they are in an active or hostile event. The devices relay positional information and can, thereby, reduce response time and guide the security force response.

A pilot project for the ResQ Emergency Response System for students was launched in September 2018. ResQ is a locally developed security alert system smartphone app. In the 2018/2019 academic year, the Campus is also scheduled to test a Mass Notification System which would notify students and staff of emergency developments.

ALIGNMENT

In order to ensure that it remains attuned to the needs of its stakeholders, The University has committed to promoting greater activism and public advocacy; and a cohesive single UWI Brand Consciousness. The research emanating from the Campus is central to this effort, whether it is shared through engaging public events or channelled along the path towards innovation and entrepreneurship.

Income Source Diversification

The St. Augustine Centre for Innovation and Entrepreneurship (StACIE), formerly Office of Research Development and Knowledge Transfer (ORDKT), continued to explore avenues to reduce

reliance on Government funding by increasing access to external grant funding and facilitating sponsored research. Given the strategic goals of the Campus, there has been more emphasis on commercializing research output by leveraging intellectual property opportunities within the academic community and private enterprise.

A number of income-earning projects were managed by StACIE, such as a Geographical Information System and NGO Database for the Office of the Prime Minister, Trinidad and Tobago, contracted through the Ministry of Health; and the Trinidad and Tobago Defence Force Degree Programme.

Innovations and Inventions

StACIE received and assessed 22 Invention Disclosure Forms from The UWI St Augustine Campus. The IDFs were submitted by staff and students of the Faculties of Science and Technology, Engineering, Food and Agriculture, and Medical Sciences. They included collaborations with the Cocoa Research Centre and The UWI Sport and Physical Education Centre (SPEC). A US Provisional Patent application was initiated for one instance, and other forms of IP protection were recommended in others.

Patents were granted in the United States and in Trinidad and Tobago for a "Fingerprint Classification System and Method Using Regular Expression Machines and a Classifier Model". A License Agreement was drafted and negotiated with Lake Asphalt of Trinidad and Tobago for the commercialization of UWI research outputs. An MOU was signed with the Tunapuna/ Piarco Regional Cooperation (TPRC) for two projects – one to restore the turf at the Lopinot Recreation Ground, and another to conduct road repaving with recycled materials. Details of these projects are featured earlier in this report.

Product development of the Percussive Harmonic Instrument (PHI) continued with the performance of a contract by Fasove Product Design and Development Limited, to develop an updated market-ready prototype of the PHI musical instrument. UWI maintains the patent relating to the PHI - Apparatus for Percussive Harmonic Musical Synthesis using MIDI Technology (APHAMS) - in nine countries.

A new university managed fund, the UWISTA Innovation and Technology Transfer Fund, was formalized. This Fund is intended to support projects with commercialization potential originating from all fields of research, with a view to commercializing and/or licensing the resulting products, processes and/or services. The Fund's first call for proposals was launched in April 2018 and 15 applications for funding consideration were received.

UWI Ventures Limited was approved. The entity is intended to be a wholly owned subsidiary of The UWI which will commercialize The University's intellectual property and function as a limited liability holding company for UWI spinoffs. In keeping with the UWI Triple-A Strategy, a primary role of UWI Ventures Limited would be to catalyze the triple helix by facilitating agile university-industry-government collaboration to advance IP commercialization for the benefit of our societies, our researchers and the university. This is a ground-breaking development not just within the university system but within the wider national and regional innovation ecosystem.

Management of the RDI Fund

All projects in the Fund's 3rd Call for Proposals cohort of grantees came to completion in 2018. Of the Fund's 31 grantees from its three calls for proposals since 2012, 28 projects have now submitted completion reports while three have been cancelled. The RDI

Fund also undertook to review its programmes and policies to ensure that it was positioned to be aligned with and supportive of The University's strategic goals. The Fund's Operational Guidelines were formally updated in March 2018.

The Fund also established Innovation Proof of Concept Grants to provide dedicated support for research commercialization and scaling development solutions. This grant scheme was introduced to the wider UWISTA community in July 2018 in anticipation of the Fund's fourth call for proposals in September 2018, its first for Innovation Proof of Concept Grants. It is envisioned that these grants will help to bridge the funding gap identified in academic entrepreneurship by supporting progression from pioneering research results through proof of concept i.e. the demonstration of the technical and/or economic feasibility of an idea. This idea can come from any field of study.

Research Funding

Over the review period, ORDKT (now StACIE) supported academic staff in the successful preparation of the following proposals for submission to Donor Agencies. For example:

- FAO Value Chain
- NGC Carbon Sequestration Project
- NIDCO EIA
- School of Education Psychoeducational Diagnostic Centre proposal
- Consultancy to Index, Enter and Upload identified documents to the EVIDeNce Portal
- Support for the Implementation of the National Innovation Policy in Trinidad and Tobago

Community Engagement

In addition to helping to promote activism and public advocacy, Community Engagement provides students with relevant work experience in contexts that are similar to the real world upon graduation. By providing service to their community with the oversight of professionals, The University - through its staff and students - is able to establish its presence in communities at the national and regional levels. The Farm Road Collaborative highlighted earlier in this report is the latest community engagement project supported by the Office of the Deputy Principal and the Careers, Co-curricular and Community Engagement Unit, in the Division of Student Services and Development. The ODP is also working with the Division of Student Services and Development and Birdsong Steelband Academy and Social Enterprises, in the development of a co-curricular course and a community engagement project for delivery in the future.

Media Engagement

The strategy applied by the Marketing and Communications team for engaging with the media continued to be personalized with communication and follow up being channelled and received through social media platforms and instant messaging applications. News release distribution and coverage increased overall by 13% over the period and the Campus continued to secure an average of three appearances on either television or radio appearances per week.

Each month, the M&C team handled over 20 media enquiries, issued an average of eight news releases to local and regional media, and published news items on the web. The Office monitored over 300 items of local and regional coverage, around half of which tended to emanate from the M&C office. The 2017 Graduation Ceremonies and the Buffalypso

Conference received extensive media coverage and established UWI STA as having a significant media footprint.

Brand Building

The number of people who visit a website is a good indicator of brand interest. When compared with the previous academic year in 2017/2018 there was a 97% increase in visitors to the Admissions websites. This suggests that there was a considerable improvement in interest in The UWI STA brand as a direct result of M&C social media marketing efforts and online marketing via Google Ads. M&C channelled its limited resources towards developing impactful new content including new a new graduation microsite, and series of videos.

Implementation of the Sexual Harassment Policy

This University policy which was approved in 2016, is an important expression of the University's core values, which include Gender Justice and Student Centredness, and is meant for both staff and students who have experienced sexual harassment. Its implementation on the St. Augustine Campus included a number of activities, including training of staff, and development of protocols and procedures necessary for ensuring smooth flow of the process. Training was conducted for 12 persons, eight of whom were finally selected as Sexual Harassment Advisors. In addition to training, documents were created to support the consultation process, and a Sexual Harassment Secretariat was established to provide support for the operationalization of the policy at the Campus level. This included administrative support to the Sexual Harassment Advisors.

In addition to the Sexual Harassment Policy, the Office of the Deputy Principal supported and mandated the development and implementation of other policies such as the Mental Health Policy for students at risk of harming themselves or others; the Student Death Policy for which the Director of the Division of Student Services and Development is the lead; and the Policy for Financial Aid to registered students facing financial difficulties.

Cross Campus Learning

The Campus IT Service (CITS) worked with their cross-campus colleagues to implement the One UWI eLearning platform in light of the University's target for undergraduate student enrolment of 65,000 students by 2022. This represents an almost 50% increase in five years. Online course delivery will be crucial to this effort, allowing Faculty to leverage existing curriculum content for delivery to new audiences online or at remote sites.

The successful implementation of the Cross-Campus Moodle platform was made possible by a collaborative cross-campus team effort. Authentication into this new Moodle instance was achieved by a plugin which passes the credentials from each of the localized campus Moodle instances. Students and lecturers who are associated with cross-campus courses are able to see their courses listed in their local Moodle and are then redirected to the Cross Campus Moodle (CCM) instance without requiring re-authentication. The entire process is seamless and does not interfere with the user experience. The One UWI eLearning platform was used at the start of the Academic Year 2018/2019 for the Foundation course, Caribbean Civilization. CITS at St Augustine continues to work with the other UWI Campuses to develop the framework for the One UWI Managed Shared Services Model.

Faculty Research

In addition to the research highlighted earlier in this report, below are more examples of the projects underway on the Campus. For a full review of all the research and publications produced at the St Augustine Campus over the review period, please see the accompanying Faculty Report online.

• Coastal Flooding Hazards - Faculty of Engineering

Dr Keith Miller and Dr Michael Sutherland completed an Assessment of the Beach Erosion and the Coastal Flooding Hazards at selected sites along the Trinidad and Tobago coastline through correlation analyses of the short- to medium-term variations in the morphological, hydrodynamic and environmental conditions and through detailed numerical modelling, funded by the UWI-Trinidad and Tobago Research and Development Impact Fund.

• School Feeding Project - Faculty of Food & Agriculture

This project, funded by the Food and Agriculture Organization (TT\$1 million), and led by Dr Patterson-Andrews, is assessing school feeding programmes among 14 CARICOM countries. The final output is expected to recommend ways in which organizational, procurement, nutritional and governance models and arrangements can be modified, improved, adapted and adopted.

• Shrimp Trawl Bycatch Value Chain Study - Faculty of Food & Agriculture

Another FAO funded project (US\$25,000), this study led by Dr Sharon Hutchinson seeks to understand the existing and potential value of shrimp bycatch in the face of a potential ban shrimp trawling by Trinidad & Tobago authorities.

• A Better Business Environment - Faculty of Social Sciences

The British High Commission approved funding (TT\$91,000) to undertake a project entitled Improving the Business Environment in Trinidad and Tobago: A review of the Integrity Commission of Trinidad and Tobago (October 2017). Led by Professor Ann Marie Bissessar, the project was completed in February 2018 and was the foundation for discussions by the Law Reform Commission on the Government's new legislative agenda.

New research projects approved for funding include two studies by Dr Daren Conrad – one examining the unintended consequence of a Dutch disease type effect of remittances; and the other on determining the real exchange rate of Trinidad & Tobago and the implications on economic growth. Dr Roger Hosein also secured funding for a study of fiscal cyclicity in oil producing countries.

• My Deep Sea, My Backyard – Faculty of Science & Technology

The Department of Life Sciences (DLS) launched the project 'My Deep Sea, My Backyard' which has been featured in Forbes magazine. The project allows previously marginalized communities in Kirabati and in Trinidad and Tobago to participate in the global deep sea conversation by using low-cost emerging ocean technology, while building lasting in-country capacity. It facilitated international cooperation by teaming up with global organizations like National Geographic, the Deep-Ocean Stewardship Initiative, Boston University, MIT Media Lab, COAST Foundation, UWI St. Augustine Campus, NIHERST, Inter-American Development Bank, and SpeSeas.

Sharing our Research – Public Lectures

The Marketing and Communications Office collected and measured the feedback on 80% of all activities and events the team supported on the Campus. This feedback was then used to inform the promotion and production of subsequent events. As a result of this strategic event planning, M&C reports more than a 70% increase in attendance to lectures hosted by the Open Lectures Committee which potentially translates into a wider reach for the work of some of the leading researchers on the Campus and from around the world, such as:

- Professor Paula Morgan, Professor of West Indian Literature and Culture - *Healing the Hurts of My People Slightly*
- Professor Dillip Dan, Professor of Minimally Invasive Surgery - *Crossing Boundaries: From Scarless Surgery to Surgery for Diabetes*
- Professor Elizabeth Walcott-Hackshaw, Professor of French Literature & Creative Writing- *Cracks in the Edifice: Notes of a Native Daughter*
- Professor Françoise Barré-Sinoussi, Virologist and 2008 Nobel Laureate - *HIV-AIDS: The Challenges of the 21st Century*
- Ms. Eleanor Watson, Engineer, Entrepreneur and Futurist- *Artificial Intelligence and Educating for Tomorrow*

AGILITY

The ability to adapt quickly to a rapidly evolving environment is an important skill for individuals and organizations. In order to make The University more agile, now and in the future, The University aims to establish a physical presence on all continents; restore its financial health; generate economies of scale and size; foster a Creative, Caring, Accountable, Motivated, Professional (CAMP) Team; and foster the digital transformation of The UWI. The work of the Bursary, the Campus IT Services, the Campus Libraries, the Campus Projects Office, the Department of Facilities Management, the Legal Office, the Human Resources Division, the Commercialization Unit, the Campus Office for Planning and Institutional Research (COPIR), and the Marketing & Communications Office contributed significantly during the review period to attaining these goals.

Institutional Research

The Campus Office of Planning and Institutional Research (COPIR) supported the University's effort to participate in the Times Higher Education Ranking exercise by collecting and collating the data in the identified subject disciplines and in the institutional and financial sets as required. Even as the COPIR played a pivotal role in this University-wide exercise, they continued to conduct the annual surveys that generate the empirical data needed to inform campus planning and policy formulation. These included:

The Incoming Student Survey 2016/2017

- Survey respondents cited the receipt of late offer letters as one reason for not accepting their offer, supporting the need for earlier offers to applicants in order to boost the acceptance rate at the St Augustine Campus.

- The survey acts as point of reference when discussing the needs and expectations of students as they enter university life. Respondents indicated a desire to participate in internships and opportunities to nurture entrepreneurship skills, emphasizing the need to continue to develop these areas as part of the student curriculum.
- The findings of the survey also provide insight into the profile of applicants which gives a sense of the populations are currently underserved and that need to be targeted in order to promote access.

The Graduate Tracer Survey 2016

This annual survey provides empirical data on the post-graduation experience and respondents' perceptions about their university and programme experience in preparing them for the workplace. The 2016 GTS revealed:

- Graduates expressed that more opportunities for practical experience at UWI would have better prepared them for the world of work.
- There was an increase in the proportion of graduates engaged in non-traditional employment, such as entrepreneurship, because of a decline in traditional job opportunities and public sector saturation. This signalled the need to further extend the reach of the innovation and entrepreneurship drive across the Campus.

The following policy and procedural changes that have taken place across the Campus may be seen in light of the above findings:

- The expansion and or inclusion of internship programmes in the Faculties of Engineering, and Science and Technology;
- More attention to forging Industry Partnerships in the Faculties of Engineering, Humanities

and Education, Food and Agriculture, Medical Sciences, Science and Technology and Social Sciences.

The COPIR also prepares the annual Campus Statistical digest which provides basic institutional data sets, including applications, enrolment, retention and graduation. The compilation is useful when conducting a comparative analysis on institutional performance trends, and is used to inform decisions relating to programme design and expansion which will inform enrolment and the teaching and learning experience. The Digest is available online at <https://sta.uwi.edu/news/reports/default.asp>

Extending our Virtual Reach

The campus expanded its Social Media footprint, with the addition of the Instagram platform in May 2018, amassing over 3K followers. There was a 24% increase in our following on Facebook, our largest social media platform – consistent with previous years. Our total following at the end of the reporting cycle was 66.6K persons. Key follower growth was recorded in November 2017. On Facebook and Instagram, the #BeUWI recruitment campaign reached an estimated 793,810 persons, with an average 18,461 unique visitors.

Launch of iSTA Ideas at Work Portal

The iSTA Ideas at Work Portal on the Intranet was created for UWI staff members to offer suggestions on how the Campus can operate more efficiently and boost income generation. The Senior Management team is periodically presented with feedback which feeds into the ecosystem for Innovation and Entrepreneurship. Within the first month of launch, 39 staff members submitted feedback.

Campus Libraries Launch IP Help Desk

The Library collaborated with the St Augustine Centre for Innovation and Entrepreneurship (STACIE) and The Intellectual Property Office of the Ministry of the Attorney General & Legal Affairs to launch The UWI Intellectual Property Help Desk in July 2018. An introductory training workshop on Patents & Patent Mining was held in February 2018 as a lead up to the Help Desk Initiative and since the launch a representative from Ministry's IP office is on site twice per month to advise members of The UWI community on IP related matters. The IP Help Desk provides advisory services to faculty and students on protecting their intellectual property as they move their research and innovation to commercialization.

Campus Libraries Win First Consultancy

The Libraries have made significant strides despite a cumulative 25% budget reduction over the past three years. On the directive of Campus Management, the Libraries proposed a number of initiatives to streamline expenditure and generate income. In this regard, the Libraries undertook for the very first time in its history to tender for consultancies and was extremely proud to be awarded one by the Caribbean Public Health Agency (CARPHA) in early 2018. Funded by the European Union (EU), this project to locate, digitize, and index materials related to Zika and other similar arboviruses in five CARPHA member states, was successfully executed over the period May-September 2018. Most notably, the consultancy generated an income to the UWI and the Libraries of 48,000 euros.

Commercialization

The Commercialization arm of the Office of Institutional Advancement and Internationalization

(OIAI) reported that the Campus generated \$4,157,888.33 from the 48 concessionaires primarily in food services across the Campus. Mobile food trucks were established to the north of the Campus at the Staff Social Club and were among the new vendors introduced on the Campus this year. A policy and plan were developed for commercializing venues such as auditoriums and lecture theatres and the Campus began exploring private sector collaborations such as The UWI/Nestle Model Dairy Farm; The UWI Chocolate Project for Caribbean Airlines (CRC); and the establishment of an Optometry Store.

Legal Support

The Campus Legal Office continued to provide timely, accessible, strategic and value-added support aligned to initiatives of the new Strategic Plan. Given the focus on Innovation and Entrepreneurship under the new Triple A strategy, the Legal Office was instrumental in supporting related activities related to developing licensing arrangements and spin-off companies as well as academic and industry research partnerships.

When it came to Policy Review and Formulation, the Legal Office played a critical role in operationalizing the University's Sexual Harassment Policy at the campus level and continued to support the Campus Registrar in instituting disciplinary proceedings under the relevant University policies.

The Legal Office continued to support initiatives towards ensuring good governance and legal compliance and actively participated in the cross-campus Statutes and Ordinances Review Committee and the Procurement Review and Harmonization Sub-Committee at the campus level in anticipation of new Procurement legislation being fully proclaimed in Trinidad and Tobago.

Effective management of legal claims and litigation matters against the University resulted in litigation being pre-empted in many matters and substantial legal costs and potential financial liability for the Campus were averted. The continued development and implementation of legal forms, templates and agreements across the campus continued to ensure consistency in approach and a reduction in legal risk for the Campus in several operational areas.

Infrastructure - Facilities Management

The Department of Facilities Management introduced a new project execution procedure requiring justification of the project, estimation of costs, application for funding and implementation of the project. This was in keeping with the Department's goal to engage in more strategic spending and use of funds, and public procurement procedures for air conditioning and landscape services led to reduced maintenance costs. Also of note – the Civil Shop improved its annual throughput by 19%, from 796 completed job slips to 944 completed job slips. Other important initiatives included an overhaul of the Electrical Substation to increase the reliability of the electrical infrastructure; and in-house training for both the Civil Supervisor (Ag.) and Foreman.

Infrastructure - Campus Projects

During the 2017/2018 academic year, the Campus Projects Office worked on a number of projects, some of which were brought to completion. The major focus, however, continued to be on The UWI St. Augustine South Campus, Penal-Debe project on which work continued during all of 2017/2018. It was anticipated that this project would have been completed for occupation in the 2018/2019 academic year but continuing challenges on the project delayed its completion.

Work was completed on the renovation of the 2nd floor of the Compton Bourne building for the Administrative offices of the Faculty of Law, as well as on the renovation of the Canada Hall Administrative Offices and new covered walkways. The renovation of Building 21 at the UWI Field Station for the International Fine Cocoa Innovation Centre (IFCIC) was also completed.

The financial constraints on the campus have again significantly limited the number of projects that were able to move to their construction phase during this year. Major challenges faced by the CPO in the implementation of projects were: lack of Cabinet approval for several proposed PSIP funded projects and, the Government's slow release of funding for capital projects. The next major undertaking for the CPO will be the construction of the new Waste Water Treatment Plant (WWTP) for the St. Augustine Campus. Submissions have been made for PSIP funding and we look forward to early approval of funding so that contracts can be awarded and construction can commence.

Infrastructure - the South Campus

Following the termination of services of the main contractor for the construction of The UWI St Augustine South Campus, Penal-Debe, China Jiangsu International Economic Technical Corporation [CJI] by The University on 11th November 2016, The UWI (represented by the Campus Projects Office) took full responsibility for completing the project. The CPO has been supported by the Project Managers who were also required to provide Construction Management/Supervision services on the site. The UWI engaged the services of the design consultants to provide design and site inspection services in the traditional design consultant role. The CPO also engaged the services of various local sub-contractors and suppliers to undertake the works on site.

STRATEGY REVIEW

The Project was divided into two phases and the available funding used to complete and operationalize Phase 1 only. The items to be excluded from Phase 1 include:

- The Library building and associated external works
- The Cricket Pavilion building and associated external works
- The cricket and football fields
- Roads 6, 7, 8 and part of road 5
- Retaining walls along Roads 5 and 6 to treat with landslips
- Car park on road 7
- Ceremonial Greens and adjoining pond
- Services infrastructure links to Library and Cricket Pavilion.

The items to be completed and operationalized in Phase 1 include:

- Law Faculty building (primarily offices)
- Moot Court building
- Academic building (classrooms)
- Student Union building and associated Recreational Facilities (Pool, Tennis and Hard courts) The Halls of Residences and associated external works (98 rooms)
- Facilities Management and Security Buildings
- Guard Booths
- Utility Buildings
- Services plants and distribution to buildings above (Sewer, Water, Air-conditioning, Communications, etc)
- Roads, drains, retaining walls, walkways, etc to enable access and use of the buildings above.
- Main Entrance off M2 Ring road.

Commissioning of buildings, except for A/C systems which are delayed due to leaks on the main chill water lines, was scheduled to commence in February 2019 and completed by end February 2019. Handover will take place over the period late February to mid-March. The buildings should be ready for occupation by end March 2019, pending completion of ICT and multi-media and audio/visual works. These components are currently scheduled for completion in April 2019.

The medium to long term goal is to have the Faculty of Medical Sciences be the lead Faculty at the Campus as part of a broader strategy to address its financial challenges by creating and capitalizing on income earning opportunities through enrolment expansion to include a greater percentage of full fee-paying students. This is a change from the original intent of having the Campus be the centre for the Faculty of Law. That Faculty has now been given a new home on the refurbished top floor of the Compton Bourne Building at the North Entrance to the Main Campus at St. Augustine. Apart from providing much needed income to the Faculty of Medical Sciences, the new strategy aims to make the South Campus self-sufficient.

A South Campus Task Force, led by Deputy Principal, Professor Indar Ramnarine, has been formed to plan and oversee phased occupation of the Campus. In the short term, programmes and operations that will be offered there include the Diploma in Education for south-based students, ROYTEC (which was part of the original South Campus planning), and a Public Health Clinic. The St Augustine Records and Archives unit will be relocated there as well. Classes are expected to commence by the start of the 2019/2020 Academic Year.

Campus IT Organizational Redesign

The Campus IT Services Organizational Redesign was completed and presented to Campus Management and Campus Deans. The reorganization of all IT resources at the St. Augustine Campus will ensure that the Campus derives greater efficiency with the existing complement of staff. The delivery of services will be measured against a predefined service level which will ensure greater accountability.

Improving Agility Using IT

The Campus IT Service (CITS) rolled out several measures to support Innovation, Entrepreneurship and Curriculum Reform on the Campus, including:

- Implementing new Internal and External Firewalls with Unified Threat Management Services, new Internet Edge Routers and increased Internet bandwidth.
- Oracle Database migration of Banner ERP and PeopleSoft to new hardware platforms and implementing Banner 9/XE functionality in the enterprise application.
- A best practice Change Management process for the Service Desk area was introduced and is being expanded to other teams including Enterprise Application Support.
- Wireless upgrades at the Sir Arthur Lewis Hall and Freedom Hall as part of Phase 1B of the wider Campus upgrade.
- Three hundred and forty-one new computers were installed in the student labs (Phase 2 of a general refresh)
- Two hundred and eighty-seven staff computers were replaced
- The enterprise Service Desk system was upgraded to achieve a faster and more responsive user experience with additional features and functionality.

Campus Finances

Macro-economic conditions in Trinidad and Tobago improved only marginally in 2018. Over the previous two years the Campus had been asked to reduce its government funded operating budget by 7% in the first year, with a further 7% reduction in the second year. To effect this reduction several strategies were initiated:

- Freezing unfilled positions
- Staff reductions via attrition
- Service contracts to part-time teaching staff reduced from 1 year to 9 months
- Renegotiating service agreement contracts with vendors to reflect a 15% reduction in cost
- Reorganization of workflow to reduce overtime

In 2017/2018 the Campus's budget was approved at the same level as the previous year. In the first half of the academic year, the Campus, like the Government of Trinidad and Tobago, experienced significant cash flow challenges, resulting in the immediate implementation of even more stringent cost reduction measures. This was achieved while limiting the impact on staff, students and all other stakeholders. However, the impact of three successive years of cost reduction is now telling on the Campus as maintenance and capital works have been significantly reduced or curtailed.

The Campus was able to manage its expenditure in line with its budget for 2017/2018. However, in developing its Strategic Plan for 2017-2022, the Campus acknowledges and accepts its role in forging a "path to prosperity" for citizens of the Caribbean. A significant part of the strategy for playing this role involves the creation of an ecosystem characterized by a culture of innovation-led enterprise and entrepreneurship that will regularly generate university spin-off companies to more directly stimulate the Caribbean economic space.

For the year ended July 2018 Campus recorded a surplus of \$16.8 million compared to a deficit of \$29 million in the previous year. The Campus recognizes the importance of managing revenues and expenditures and will continue striving towards cost containment by managing new hires and achieving operational efficiencies, particularly in its business processes. On the revenue side the Campus is challenged by the slowness in processing and collections of tuition fees and subventions from sponsoring governments, particularly the GATE programme that supports the Trinidad and Tobago students. This is evident in the increase of 43.8% in accounts receivables. Nevertheless, the Campus continues to pursue revenue generating opportunities through sponsored research, leveraging intellectual and physical assets and commercialization.

During this period of austerity, the Campus must remain disciplined in strategically prioritizing its resources to support its academic mission of teaching, research and service and in providing an environment for future development of students and research scholars.

Consolidation

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

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

- Consolidated Statement of Financial Position
- Consolidated Statement of Comprehensive Income
- Consolidated Statement of Changes in Funds and Reserves
- Consolidated Statement of Cash Flow

Significant Accounting Policies

The financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) and have been prepared on the accrual basis as required by IFRS. The financial statements were approved by Campus' Financial and General Purposes Committee on November 23, 2018.

Income

Total consolidated income for the year ended July 31, 2018 totalled \$1,161.9 million reflecting an increase of \$90.5 million or 8.5 % above the previous year.

Income from Other Teaching Activities at 26.2% of total income was the major contributor to the increase in revenues. This included an invoice of \$109.7 million raised on the Government of Trinidad and Tobago to cover the shortfall in tuition fees in 2016/2018 and 2017/2018 for national scholars enrolled at the Faculty of Medical Sciences. The Trinidad and Tobago Government is the significant contributing government to the St Augustine Campus providing 97% of direct government contributions and providing indirect government support to students through the Government Assisted Tuition Expenses (GATE) programme.

Tuition and other student fees were relatively flat when compared to the year ended July 31, 2017. At the St Augustine Campus there has not been an increase in tuition fees for government supported programmes since 2001.

Special projects and other project income of \$172.2 million included the gross income earned by ROYTEC valued at \$39.1 million and SACECL of \$2.5 million. The comparative for year 2016/2017 was \$164.8 million with ROYTEC's gross revenue totalling \$43.6 million and St Augustine Campus Enterprises (SACECL) \$3.1 million. ROYTEC's decline in revenue

was due to reduced enrolment in foreign accredited programme offerings because of the withdrawal of GATE support for students. SACEL's decline in revenue reflects the downward trend in the economy which influenced reduced room rentals. Overall, special projects and other projects increased by 4.5% above the previous year.

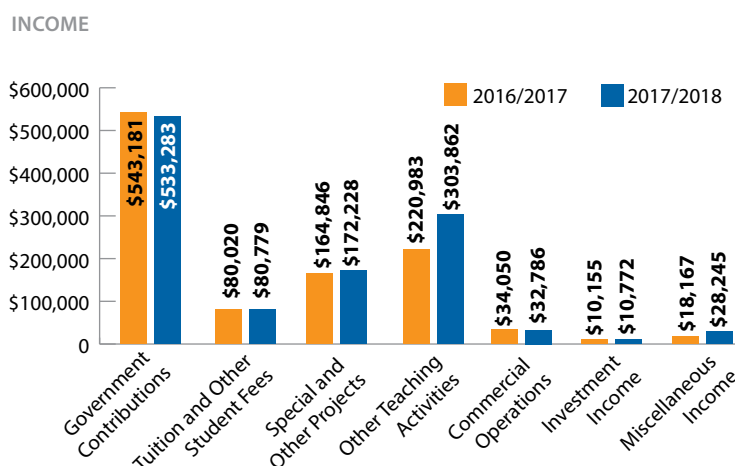
Commercial Operations covers the operations of the Bookshop, Central Stores, the Multi-media Production Centre and Student Halls of Residence and the rental of commercial spaces on Campus. Revenue of \$32.7 million represented a decline of 3.7% compared with the year prior.

A deliberate and focused management of the investment portfolio resulted in a 6.1% increase in investment income to \$10.7 million, despite a significant reduction in funds available for investment. Surplus funds are invested in bank deposits, long term government guaranteed bond and equity investments.

Miscellaneous income mainly comprises earnings from common services fees and the amortization of capital grants.

The breakdown of income sources is shown below:-

INCOME	2018		2017	
	\$'000	%	\$'000	%
Government Contributions	533,283	45.9	543,181	50.7
Tuition and Other Student Fees	80,779	7.0	80,020	7.5
Special and Other Projects	172,228	14.8	164,846	15.4
Other Teaching Activities	303,862	26.2	220,983	20.6
Commercial Operations	32,786	2.8	34,050	3.2
Investment Income	10,772	0.9	10,155	0.9
Miscellaneous Income	28,245	2.4	18,167	1.7
Total Income	1,161,955	100	1,071,402	100



Expenditure

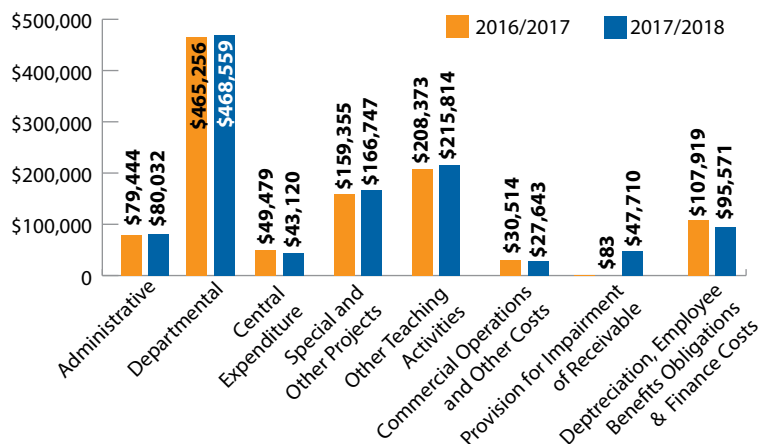
Total expenditure for the year before depreciation, employee benefits obligations and finance costs totalled \$1,049.6 million, an increase of approximately \$57.1 million or 5.7%. This increase in overall expenditure is primarily driven by the increase in the

level of provisioning for doubtful debts. Provision for bad debt for 2017/2018 was \$47.7 million, with the write off of \$2.1 million the net balance sheet movement was \$45.6 million.

The detailed breakdown of expenditure is as follows:

EXPENDITURE	2018		2017	
	\$'000	%	\$'000	%
Administrative	80,032	7.0	79,444	7.6
Departmental	468,559	40.9	465,256	43.3
Central Expenditure	43,120	3.8	49,479	4.6
Special and Other Projects	166,747	14.6	159,355	14.3
Other Teaching Activities	215,814	18.8	208,373	16.9
Commercial Operations and Other Costs	27,643	2.4	30,514	2.8
Provision for Impairment of Receivable	47,710	4.2	83	1.4
Depreciation, Employee Benefits Obligations & Finance Costs	95,571	8.3	107,909	9.1
Total Expenditure	1,145,196	100.0	1,100,423	100.0

EXPENDITURE



Provision for Impairment of Receivables

	Total Provision @ Jul 2017	% Increase in Provision for year ended 2018	Total Provision @ Jul 2018
Government contributions	9,441,254	3,907,986	13,349,240
Government scholarships	29,493,901	19,162,440	48,656,341
Project receivables	19,436,138	12,239,675	31,675,813
PSIP advances	65,066,851	628,599	65,695,450
Other receivables	14,947,344	3,655,573	18,602,917
Student receivables	5,110,350	479,702	5,590,052
Sub-Total	143,495,838	40,073,975	183,569,813
Open Campus	51,207,589	5,504,498	56,712,087
Consolidated TOTAL	194,703,427	45,578,473	240,281,900

Accounting Standards require a charge for depreciation, representing the costs of wear and tear for assets used over the accounting period. This expense is not funded in the Campus' approved budgets.

The Campus is obligated under IFRS 19 to provide for the actuarially determined costs of providing post-retirement health, pension and pension supplementation for its employees. The charge for year 2017/18 was \$37.6 million with \$45.0 million for 2016/17. These liabilities are unfunded and not budgeted, and are paid on an 'as you go' basis. Please see Note 16. In accordance with IAS 19 the cost of re-measurement of the defined benefit contributions for this year resulted in a write back of \$80.4 million to 'Other Comprehensive Income'.

This write back resulted in total comprehensive income reflecting a surplus of \$96.3 million for the year.

Statement of Financial Position

Gross assets now stand at \$1,900.2 million, an increase of 4.3% over last year. The current ratio at July 2018 stood at 2.49:1 compared to 2.11:1 at July 2017. This apparent improvement belies the liquidity risk due to the growing increase in government receivables. Subventions due from governments at \$170.3 million represents a 92% increase over the previous year. Government scholarships outstanding was \$177.1 million when compared to \$63.5 million as at July 2017. GATE receivables due at \$307.3 million, represents an 8% increase in receivables over the previous year. Overall, account receivables increased by 43.8%. The Campus's ability to meet its financial obligations is now inextricably tied to the receipt of advances from the relevant governments. The costs of wage negotiations which are in progress are not reflected in these financial statements. This will result in a significant cost to the Campus in the coming year.

Research and Special Projects

Special projects advances of \$242.6 million represents funds received from international agencies and other donors for research and other programmes. During the financial year ended July 31, 2018 the Campus secured \$TT225.7 million in new project funding from external agencies.

Looking Ahead

The University's theme for its 2017-2022 strategy is "Revitalizing Caribbean Development" with a "Triple A Strategy" of "Access, Alignment and Agility" and a vision to be "An Excellent Global University Rooted in the Caribbean". This will be accomplished through "Advancing Learning, Creating Knowledge and Fostering Innovation for the Positive Transformation of the Caribbean and the Wider World".

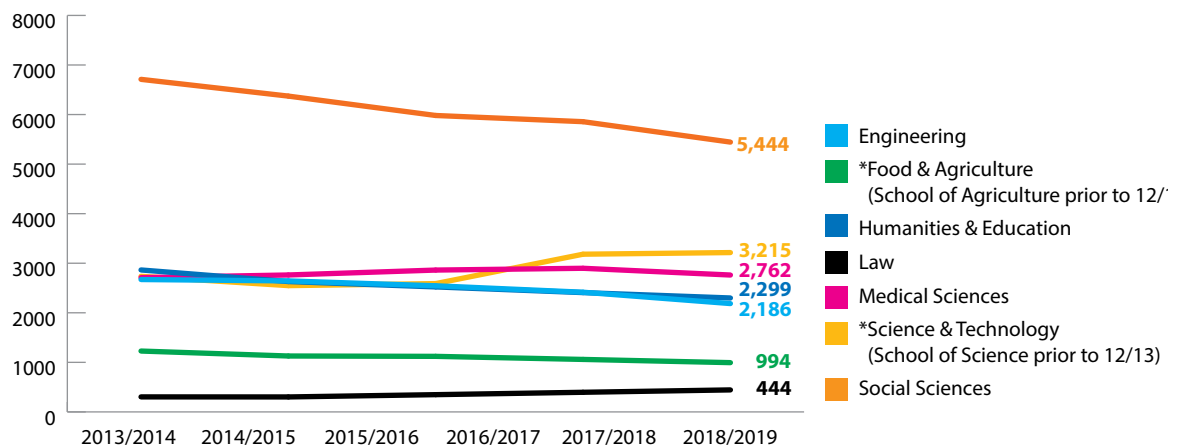
As the St Augustine Campus contributes to the implementation of this strategy, we remain sensitive to the economic constraints being faced by our regional Governments. We are committed, therefore, to working closely with them to minimise any negative impact which might be experienced by The University. Key to the success of this strategy therefore would be how we implement Curriculum and Pedagogical Reform, infuse Innovation and Entrepreneurship, and review the Campus' Financial Model, Internal Processes and Human Resource Initiatives. These strategic objectives can only be achieved through strong revenue generation, effective cost management and cost-efficiency.

STATISTICS

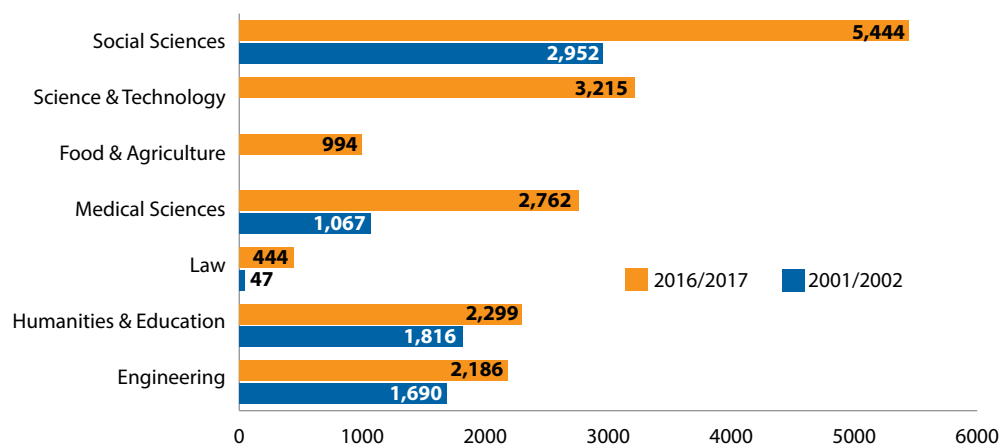
Figures provided by the Campus Office of Planning and Institutional Research (COPIR)

Trends in Campus Enrolment Growth by Faculty 2013/2014 - 2017/2018

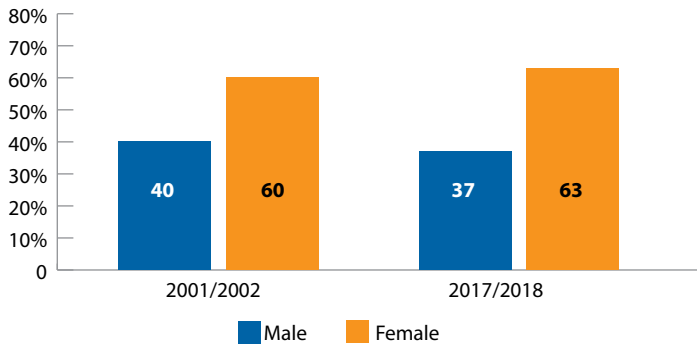
* Enrolment for 18/19 represents semester 1 of the current academic year and is expected to increase in semester 2



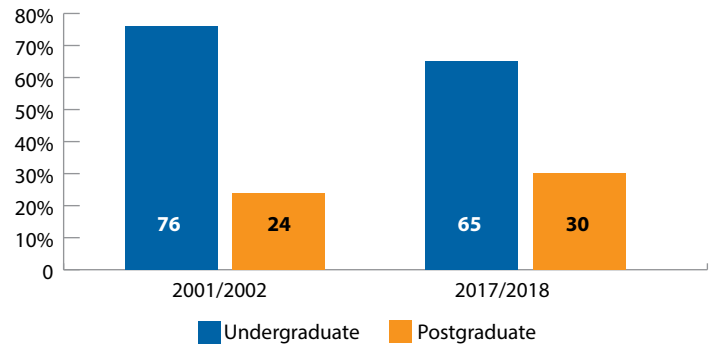
Comparative Distribution of Campus Enrolment by Faculty 2001/2002 & 2017/2018



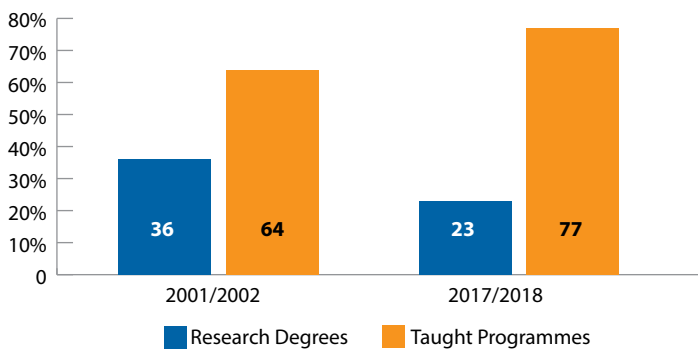
Comparative Distribution of On-Campus Enrolment by Gender 2001/2002 & 2017/2018



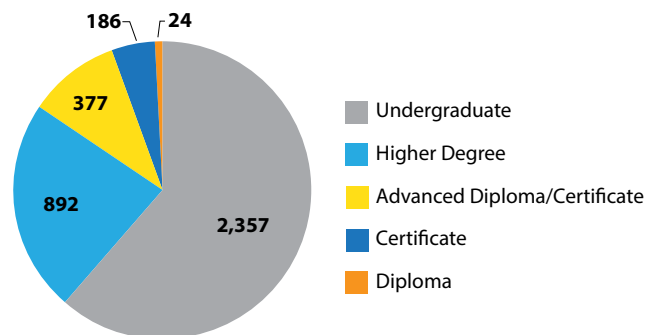
Comparative Distribution of On-Campus Enrolment Between Undergraduate and Postgraduate Levels 2001/2002 & 2017/2018



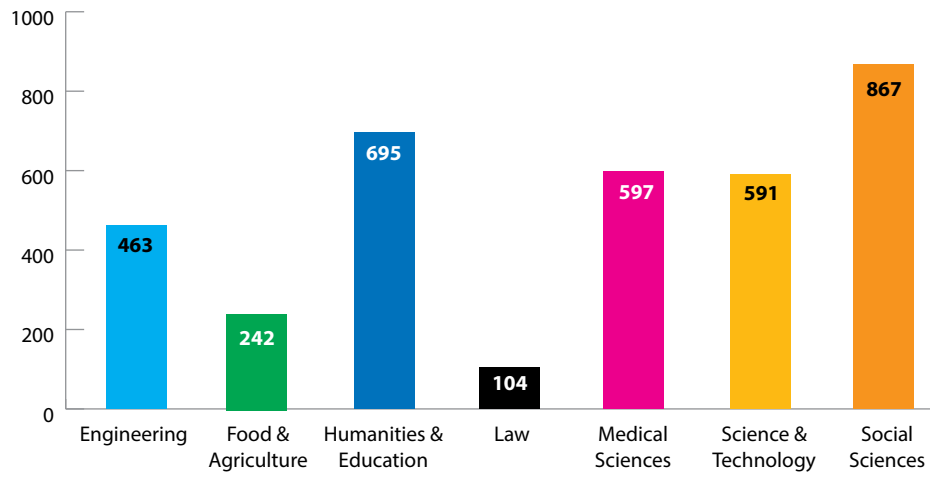
Comparative Distribution of Postgraduate Enrolment between Research Degrees and Taught Graduate Programmes: 2001/2002 & 2017/2018



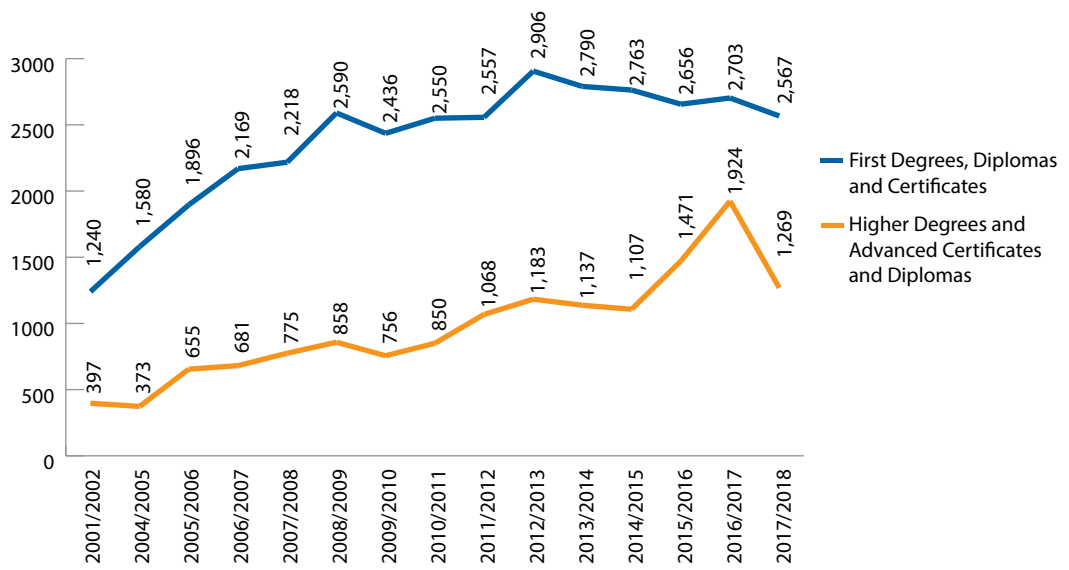
Graduates by Programmes 2017/2018



Graduates by Faculty 2017/2018



Output of Graduates 2001 - 2018



Campus Enrolment by Programme Level and Delivery Mode

	2001/2002*	2012/2013	2017/2018	% Increase in Enrolment 01/02 -17/18
- Full-Time First Degree Enrolment	4647	10557	9951	
- Part-Time First Degree Enrolment	713	1848	344	
- Evening First Degree			618	
Not Identified First Degree Enrolment			7	
Total On-campus Enrolment in First Degree Programmes	5360	12405	10920	204%
On-campus Enrolment in Certificate and Diploma Programmes	430	550	396	
TOTAL On-campus Undergraduate Enrolment	5790	12955	11316	195%
Higher Degrees, Advanced Certificates & Diplomas	1851	6062	5251	
Total On-campus Enrolment	7641	19017	16567	217%
Ratio of Female : Male Students (On-Campus Enrolment)	1.5 : 1	1:2	1.69	
Trinidad & Tobago Students as a % of On-Campus Enrolment	88%	90%	92%	
UWIDEC & Online Programmes**	418	0	0	
Off Campus (Affiliated Institutions & other Tertiary Level Institutions)	127	191	171	
Other Students (Undeclared & Summer)	na	386	679	
Total Enrolment: On-Campus/ Distance/Online/Affiliated Institutions	8186	19594	17417	213%

* On Campus Enrolment only

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

Distribution of Enrolment by Faculty

	2001-2002	2012/2013	2017/2018
Engineering	1424	2679	2186
Food & Agriculture	-	1211	994
Humanities & Education	1409	2945	2299
Law	45	325	444
Medical Sciences	1002	2547	2762
Science & Agriculture	1457	6	-
Science & Technology	-	2832	3215
Social Sciences	1859	6583	5444
Total	7211	19128	17417

Output of Graduates

	2001-2002	2012/2013	2017/2018
First Degrees, Certificates and Diplomas	1424	2679	1269
Higher Degrees & Advanced Diplomas	-	1211	2567
Total	1409	2945	3836

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

PUBLIC & PROFESSIONAL SERVICE

EXECUTIVE MANAGEMENT

B. Copeland

- Chairman, Arthur Lok Jack Graduate School of Business
- Chairman, UWI-ROYTEC
- Chairman, Board of Directors, St Augustine Campus Enterprises Co. Limited
- Director, Guardian Media Limited
- Director, Couva Medical and Multi-training Facility
- Senior Member Institution of Electrical and Electronics Engineers

A. Taylor-Hanna

- Chairman, Board of Management, Eshe's Learning Centre
- Director, UWI School of Business and Applied Studies Limited (UWI-ROYTEC)
- Director, St Augustine Campus Enterprises Co. Limited
- Director, Couva Medical and Multi-training Facility
- Fellow, Association of Chartered Certified Accountants (ACCA)
- Member, Institute of Chartered Accountants of Trinidad & Tobago

I. Ramnarine

- Member, World Aquaculture Society
- Member, Fisheries Society of the British Isles
- Member, American Tilapia Association
- Member, Aquaculture Association of Trinidad and Tobago
- Vice-Chairman, National Environmental Assessment Task Force

F. Soodeen

- Member, Library Association of Trinidad and Tobago (LATT)
- Member Chartered Institute of Library and Information Professionals (CILIP)
- Member, Association of College and Research Libraries (ACRL)

OFFICE OF THE CAMPUS REGISTRAR

D-M. De Four-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, Public Relations Society of America (PRSA)
- Member, Penn GSE Alumni and Cass Business School Alumni

CAMPUS IT SERVICES

N. Alladin

- Director, UWI-ROYTEC

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

- Member, Local Board of Governors for the Tacarigua Presbyterian Church

N. Gowandan

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

CAMPUS LIBRARIES**A. Alleyne-Cumberbatch**

- Member, Liaison Officer, Library Association of Trinidad and Tobago (LATT),(2017-2019)

E. Lara

- Director and Member, Board of the National Library and Information System Authority (NALIS), (2016-2019)
- OCLC Global Council Member from the Americas (2016-2019) Latin America & the Caribbean of International Federation of Library Association (IFLA)

C. Peltier Davis

- Executive Council Member, ACURIL (2017-2018)

K. Ramtahal

- Executive Member, President, Association of Caribbean University Research and Institutional Libraries (ACURIL 2017-2018)

CAMPUS SECURITY**N. L. Corbett**

- Institutional Member, International Association of Chiefs of Police (IACP)

G.S. Corraspe

- Committee Member, International Association of Campus Law Enforcement Administrators (IACLEA) Education & Learning Committee

- Committee Member, International Association of Campus Law Enforcement Administrators (IACLEA) Annual Conference Education Committee
- Member, University and College Section of the International Association of Chiefs Police (IACP)
- Institutional Member, International Association of Campus Law Enforcement Administrators (IACLEA)

DIVISION OF STUDENT SERVICES AND DEVELOPMENT (DSSD)**J. Huggins**

- Member, Committee to Review the National Policy for Persons with Disabilities with effect from January 2018
- Member, Trinidad Transport Board, Ministry of Works and Transport

OFFICE OF THE DEPUTY PRINCIPAL**L. S. Joseph-Brown**

- Member, Board of Directors, Emancipation Support Committee of Trinidad and Tobago (ESCTT)

OFFICE OF INSTITUTIONAL ADVANCEMENT AND INTERNATIONALIZATION**C. Ayoung**

- Chair of the Local Organizing Committee (LOC) for the 2018 Confederation of North, Central American and Caribbean Association Football (CONCACAF) Women's Under-20 Championship

OFFICE OF MARKETING & COMMUNICATIONS

W. Gregorio

- Member, American Marketing Association (AMA)
- Member, International Association of Business Communicators (IABC)
- Member, Council for the Advancement and Support of Education (CASE)
- Member, Toastmaster International

N. Huggins-Boucaud

- Member, American Marketing Association (AMA)
- Member, Council for Advancement and Support of Education (CASE)

C. Nanton

- Member, Public Relations Association of Trinidad and Tobago
- Executive Member (Communications), St. Joseph's Convent Port of Spain Past Pupils Association

ANSA MCAL PSYCHOLOGICAL RESEARCH CENTRE (PRC)

D. Chadee

- Member, Mediation Board, Trinidad & Tobago

HEALTH ECONOMICS CENTRE (HEU)

V. Beharry

- Director, Board of Directors of the Central Bank of Trinidad and Tobago
- Member, International Health Economics Association (IHEA)
- Member, International AIDS Economic Network (IAEN)
- Member, Trinidad and Tobago Economics Association

P. Edwards-Wescott

- Representative, Public Health Nutrition Advisory Committee (PHNAC)
- Member, UNFPA Technical Committee to finalize an Integrated Strategic Framework for the Reduction of Adolescent Pregnancy in the Caribbean

K. Gittens-Baynes

- Member, International Health Economics Association (IHEA)
- Member, Mixed Methods International Research Association (MMIRA)
- HEU representative, Caribbean Child Rights Observatory Network (CCRON)

A. La Foucade

- Scientific Advisory Council, International Society for Equity in Health (ISEqH)
- Member, International Health Economics Association (IHEA)
- Member, International AIDS Economic Network (IAEN)

S. Lalta

- Technical Program Coordinator for 12 Caribbean Conferences on National Health Financing, 2006-2016 and for the 12th Conference scheduled for October 2018
- Member, UWIHARP-HEU-CARPHA-INSP Team to draft curriculum for Post-graduate Diploma in HIV Management
- Member, PAHO Technical Working Group on Universal Health Coverage in the Caribbean
- Member, Working Committee to Develop and Promote a Node of PAHO/WHO Virtual Campus for Public Health (VCPH) in the English-speaking Caribbean (2016-present)

- Member, OECS Working Group on Sustainable Health Financing and Exchange of Health Service (May 2017 and ongoing)

C. Laptiste

- Member, International Health Economics Association (IHEA)
- Member, International AIDS Economic Network (IAEN)

R. McLean

- Member, Board of Directors, Family Planning Association of Trinidad & Tobago (FPATT)
- Member, Board of Directors, Caribbean HIV/AIDS Alliance (CHAA)
- Member, The University of the West Indies HIV/AIDS Response Programme (UWIHARP)
- Member, International AIDS Society
- Chairman, Special Task Force on Caribbean HIV Conference

C. Metivier

- Member, Resource Mobilization Sub-Committee of the Family Planning Association of Trinidad and Tobago
- Representative, Management of Social Transformations (MOST) National Liaison Committee
- Member, Trinidad and Tobago Economics Association

K. Theodore

- Advisor to the Government of Trinidad and Tobago as Member, Economic Development Advisory Board
- Special Advisor for Government of Trinidad and Tobago: Health Review Committee
- Member, Technical Advisory Committee (TAC) of the Caribbean Public Health Agency (CARPHA)

- Member, Advisory Board, EU-LAC Health Partners
- Coordinator, Health and Social Care Services Research in LAC – EU-LAC Project
- Member, Caribbean Academy of Sciences (CAS)
- Member, International Society for Equity in Health (ISEqH)
- Member, International Health Economics Association (IHEA)

FACULTY OF ENGINEERING

Department of Chemical Engineering

H. Hassanali

- Member, - Government appointed committee on Upstream Effluent Management (UEM)

R. Hosein

- Member, Energy Task Force
- Vice Chairman, EI Caribbean
- Advisor, SPE student Chapter at The UWI
- Reviewer, Petroleum and Engineering Journals (JPST, WIJE, APED, BJUST)
- Editor, *International Journal of Petroleum Science and Engineering*

A. Jupiter

- Distinguished Fellow, UWI 2013 – present
- Petroleum Chair, Methanol Holdings Company Limited (MHTC)
- Professor in Practice, UWI 2018
- Director, The National Gas Company
- Director, Phoenix Park Gas Processors Limited
- Director, TT NGL Limited
- Member, Standing Committee on Energy 2015

C. Riverol

- Editor, *International Journal of Petroleum Engineering (IJPE)*

L. Sobers

- Member, SPE International Education and Accreditation (2016-2019)

Department of Electrical & Computer Engineering

A. Abdool

- Secretary, Computer Systems Engineering Group (DECE, UWI)
- Director and Advisor, Fasove Product Design and Development Ltd (LLC)

R. Adams

- Member, CXC CAPE Electrical and Electronic Technology Panel

S. Bahadoorsingh

- Chairman, Multi-stakeholder Advisory Group of Trinidad and Tobago (TTMAG)
- Member, 5th Board of Trustees for The College of Science, Technology and Applied Arts of Trinidad and Tobago (COSTAATT)
- Chairman, Government Electrical Inspectorate (GEI) Technical Committee Working Group on Electric Vehicles (EVs)
- External Examiner, The University of Trinidad and Tobago (UTT)
- Member, Government Electrical Inspectorate Technical Committee
- Counsellor, IEEE Trinidad and Tobago Student Branch
- Education Liaison Officer, ISA Trinidad Section

A. Joshi

- Associate Editor, *Research Journal of Science, Technology and Engineering*, Maxwell Scientific, UK

- Member, Editorial Board, *American Journal of Electrical and Electronic Engineering*
- Principal Investigator, Nvidia CUDA Training Centre, UWI

K. Mallalieu

- Member, Board, Telecommunications Authority of Trinidad and Tobago
- Member, Steering Committee, National Diabetes in Pregnancy
- Member, Advisory Board, SlashRoots Foundation

F. Muddeen

- Member, Board of Governors of NIHERST
- Member, Ministry of Education (MoE) Scholarships Selection Committee
- Member, Lab Accreditation Committee, Trinidad and Tobago Bureau of Standards (TTBS)
- Member, Ministry of Trade and Industry Advisory Committee on Metrology
- Chairman, Joint BOETT/APETT Continuing Professional Development Committee
- Reviewer, *IET Circuits, Devices & Systems*

T. Ragoobar-Prescod

- Member, International Telecommunications Society
- Member, Institute of Electrical and Electronics Engineers

S. Rocke

- Director, National ICT Company Ltd (iGovTT)
- Leader, Expert Working Group on Digital Terrestrial Television Switchover and Television Whitespace Management under Harmonized Caribbean Spectrum Management Project (2015-present)

- Academic Representative, CTU-initiated Spectrum Management Task Force (2014-present)
- Reviewer for several IEEE & Springer Journals and Conferences

C. Sharma

- Chairman, IEEE (Global) Committee on Global Accreditation Activities (CGAA) and voting Member, IEEE University Resource Committee (URC)

A. Singh

- Treasurer, IEEE Trinidad and Tobago Section

Department of Geomatics Engineering and Land Management

R. Al-Tahir

- Advisor, Regional Support Office, UN Space-based Information for Disaster Management and Emergency Response (UN-SPIDER) Programme, UN Office of Outer Space Affairs
- Associate Editor (Engineering), FACETS. Canadian Science Publishing. Ottawa, Canada.
- Academic Reviewer:
 - *The West Indian Journal of Engineering*
 - *Journal of the Association of Professional Engineers of Trinidad and Tobago*

D. Davis

- Photogrammetric Investigations and Assessments - court appointed expert witness
- Board Member, Covenant Life Transformation Ministries (NGO)

C. Griffith-Charles

- Member, International Land Measurement Standards – Standard Setting Committee (ILMS SSC)

- 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
- Academic Reviewer, *Cities and Land Degradation and Development*

A. Mohammed

- Caribbean Coordinator, Caribbean Working Group to establish a Sub-Regional Action Plan for implementing the New Urban Agenda, UNECLAC/UNHabitat
- Member, Professional Membership Committee, Trinidad and Tobago Society of Planners
- Coordinator, Caribbean Network for Urban and Land Management (blueSpace)
- Founding Director, Sou-Sou Land Limited
- Deputy, Chair, St Anns, Hololo, Cascade Community Organization (StACH) (May 2016-present)
- Member, UWI Representative, Technical Steering committee for Strengthening Information Management at the Registrars' Depart. Modernization of the Land Registry

M. Sutherland

- Academic Reviewer for many academic journals

K. Miller

- Member, Chartered Institution of Civil Engineering Surveyors
- Member, International Board on Standards of Competence for Hydrographic Surveyors and Nautical Cartographers

M. Mycoo

- Coordinating Lead Author, Intergovernmental Panel for Climate Change Small Islands Chapter, Sixth Assessment Report (since 2018)
- Expert Reviewer, Intergovernmental Panel for Climate Change 1.5 Degree Celsius Report
- Member, International Scientific Steering Committee, Future Earth Coasts
- Member, United Nations Habitat University Partnership Initiative (UNHPUI)
- Member, Working Group, New Urban Agenda and Regional Action Plan for Latin America and the Caribbean, United Nations Economic Commission for Latin America and the Caribbean
- Advisory Member, School of the Built Environment, B.Sc. Urban and Regional Planning, University of Technology, Jamaica, 2016 onwards
- Member, Climate Change HUB, (UNHPUI)
- Member, Informal Urbanism HUB, (UNHPUI)
- Member, Safer Cities HUB, (UNPUI)
- Member, Task Force, Small Island Studies, The University of the Bahamas
- Director, PLANET Limited: Urban and Regional Planning Consultants (1997 onwards)
- Academic Reviewer of many academic journals

B. Ramlal

- Member, Editorial Board, West Indian Journal of Engineering, UWI, St Augustine
- Member, International Environmetrics Society (TIES)
- Deputy Chair, UN-GGIM Americas Academic Network
- Expert Member (GIS), Technical Advisory Committee, and Chair, GIS Technical Task

Group, Assessing the Vulnerability of Trinidad and Tobago to Climate Change and Sea Level Rise, Two year project for Ministry of Planning and Development, Funded by the European Union, January 2017 – August 2018

- Expert Member (GIS), Land Degradation Neutrality Working Group, Ministry of Planning and Development, GORTT, February 2017- February 2018

Department of Mechanical and Manufacturing Engineering

J. Bridge

- Member, Publication and Editorial Board, *The West Indian Journal of Engineering*
- Reviewer of many journals

B. V. Chowdary

- Reviewer of several International Journals
- Associate Editor, *Global Journal of Flexible Systems Management (JFSM)*, Springer Publications
- Member, Publication and Editorial Board, *The West Indian Journal of Engineering*

E. Ekwue

- Reviewer of many journals

K. F. Pun

- Chairman, The Technology and Engineering Management Society (TEMS) Chapter, IEEE Trinidad and Tobago Section
- Secretary, The Education Society (EdS) Chapter, IEEE Trinidad and Tobago Section
- Council Member, International Council for Science (ICSU) - Regional Office for Latin American and the Caribbean (since July 2016)
- Advisor, The 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
- Chair, Conference committee for the CAS biennial conference 2018, Kingston, Jamaica
- Co-Chair, The Fourth Industrial Engineering and Management Conference 2018 (IEM4-2018), St Augustine, Trinidad
- Reviewer of many journals
- Member, Editorial Board/Advisory Board of several journals

G. King

- Global Director, Global Leadership Interlink
- Executive Attaché, Congress WBN
- Member, Global Leadership Team, Congress WBN
- Global Embassies Coordinator, Elijah Centre

W. Lewis

- Member, APETT Membership Committee

C. Maharaj

- Director, Contract Caterers Limited
- Director, Allied Caterers Limited
- Director, Katerserv Limited
- Director, Caribbean Airlines Limited
- Member, Editorial Sub-committee for the *West Indian Journal of Engineering*
- Committee Member, following Bureau of standards technical committees:
 - Roofing sheets standard (Chair)
 - Regional toilet tissue standard
- IMechE Caribbean Universities Representative and Student Chapter Facilitator

FACULTY OF FOOD & AGRICULTURE

Department of Agricultural Economics and Extension

H. Patterson-Andrews

- Secretary, Caribbean Agro-Economic Society

I. Granderson

- Member, National Nutrition Standards Working Committee, Ministry of Health, Republic of Trinidad and Tobago
- Representative, Sugar Tax Committee for the Faculty of Food and Agriculture

M. Boman

- Member, European Association of Environmental and Resource Economists
- Member, Tropical Agriculture Management Committee

S. Nichols

- Member, American Society for Nutrition
- Member, Society for Biologists
- Member, American Society for Epidemiologists
- Member, World Public Health Nutrition Association
- Member, Editorial Board, *Journal of Physical Activity Research*
- Member, Faculty Editorial Board, *Journal of Tropical Agriculture*
- Reviewer, Annual Meeting of the American College of Epidemiology (ACE) 2015
- Reviewer, American Society for Nutrition Scientific Sessions at Experimental Biology 2015 – 2019

Department of Food Production

N. Badrie

- Member, Fellow and Chair of Women in Science Committee Caribbean Academy of Sciences (CAS)
- Editorial Board Member for the following refereed journals
 - *Journal of Food Technology*
 - *South African, Journal of Family Ecology and Consumer Sciences*
 - *International Journal of Consumer Studies*,
 - *African Journal of Science*
 - *Current Research in Nutrition and Food Science*
 - *African Journal of Food Science*
 - *International Journal of Food Research*
 - *Journal of Business Theory and Practice*
- Reviewer of several international journals

R. Ramnarine

- Membership in Professional Societies:
 - Caribbean Academy of Sciences, 2014 – Present
 - Soil Science Society of America, 2001 – Present
 - Agronomy Society of America, 2001 – Present
 - Canadian Society of Soil Science, 2006 – Present
 - Soil and Water Conservation Society, 2001 – Present
 - Gamma Sigma Delta (Agriculture Honor Society), 2003 – Present
 - Alpha Zeta (Agriculture Honor Society), 2003 – Present

- Reviewer:
 - *Soil Science Society of America Journal* 2008 – Present
 - *Canadian Journal of Soil Science* 2010 – Present
 - *Tropical Agriculture* 2014 – Present

FACULTY OF HUMANITIES & EDUCATION

Centre for Language Learning

B. Carter

- Korean Undergraduate Scholarship Interview Panel
- Japanese JET Interview Panel
- Japanese MEXT Scholarship Interview Panel
- CAPE Panel Convenor (Modern Languages)
- Working Committee on CXC Language Framework, CXC HQ, Barbados
- UWI ESL Working Group: One UWI ESL Initiative

A. Daly

- UWI St Augustine Representative, Salon FORMEO (Career and Training Expo). Fort-de-France, Martinique, February 21-23, 2018

A. Ibrahim-Ali

- Member, Board of Madinah House (home for battered women)

D. Mideros

- Elected Co-Convenor of the AILA (Association Internationale de Linguistique Appliquée/ International Association of Applied Linguistics) Research Network on Learner Autonomy
- Obtained Certification as a DELE Examiner B1-C2

- Member, Scientific Committee/Reviewer:
 - *VII Congresso Latino-americano de Formação de Professores de Línguas* (7th Latin American Congress of Language Teacher Education) hosted by the Federal University of Pará, Brazil, September 11-13, 2018
 - *Language Teaching and Learning Today 2018: Diversity and Unity of Language Education in the Globalized Landscape* hosted by the HCMC University of Technology and Education, Ho Chi Minh City, Vietnam, May 5-6, 2018
 - *The 2018 Independent Learning Association Conference: Whose Autonomy? Voices and Agency in Language Learning*, hosted by Konan's Women University Kobe, Japan, September 5-8, 2018
- CLL Representative, Expresiones Estudiantiles en Español (Spanish Day). Naparima College, San Fernando, March 1, 2018

Department of Creative and Festival Arts

S. Crawford-Shepherd

- Member, Congress on Research in Dance
- Member, Society for Dance History Scholars
- Member, International Association for Dance Medicine and Science

P. Cox-Neaves

- Member, Board of Examiners for the Graded Examinations in Solo Steelpan Performance
- Examiner, Graded Examinations for Solo Steelpan Performance, November 2017 and May 2018

J. Murray

- Executive Director and Registrar, ABRSM Music Theory Exams and Practical Exams, Trinidad and Tobago
- Consultant, NGC Sanfest Competitive Performances, 2017
- Member, Board of the Artists' Registry – Ministry of the Community Development, Culture and the Arts

D. Paul

- Member, International Dance Council, CID

K. Ramlal

- Assistant Chief Examiner Caribbean Secondary Education Certificate Examinations in Music (CSEC Music)

S. Sharma

- Member, Pan Examinations Board, which is currently revising Pan Examinations Syllabus

Department of Literary, Cultural and Communication Studies

M. Amaye

- Member, West Indian Literature Conference committee (October 2017)

K. Browne

- Member, West Indian Literature Conference committee (October 2017)
- Member, Editorial Board
 - *Journal of West Indian Literature*
 - *Studies in Writing and Rhetoric Series*
- Peer Reviewer
 - *Tout Moun: Caribbean Journal of Cultural Studies*

S. Burke

- Member, Board, National Carnival Commission (NCC) of Trinidad and Tobago
- Chairperson, NCC HR and Adjudication committees (since November 2017)
- Member, Technical Advisory Team, Policy Unit, Ministry of Community Development, Culture and the Arts on the development on the Draft National Cultural Policy of Trinidad and Tobago (August 2017 to August 2018)

M. Forde

- Board Member, University School Council
- Peer Reviewer (book manuscripts)
 - University of Georgia Press
 - University of the West Indies Press

E. Jackson

- Member, West Indian Literature Conference committee (October 2017)
- Member, Editorial Boards
 - *Tulsa Studies in Women's Literature* (2015 to 2018)
 - *Journal of Human Communication Studies in the Caribbean*
- Peer Reviewer
 - University of the West Indies Press (2018)
 - *Journal of Commonwealth Literature* (2018)
 - *Tout Moun* (2017)
 - *Pedagogy* (2017)

D. Mastey

- Member, West Indian Literature Conference committee (October 2017)
- Peer Reviewer
 - *Journal of Commonwealth Literature*

- *Tout Moun*
- *Sage Open*

G. Skeete

- Member, Local School Board, Marabella South Secondary School

G. Steele

- Peer Reviewer
 - *Studies in Higher Education*
 - *International Journal of Teaching and Learning in Higher Education*
 - *Journal of Further and Higher Education*
- Editor
 - *Journal of Human Communication Studies in the Caribbean*
- Member, Communication - Technical Advisory Committee, Caribbean Public Health Agency (CARPHA)

Department of Modern Languages and Linguistics

T. Ali

- Reviewer, Teacher Training Programme in conjunction with UNESCO and The Silver Lining Foundation (May – July 2018)

B. Braithwaite

- Member, Society for Caribbean Linguistics (SCL)
- Member, Sign Language Linguistics Society (SLLS)
- Trustee, Deaf Empowerment and Advancement Foundation, the first advocacy group lead by Deaf Trinbagonians
- Director, We Care Deaf Support Network
- Director of the Trinidad and Tobago Association for the Hearing Impaired

- Member of Scientific Committee, *Interpres: Latin American and Caribbean Journal of Sign Language Translation and Interpreting Studies*
- Board Member, Lloyd Best Institute of the West Indies

N. C. Villa

- Examiner, DELE examinations, CLL, UWI, St Augustine (May 2018)
- Member, Organizing Committee Trinidad and Tobago Bocas Lit Fest/ CineLit
- Reviewer, Trinidad and Tobago Bocas Lit Fest/ CineLit 2018

M. Dallier

- Elected Member, Board of Directors, Alliance Française, Trinidad and Tobago

K.A. Drayton

- Speech-Language Pathologist, UWI Speech and Language Clinic
- Treasurer (Executive Member) of the Society for Caribbean Linguistics (SCL) (2016-2018)
- Executive Member (Treasurer), Society for Caribbean Linguistics (SCL)
- American Speech-Language and Hearing Association, International Affiliate (ASHA)
- Steering Committee, Caribbean Speech-Language-Hearing Association (CaribSHA)
- Member, Speech-Language and Audiology Association of Trinidad and Tobago (SLAATT)

K. Evans-Dixon

- Reviewer, *Caribbean Educational Research Journal (CERJ)* (November 2017)
- Examiner, International English Language Testing System (IELTS) (August-November 2017)

S.R. 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 (since 2011)
- Member, Interdisciplinary Network on Crime and Representation in the Anglophone Caribbean 1834-2018, with the British Academy International Partnership and Mobility Scheme, with University of Leicester and University of the West Indies, Jamaica

J. Ferreira

- Member, Working Group on Caribbean Endangered Languages (International Centre for Caribbean Language Research) (ICCLR)
- Member, SIL International (Americas Area)
- Executive Member (Vice-President - President-Elect) of the Society for Caribbean Linguistics (SCL)
- Chief Examiner, CXC (CCSLC and CSEC) Portuguese
- Councilor - Caribbean Representative on the Madeiran Diaspora Council (Conselheira Efetiva - as Caraíbas - Conselho da Diáspora Madeirense)

L. López

- Chief Examiner, DELE examinations, CLL, UWI, St Augustine (November 2017 and May 2018)
- Member, Organizing Committee and Reviewer for Trinidad and Tobago Bocas Lit Fest/CineLit (2018)

E. Maitrejean

- Member, International Association of Conference Interpreters (AIIC)
- Member and Co-Chair, Steering Committee of the International Association of Conference interpreters (AIIC)'s Advisory Board in Geneva, July 5-8, 2018
- Representative MCAC (Mexico/Central America/Caribbean), Advisory Board (2017-2020), International Association of Conference Interpreters (AIIC) based in Geneva, Switzerland

P. Palma Rojas

- Editor, The Caribbean Examinations Council. Foreign Language Editor for General (CSEC) and Advanced (CAPE) Spanish papers
- Examiner, DELE examinations, CLL, UWI, St Augustine, May 2018
- Member, Organizing Committee and Reviewer for Trinidad and Tobago Bocas Lit Fest/CineLit 2018
- Chief Examiner, Spanish, CAPE (Caribbean Advanced Proficiency Examination)
- Member, CAPE Spanish Syllabus Panel

I. Martins-Padmores

- Member, Braz-TESOL - Brazilian Association of Teachers of English for Speakers of Other Languages

H. Mac Intosh-Simon

- Member, American Organization of Teachers of Portuguese (AOTP)
- Member, Board of Directors, Tourism Trinidad Limited

N. Roberts

- Member, Modern Languages Association (MLA)
- Member, Caribbean Studies Association (CSA)

- Member, Association of Caribbean Women Writers (ACWWS)
- Chair, Organizing Committee and Reviewer for Trinidad and Tobago Bocas Lit Fest/CineLit 2018

E. Walcott-Hackshaw

- Peer Reviewer Paris Institute for Advanced Studies
- Board Member, Alliance Française of Trinidad and Tobago
- Editorial Board Member, *Caribbean In Transit*
- Member, Caribbean Studies Association (CSA)
- Board Member, University of the West Indies Press.

Department of History

L. J. K. Bonate

- Research Associate of Kaleidoscopio – Research in Public Policy and Culture, Maputo, Mozambique
- Member, African Studies Association (ASA-USA)
- Member, African Studies Association of UK (ASAUk)
- Member, Royal African Society (RAS)
- Member, Southern African Historical Society (SAHS - South Africa)
- Member, Lusophone African Studies Organization (LASO-USA)
- Member, Islam in Africa Study Group (IASG - USA)

B. Brereton

- Chair, Trinidad & Tobago Nominating Committee for ANSA Caribbean Awards for Excellence (ANSCLAFE)
- Chief Moderator, CAPE History Examination

- Member, Association of Caribbean Historians

H. Cateau

- Vice President Association of Caribbean Historians
- Chair Nominations Committee, Association of Caribbean Historians
- Member, Editorial Board, *Journal of Caribbean History*

C. Cwik

- Liaison, Latin American Embassies
- Member, World and Global History Organizations (NOGWHISTO) (since 2015)
- Member, Advisory Council, Association of Latin American and Caribbean Historians (ADHILAC, since 2010)
- Member, Advisory Council, Caribbean Economic History Association (AHEC, since 2011)
- Member, Association of Caribbean Historians (ACH, since 2012)
- Member, Association of Latin American Historians (AHILA, since 2011)
- Member, Association of the History of the World-Systems, Germany (VGWS, since 2009)
- Member, Editorial Board, *Ariadna Tucma: Revista Latinoamericana*. Buenos Aires, Argentina (since 2010)
- 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 (since 2008)
- Member, Editorial Board, *Journal of World History*, Germany (since 2012)
- Member, Editorial Board, *Consejo Editorial de la Revista Mexicana del Caribe*, University of

Quintana Roo (since 2016)

- Member, International Scientific Board, *Revista Inclusiones – Revista de Humanidades y Ciencias Sociales*. Universidad de los Lagos, Santiago de Chile (since 2011)
- Member, Scientific Board, *El Taller de la Historia. Anuario del Programa de Historia, Facultad de Ciencias Humanas*, Universidad de Cartagena, Cartagena de Indias, Columbia (since 2009)
- President, Association for Continental American and Caribbean Studies and Culture, (since 1997)
- Vice-President of the Association of Latin American and Caribbean Historians (ADHILAC, since 2014)

A. Garcia

- Reader, *Latin American and Caribbean Ethnic Studies Journal* (Routledge)
- Member, Editorial Committee of the Santa Rosa First Peoples of Trinidad and Tobago
- Member, Association of Caribbean Historians (ACH)
- Member, Latin American Studies Association (LASA)
- Member, World History Association (WHA)
- Member, American Historical Association (AHA)

G. Matthews

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

D. Mc Collin

- Member, Executive Board, Young Women's Christian Association (YWCA) of St Augustine
- Co-coordinator, Relationship 101 Programme, Young Women's Christian Association (YWCA) of St Augustine
- Member, American Association for the History

of Medicine

- Member, Association of Caribbean Historians
- Member, Canadian Association for the History of Nursing

A. Ramsay

- Member, Association of Caribbean Historians
- Member, Caribbean Studies Association

S.A. Singh

- Chair, Organizing Committee. CAPE/CSEC Workshops 2017/2018
- Member, Association of Caribbean Historians

J. Teelucksingh

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

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, The Trinidad and Tobago Organization for People of African Descent

FACULTY OF LAW

R-M. Antoine

- Chair, CARICOM Regional Commission on Marijuana
- President, Family Planning Association of Trinidad and Tobago
- Facilitator, UN Global Commission on HIV, New York
- Consultant to the Government of The Bahamas to amend Employment Act and Industrial Relations Act

- Legal Expert Witness, Government of Canada

A. Elias-Roberts

- Consultant to the Government of the Republic of Guyana on Environmental Laws in relation to Marine Biodiversity and Forest Governance

FACULTY OF MEDICAL SCIENCES

Department of Pre-Clinical Sciences

C. V. F. Carrington

- Member, Expert Panel, Workshop on Chikungunyam, New Delhi, India
- Associate Editor: Virus Evolution (Oxford University Press)
- Grant Reviewer: University of Leuven Research Council (Belgium)
- Selection Officer, United World Colleges (Trinidad and Tobago)
- Chair, St Augustine Campus Open Lectures Committee

N. K. Mahato

- Editorial Board Member, *Clinical Anatomy Journal*
- Member, North American Spine Society
- Member, Sacro-Iliac Medical Expert Group

B.S. Nayak

- Member, American Association for Clinical Chemistry
- Member, Indian Association of Clinical Biochemists

Department of Para-Clinical Sciences

P. Akpaka

- The UWI Representative, Ministry of Health Antimicrobial Committee

- Consultant in Microbiology, Tobago Regional Health Authority

K. Charles

- The UWI Representative, National AIDS Coordinating Committee
- Member, Council of the Medical Board of Trinidad and Tobago

Y. Clement

- Reviewer
 - *Clinical Drug Investigation*
 - *Cancer Causes and Control*
 - *Climacteric*
 - *Focus on Complementary and Alternative Therapies*

R. Maharaj

- Member, Technical Advisory Group to PAHO on Alcohol Policy

S. Pooransingh

- Director, South West Regional Health Authority Board
- Chairman, Quality Improvement Risk Management Subcommittee of the Board
- Deputy Chair, Clinical Governance Subcommittee of the Board

Department of Clinical Surgical Sciences

S. Cawich

- Scientific Secretary, Caribbean College of Surgeons
- External Examiner, post-graduate Surgery, Georgetown University
- Research Secretary, Caribbean Obesity Society
- Associate Editor, *Caribbean Medical Journal*
- Secretary, Caribbean Chapter of American HPB Association

- Caribbean College of Surgeons' Outreach & Disaster Committee Member

- Editor in Chief, *Journal of the Caribbean College of Surgeons*

- Head of Training, Caribbean Society of Endoscopic Surgeons

- Member, Editorial Board for *Permanente Journal*, Canada

- Vice President, Caribbean College of Surgeons

- Educational Consultant, Medtronic Caribbean

D. Dan

- President, Caribbean Obesity Society

- Vice President, Caribbean Association of Endoscopic Surgeons

- President, American College of Surgeons - Trinidad and Tobago Chapter

- Executive Member, Caribbean College Of Surgeons

- Associate Editor, *Caribbean Medical Journal*

- Board Member, John E Sabga Pancreatic Cancer Foundation

- Director, Genesis Insurance Brokers

R. Maharaj

- Executive Member, Caribbean College of Surgeons

- Member, National Cancer Coordinating Committee for Gastrointestinal Carcinomas

M. Mencia

- Immediate Past President, Caribbean Association of Orthopaedic Surgeons

- Executive Member, Orthopaedic Society of Trinidad and Tobago

J. Paul

- Member, Board of the Children's Authority of Trinidad and Tobago

C. Quan Soon

- Treasurer, The Caribbean Association of Orthopaedic Surgeons

M. Ramdass

- Member, Medical Board of Trinidad and Tobago

S. Ramlakhan

- The UWI Representative, Professional Conduct & Ethics Standard Committee Disciplinary Panel, MBTT
- Member, Trinidad and Tobago Anti-Doping Organization

T. Seepaul

- Vice President, The Caribbean Association of Orthopaedic Surgeons

Department of Clinical Medical Sciences

R. Ali

- Fellow, Society for Cardiovascular Angiography and Interventions
- Fellow, American College of Cardiology
- Fellow, American College of Physicians

N. Baboolal

- Member, Psychiatric Health Tribunal
- Director, Dementia Awareness of Trinidad and Tobago (DARTT)
- Member, Trinidad & Tobago Medical Association
- Member, Trinidad and Tobago Association of Psychiatrists

C. Bodkyn

- Member, Royal College of Physicians, Ireland
- T&T representative, EU- CELAC
- T&T representative, PAHO – Paediatric Cancer Working Group for Latin America and the Caribbean

- Chair, Childhood Cancer Subcommittee, National Cancer Control Coordination Committee
- Medical Advisor, RBS/RBTT Children’s Cancer Treatment Foundation
- Medical Advisor, Just Because Foundation
- Medical Advisor, Parents of Children with Cancer Support Group

S. Giddings

- Member, Antimicrobial Resistance Working Group, Ministry of Health
- Member, Infection Prevention and Control Technical Working Group, Ministry of Health
- Member, Integrated Management Strategy for Prevention and Control of Arbovirus Committee, Insect Vector Control Division, Ministry of Health
- Member, Clinical Practice Guidelines Committee, Ministry of Health
- Member, Executive Board T&TMA, South branch
- Member, Council of the Medical Board of Trinidad and Tobago

G. Hutchinson

- Member, International Association of Suicide Prevention
- Member, Research Advisory Team, CARPHA
- Member, Mercy Committee, Ministry of National Security

K. Khan

- Member, Caribbean Alliance of National Psychology Associations
- Member, Research and Evaluation Subcommittee, Police Academy, Trinidad and Tobago Police Service
- Member, NWRHA Regional Mental Health Committee

- Executive Member, Immediate Past President, Trinidad and Tobago Association of Psychologists

F. Rampersad

- Secretary, Radiology Society of Trinidad and Tobago
- Reviewer, Caribbean Medical Journal
- Radiology Consultant, Trinidad and Tobago Cancer Society
- Consultant, Caribbean Cancer Research Initiative
- Consultant, Caribbean Association of Haematology and Oncology

S. Reid

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

S. Sakhamuri

- Vice President, Thoracic Society of Trinidad and Tobago
- Reviewer, *International Journal of Tuberculosis and Lung Diseases* and *Journal of Diabetes*
- Fellow, American College of Chest Physicians
- Member, American Thoracic Society
- Member, European Respiratory Society
- Member, Pulmonary Hypertension Association
- Member, Trinidad & Tobago Medical Association

S. Sandy

- Member, Caribbean League Against Epilepsy
- Member, American Academy of Neurology

N. Seecheran

- Fellow, American College of Cardiology
- Fellow, European Society of Cardiology
- Member, Caribbean Cardiac Society
- Member, American Heart Association
- Member, European Association of Percutaneous Cardiovascular Interventions
- Member, Society of Cardiac Interventions and Angiography
- Member, American College of Physicians
- Member, Trinidad and Tobago Medical Association

T. Seemungal (Dean)

- Director, Couva Medical and Multi-training Facility
- Editorial Board Member
 - *Journal of COPD*
 - *West Indian Medical Journal*
- Board Member, CAAM-HP
- Vice President, Palliative Care Society of Trinidad and Tobago
- Fellow, Royal College of Physicians
- Fellow, American College of Physicians
- Member, European Respiratory Society
- Member, American Thoracic Society

S. Shafe

- Member, Policy Committee of St. Ann's Psychiatric Hospital

A. Sinanan

- Public Relations Officer, Radiological Society of Trinidad & Tobago

- Chairman, Board of the South Western Regional Health Authority
- Local Radiological representative, Ministerial/ PAHO/WHO appointed committee
- Chairman, National Radiology Steering Committee
- National Radiology representative, National Cancer Control Coordinating Committee

V. Singh

- President, Paediatric Society of Trinidad and Tobago
- Scientific Advisor, Diabetes Association of Trinidad and Tobago

S. Teelucksingh

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

School of Dentistry

C. Bando

- Elected Member, Faculty of Dental Surgery, Royal College of Surgeons of Edinburgh

R. Naidu

- International Dental Adviser, Royal College of Surgeons of Edinburgh

D. Rohit

- Chairman, Dental Council of Trinidad & Tobago

The UWI School of Nursing (UWISoN)

O. N. Ocho

- Member and Chairperson, Education Committee, Nursing Council of Trinidad and Tobago
- Representative, Regional Nursing Body, CARICOM

C. Sheppard

- Member, Cabinet appointed 5th Board of Trustees, College of Science, Technology and Applied Arts of Trinidad and Tobago (COSTAATT)
- Member, Academic Affairs Committee, College of Science, Technology and Applied Arts of Trinidad and Tobago (COSTAATT)

School of Pharmacy

R. Dahiya

- Member, Caribbean Association of Pharmacists
- Member, Pharmaceutical Society of Trinidad & Tobago

P. Sealy

- Executive Member, Pharmaceutical Society of Trinidad and Tobago
- Executive Member, Caribbean Academy of Sciences Council

School of Veterinary Medicine

K.C. Georges

- Chair, Caribvet Tick and Tick Borne Diseases
- Member, Antimicrobial Resistance Working Group, Ministry of Health, Trinidad & Tobago
- Site visit team member, AVMA accreditation site visit, Ross University

C. A. L. Oura

- Member, Scientific Editorial Board, Veterinary Record
- Member, Science Advisory Board, World Organization for Animal Health, Paris, France
- Member, Board of Directors, One Health Research Foundation, Ross University School of Veterinary Medicine, St Kitts and Nevis

A. Persad

- Expert Panel Member, United Nations Food and Agricultural Organization
- External Reviewer, UTT, Trinidad

A. C. Phillips

- Member, Management Committee of the Caribbean Fisheries Training and Development Institute Ministry of Agriculture, Land and Fisheries
- Guest Editor, Veterinary Sciences

S. M. Suepaul

- Member, Antimicrobial Resistance Working Group, Ministry of Health, Trinidad & Tobago

FACULTY OF SOCIAL SCIENCES**Department of Behavioural Sciences****D. Chadee**

- Member, Mediation Board of Trinidad and Tobago

C. Descartes

- Member, Board of Management of the Children's Authority, Trinidad and Tobago

T. Esnard

- Executive Member, Research in Education Steering Committee, Ministry of Education, Trinidad and Tobago

J. Gentius

- Faculty Co-advisor for Psi Chi International Honours Society, UWI, St Augustine Chapter

E. J. Johnson

- Advisor to the Trinidad and Tobago Social Workers' Association
- Member, International Peer Review Editorial Board of the *Family Medicine & Primary Care Review Journal*

- Member, International Peer Review Editorial Board of the *Journal of Autism and Developmental Disorders*, Springer Publications
- Member, International Peer Review Editorial Board of the *Journal of Public Health*, Springer Publications
- Member, Federation of Indian Nationals in Trinidad and Tobago

D. Kerrigan

- Member, Board of the Elections and Boundaries Commission of Trinidad and Tobago

K. Nathaniel-De Caires

- President, North American and Caribbean Association of Schools of Social Work
- Vice President/Treasurer of the Association of Caribbean Social Work Educators
- Member, Executive Committee of the International Association of Schools of Social Work
- Member, Board of the US Council for Social Work Education's Katherine Kendall Institute

R. Seepersad

- Guest Editor, *Caribbean Journal of Criminology*
- Member, Steering Committee of the CARICOM IMPACS Regional Security Strategy Assessment

W.C. Wallace

- Member, Interview Panel, Trinidad and Tobago Police Service (Crime and Problem Analysis Unit)

Department of Economics**M. Alghalith**

- Associate Editor
 - *Journal of Optimization Theory and Applications* (Springer)
 - *European Journal of Finance*

- *European Journal of Pure and Applied Mathematics*
- Member, Advisory Board
 - *Journal of Portfolio Management*
 - *Annals of Financial Economics*
 - *Journal of Management Information and Decision Sciences*
- Editorial Board Member
 - *Journal of Risk and Financial Management*
 - *Advances in Decision Sciences*
 - *International Journal of Mathematics, Game Theory, and Algebra*
 - *International Journal of Energy Optimization and Engineering*
 - *International Research Journal of Applied Finance*
 - *International Journal of E-Business Development*
 - *Journal of Health and Medical Economics*
 - *Journal of Informatics and Data Mining*
- Editor in Chief
 - *Mathematical Economics Letters*
 - *Journal of Mathematical Finance*
 - *Theoretical Economics Letters*
- Co-Editor
 - *International Journal of Financial Markets and Derivatives*
 - *Open Access Journal of Science*
 - *Journal of Advances in Economics and Finance*
 - Cambridge Publishing Group, advisory committee
 - *Journal of Business Accounting and Finance Perspectives* (Reuters)

- MPDI Sci, Advisory board
- Permanent reviewer for the American Mathematical Society

D. Conrad

- Appointed Board Member, National Association of African American Studies, Maine, USA (since March 2018)

L. Henry

- Member of Parliament, Government of Trinidad and Tobago

R. Hosein

- Editorial Board Member
 - *Social and Economic Studies*
 - *West Indian Journal of Engineering,*
 - *Journal of Eastern Caribbean Studies*
 - *Journal of Construction Economics and Management*
 - *Journal of Business, Finance and Economic in Emerging Markets*
 - *Transition*
- Appointed as an Assistant Editor to *Superior Energy Service*

Department of Management Studies

P. Balwant

- Member, Ministry of Labour and Enterprise Development Industrial Relations Advisory Committee

A. Cameron

- Vice Chair, Tobago Tourism Agency Limited

M. Nathai-Balkissoon

- Board Member, Safety Council of T&T

Department of Political Science**A.M. Bissessar**

- Editorial Board Member
 - *Governance*
 - *Public Administration Review*
 - *Guyana Transformation Journal*

B. Ragoonath

- Chair, Council for Responsible Political Behaviour (Trinidad and Tobago)
- Executive Member (ex officio) and Technical Advisor, Caribbean Association of Local Government Authorities
- President, West Indies Group of University Teachers (Trinidad and Tobago)
- President, Vishnu Boys Hindu College Parent Teachers Association (Trinidad and Tobago)

Institute for International Relations**J. Byron**

- Member-International Studies Association (ISA)
- Member-Latin American Studies Association
- Member-Caribbean Studies Association (CSA)
- Coordinadora Red de Investigacion Economica y Social (CRIES)
- Member-CLASCO working group responses and alternatives in the greater Caribbean
- International Editorial Board Member and Deputy Editor of *Small States and Territories*
- Member, International Editorial Advisory Board, *Third World Quarterly*
- Caribbean Representative, International Affairs Committee of the World Council of Churches

G. Chami

- Member, Habitat for Humanity
- Patron of Queen's Hall

- Member, Global Studies Community
- Member, United Nations Association of Trinidad & Tobago

J. Laguardia Martínez

- Member, Chair of Caribbean Studies 'Norman Girvan' (Cátedra de Estudios del Caribe 'Norman Girvan'), University of Havana, Cuba
- Regional Coordinator of the Working Group *Respuestas y Alternativas en el Gran Caribe* of the Consejo Latinoamericano de Ciencias Sociales (CLACSO) 2016 – 2019
- Member, Latin American Studies Association (LASA)
- Academic Member, Athens Institute for Education and Research (ATINER)
- Member, Cuba Research Forum, University of Nottingham, UK
- Member, Editorial Board of *Revista Mexicana del Caribe*, Universidad de Quintana Roo, Mexico (since 2017)
- Member, Editorial Board of *Revista Anales del Caribe*, Casa de las Américas, Havana, Cuba (since 2017)
- Member, Editorial Board of *Revista Killkana Sociales*, Universidad Católica de Cuenca, Cuenca, Ecuador (since 2017)

D. Mohammed

- Member, European Union-Latin America and the Caribbean (EU-LAC) Academic Council for the period 2013 to 2015. Reappointed 2016-2018
- Member, Committee on the Status of Women (CSW) International Studies Association 2016-2018
- Member, Organizing Committee, Caribbean Centre for Competitiveness
- Member, Steering Committee-Trinidad and

Tobago Extractive Industries Transparency Initiative (TTEITI)

- Member, Trinidad and Tobago Transparency Institute (TTTI)
- UWI Representative on the Business and Labour Advisory Committee (BLAC) of the CSME-Trinidad & Tobago
- UWI Representative, Technical Coordinating Committee (TCC) Ministry of Trade, Industry and Investment
- UWI Representative, Trade Related Issues (TRI) Sub Committee - Ministry of Trade, Industry and Investment.
- Member, Global South Caucus of the International Studies Association
- Member, Academic Council of the United Nations (ACUNS)
- Member, Caribbean Studies Association (CSA)
- Member, Economics Association of Trinidad and Tobago
- Member, Trinidad and Tobago Chamber of Industry and Commerce, Trade Negotiation Unit
- Member, Caribbean Development Bank (CDB) Research Support Group on the CSME
- Member, CDB- Research Group on Knowledge Management.

A. Montoute

- Member, International Studies Association (ISA)
- Member, Caribbean Studies Association (CSA)
- Faculty Advisor, Dominica Disaster Relief Fundraising Initiative and the Caribbean Treasure Trust (permanent IIR student led initiative for Disaster Relief)

K. Niles

- Member, Ignite Young Adults Ministry, Port of Spain, Trinidad & Tobago
- Advisor, Community Intervention for Transformation and Empowerment (CIT&E)
- Mentor, Global Shapers Port of Spain Hub of the World Economic Forum, Trinidad & Tobago

M. Scobie

- Member, Caribbean Studies Association
- Member, International Studies Association
- Research Fellow: Earth System Governance Research Project
- Regional Research Fellow Coordinator for the Earth System Governance Research Project for the Caribbean Region: Earth System Governance Research Project
- Member, UWI Network on Caribbean Regional Sea Governance to support the work of the Association of Caribbean States' Caribbean Sea Initiative
- Project Coordinator: Projects in Education Ltd.

D. Seerattan

- Member, Regional Financial Stability Coordination Council (RFSCC).
- Member, American Economic Association
- Member, Central Bank of Barbados Research Review Panel
- Member, Project Team for the IADB Project on Financial Risk Assessment in an Integrating Region: The Caribbean
- Assistant Editor, *Journal of Business Finance and Economics in Emerging Economies*.



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