



**UWI**  
ST. AUGUSTINE  
CAMPUS

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ANNUAL REPORT 2018/2019

# PER SE VER ANCE

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St. Augustine Centre for Innovation and Entrepreneurship

T: (868) 662-2002 ext 82483 or (868) 224-3722  
or (868) 224-3723

E: [StACIE@sta.uwi.edu](mailto:StACIE@sta.uwi.edu)

W: <https://sta.uwi.edu/stacie/>

## ABOUT OUR COVER



Our cover this year incorporates details from a mural created by Visual Arts students of the Department of Creative & Festival Arts in the Faculty of Humanities & Education. It is installed at the new Child and Adolescent Ward of the Psychiatric Hospital at St. Ann's, which caters to children between the ages of nine and seventeen years. Hospital administrators requested the piece, recognising the role of the arts in health and wellness. At a time when people, institutions and entire countries seem to be under stress, the vibrant colours bursting through the letters spelling out our theme - art created by young people for other young people; remind us that there is hope and, therefore, a reason to persevere.

*Photo: Untitled Mural at the new Child and Adolescent Ward, St Ann's Psychiatric Hospital. Copyright 2019, Kadeem Aguilera, Jordon Briggs, Sabrina Acham, Jonathan Francis, Nicolin Harris, Joshua Morales, Ashley Sylvester, Jessica Resall, Kirsten Rampersad*

The UWI St. Augustine Campus thanks the Department of Creative & Festival Arts and the North West Regional Health Authority (NWRHA) for facilitating the use of this piece.

## 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





SHARON CHRISTOPHER  
CHAIR OF THE CAMPUS COUNCIL

## STATEMENT FROM THE CHAIR OF THE CAMPUS COUNCIL



To be working at or with The UWI at this time in its history is to be part of a process of institutional transformation. The review year, 2018/2019, was not only my first full year as Chair, but it was also the year when many of the bold proposals developed to give life to the strategic plan had to be moved from idea to actuality. This is where the rubber hits the road - perhaps the most difficult part of any endeavour.

We should note that changes that may have been easy to implement a decade or two ago, must now satisfy any number of regulatory requirements, and face ever higher levels of public scrutiny. While this may make institutional change seem slow - frustratingly so for some - there is much merit in doing things the right way from the start, provided that we avoid paralysis in pursuit of perfection.

At the core of every "system" and "institution" are people who are charged with the daily task of implementing plans step by step, finding solutions to unforeseen problems, and circumventing unexpected obstacles. The changes being implemented at the St. Augustine Campus depend upon the ability and willingness of everyone to change the way we work, the way we organise our daily lives, even the way we see ourselves in relation to the institution and to each other.

It has been heartening therefore, to see staff across the Campus and at all levels take on the challenge of moving new strategic projects forward with the same or fewer resources and, as far as possible, doing so without compromising the quality and delivery of key services to students and other stakeholders. This report gives an account of these successes and the difficulties that continue to threaten the survival of the Campus. It also reminds us why we must all persevere in our efforts to ensure that The UWI and, for our purposes, the St. Augustine Campus not only survives, but thrives. For a number of our students, the UWI St Augustine Campus remains their only opportunity to make a better life for themselves, their families and communities. In this report, a few of them shared with us their personal stories of perseverance and sheer determination. They remind us why we – staff, alumni, governments and the general public must persevere in our support for this Campus and, indeed, the entire University.

I congratulate the Principal on his forthright account of the state of the Campus, and look forward to working closely with the Campus Executive Management and staff in the coming year.

**Sharon Christopher**

Chair of the Campus Council  
St. Augustine Campus  
The University of the West Indies





PROFESSOR BRIAN COPELAND  
PRINCIPAL

## PRINCIPAL'S REVIEW



As in previous years this report is filled with good news of awards, achievements and ample evidence of a Campus community that remains committed to excellence in teaching and research, a best-in-class student experience, and to providing high value services and support to local and regional stakeholders – from our surrounding communities to local and regional governments and organisations.

However, this was also a year when the Campus proved all too vulnerable to the insecurities gripping the country and the economic difficulties facing us as a region, a country and as individuals. While the Campus has achieved much, in order to truly appreciate some of the achievements highlighted in this report, one needs to understand the pressures facing the Campus community. I have spoken often about the need to set regional and institutional priorities around building a region and a people that are resilient. While technical skills are part of the required formula, there is a psychological aspect as well, what some authors refer to as "grit" and what we refer to in this year's report as "*Perseverance*".

### People

In 2018/2019 total student enrolment on the Campus was 16,349 – down 2% from the previous year. Meanwhile, on the staff side the Campus employed 979 full-time and part-time Academic staff - 3% fewer than the previous year and 14% lower than five years ago. The number of full-time staff was, for the first time, higher than part-time staff, as many part-time teaching and administrative positions were cut as the Campus sought to reduce its expenditure. However, this has meant that the remaining staff have had to concentrate on maintaining existing services, a compromise that led

to a reduced focus on only those new projects deemed to be the most strategic.

For instance, the Faculty of Law would like to introduce more in-demand self-financed postgraduate programmes, to offer more of its popular legal education workshops, and to continue to fulfil the numerous requests for input on new Bills and law reform initiatives (provided *pro bono*). However, the Faculty is currently understaffed and has neither the necessary administrative support, nor the academic staff to support these various initiatives.

On the administrative side, the most acute staffing problems were reported by the Campus Information Technology Services (CITS) where there are concerns that the complement of staff has dwindled to a point where current operations and mid to long-term plans for global online course access could be jeopardised. While the CITS has been employing On-the-Job Trainees (OJTs) to fill gaps in the short term, the typical turnover of two years or less creates a continuous cycle of recruiting, training, orienting, and producing. More importantly, institutional knowledge is lost each time an experienced resource leaves and is not replaced. The problem becomes critical when some key technical positions are either left vacant or there is no one to step in should the incumbent leave or be unable to perform their duties for any reason.

Despite the reduced staff numbers, the Campus has insisted on continuing to provide a quality education and experience to our students. But they too are feeling the squeeze. The Division of Student Services and Development (DSSD) manages the programmes that provide financial assistance to students, and they have reported that more local students are seeking assistance, citing new financial pressures linked to the





new means test for GATE and the tiered funding system. In this report we share the stories of just a few of our students who are persevering with their studies in spite of financial and other challenges.

### Infrastructure

The maintenance of the Campus's physical infrastructure remains challenged by the reduction in financial resources. While a number of new buildings were constructed over the last decade, there are still several structures that pre-date the establishment of the Campus 60 years ago. These are becoming increasingly expensive to maintain. Furthermore, in 2018/2019 the Division of Facilities Management (DFM) fulfilled more than 4,000 requests for building and electrical maintenance, but difficulties accessing funds in a timely manner led to delays in the receipt of goods and services, affecting the DFM's response time.

For the most part, the upgrade and expansion of campus infrastructure has been funded through the Trinidad & Tobago Government Public Sector Investment Programme (PSIP). This programme has, not surprisingly, been negatively impacted by the nation's finances over the past couple of years.

Thankfully, after some delays, the PSIP has funded some critical projects such as upgrades to the original electrical distribution system that could put large sections of the Campus at various levels of risk. Contracts for the design and construction of a new wastewater treatment system - the highest priority on our risk register - were delayed awaiting allocation of funds but have since been resolved and a design-build contractor has been hired to begin the project.

### Entrepreneurship

The **St. Augustine Centre for Innovation and Entrepreneurship (StACIE)** is charged with monetizing the research of the Campus, an activity that most agree is critical to its future. This is discussed further later in this report. The challenge here is how to finance a growth strategy which we expect to be self-sustaining when a critical mass of projects are commercialised.

Funding is, however, required at different stages from concept creation to prototype fabrication and then to commercial engagement.

To this end, StACIE also manages the new **UWISTA Innovation and Technology Transfer Fund (ITTF)**, which provides grants to UWI staff and students to accelerate the development of intellectual property (IP) for commercialisation. At present the fund is limited, a matter that is tabled for discussion at the next Campus Finance and General Purposes Committee. Further, the **Research and Development Impact (RDI) Fund**, originally financed by the Government of the Republic of Trinidad & Tobago and used to resource early stage projects with strong potential impact, is quickly being depleted and in critical need of replenishment.

The low level of funding for the new Innovation and Entrepreneurship initiatives has, not surprisingly, stymied activities to date. For example, the Campus is severely challenged to afford the necessary patent drafting services and the costs of filing new patents.

### Financing - the Current Arrangement

Although this is not the first time that this Campus has had to weather an economic downturn, given the changes in the world economy there is a sense that we are facing a new normal that may render the existing financing arrangements unsustainable.

So what are these arrangements? For full fee-paying programmes, including all of those at the postgraduate level, economic costs are fully covered by the tuition charged to students. However, most programmes operate on a model in which economic costs are shared between Governments and students. For these programmes, designated as Campus Grant Committee (CGC) programmes, Governments, by way of a long standing agreement, cover 80% of costs while the remaining 20% are covered by tuition fees charged to students. The dollar value that 80% subvention paid to a Campus by any given Government is based on the number of its citizens enrolled at the Campus. Approximately 92% of the enrolment at St Augustine are Trinidad & Tobago citizens.

For the Faculty of Medical Sciences (FMS) at St Augustine, which was originally a full fee-paying Faculty, this cost sharing ratio is actually 50/50 for Trinidad & Tobago citizens, with students from other jurisdictions paying full cost. This special arrangement was entered into to address a shortage of doctors in Trinidad & Tobago many years ago.

Germane to this aspect of the discussion is the fact that, in the Trinidad & Tobago context, many are unaware of the fact that even when local students are refused support for GATE approved CGC programmes, they still pay only 20% of the actual tuition cost. Furthermore, the cost of tuition at St Augustine has not been increased for almost two decades.

It is apparent to all who are fully seized of The UWI finances that, particularly in regard to FMS, the cost-sharing arrangement is no longer sustainable. The situation is particularly severe for the FMS. The Campus has been engaging in all sorts of financial gymnastics to keep operations running and to keep our commitment to preserving the jobs of at least its full-time staff as far as possible. However, these contortions are themselves unsustainable and, as such, the Campus has been actively searching for robust strategies to mitigate its financial challenges.

### The New Normal

In order to continue its mission and promise to the people of the Caribbean, The University and the Campus must adjust to the new normal, with new sources of funding and must also devise effective self-financing mechanisms. Strategies, some of which are summarised below, include the re-engineering of systems and processes for greater effectiveness and efficiency and, particularly in the case of FMS which has achieved its mandate for the training of doctors for Trinidad & Tobago, adoption of a new business model based on refocusing the expertise, reputation and resources of the Campus to a more global education market. Key initiatives are presented in what follows.

**The financial challenges Caribbean Governments have been facing have resulted in a drastic shortfall on actual payments for years. This has placed particular pressure on the cash flow position of the St Augustine Campus, which continues to do its best to meet payments to suppliers and salaries to staff.**

### Going Global

In his address to the Campus in January 2020, Professor Sir Hilary Beckles, Vice-Chancellor of The UWI, outlined what he called **The New UWI: A Global System for the Future**. According to the VC, success depends on the following five planks:

1. A **multi-lingual culture** in which all graduates will be foreign language proficient at least within our hemisphere;
2. An **entrepreneurial identity** by which we will pursue the exploitation of our intellectual property, while attaining even greater efficiency in our operations;
3. Institutionalising our global reputation as a lead university in **climate smart research and advocacy**, leveraging our world renowned expertise in an area that is of significant importance to the region;
4. Advancement of the **digital transformation** of The University to maximise internal efficiencies;
5. The roll out of **UWI Global online** as the international online portal for distributing commercially marketed academic programmes.

These five planks are a refinement of the **Triple-A Strategy** set out in The University's current Strategic Plan and they already encompass the strategic initiatives and focus of our Campus. All combined, they seek to significantly increase the value of a UWI education, enhance the impact of UWI R&D on Caribbean economies, society and ecology and create a more sustainable and robust UWI financial model. Together, these directional statements provide a compass for our efforts to persevere.

### St. Augustine Strategic Initiatives and Focus

Despite its funding challenges, the Campus has persevered in making significant progress on three of its strategic initiatives.

In particular it has made strides in transforming itself into an **Entrepreneurial University**. Two years ago, the Campus proposed the growth of a robust model for positive transformation of Caribbean economies along the lines of a **Caribbean Mittelstand** - a robust, extremely healthy network of innovation-driven export-oriented Small and Medium Enterprises (SMEs). A thousand SMEs each netting TT\$1 million per year translates to TT\$1 billion in annual foreign exchange contribution to the local economy. If the Caribbean Mittelstand performs as well as its German counterpart, it will also cater for some 60% of the Caribbean workforce and will place the local and regional economy on a much more robust footing through wider participation of foreign exchange income earners in the economy.

The UWI sees the exploitation of its **Intellectual Property (IP)** assets as crucial to its contribution to the growth the new economy based on the establishment of a Caribbean Mittelstand, as the novelty of these assets would lend a degree of international competitiveness to any business, new start-up or existing enterprise, that utilises them.

In keeping with the above, The UWI has begun to forge an **Innovation and Entrepreneurship (I&E) Ecosystem** for nurturing potentially innovative ideas from first concept to commercial start-up. During the year in review, the Campus completed the framework for

the creation of its I&E Ecosystem. The fleshing out of the ecosystem has begun with the formation of Faculty I&E Committees and the establishment of a secure database that will not only maintain an inventory of all projects, but will also allow researchers, mentors and investors to monitor the progress of each project through the Innovation and Entrepreneurship pipeline that is at the heart of the ecosystem. The Campus community has also been mandated to adjust curricula to support a culture of Innovation and Entrepreneurship, to nurture creativity, and to build entrepreneurial skills.

During the review year, **UWI Ventures** was fully established as a holding company for UWI start-ups, to commercialise intellectual property, and to provide a portal for attracting venture capital and angel funding. Even as the I&E Ecosystem was being formed, the Campus sought to commercialise mature IP assets. In particular, it licensed technology to Lake Asphalt of Trinidad and Tobago (1978) Limited, and approved the incorporation of two subsidiaries for the commercialisation of asphalt by-products and cocoa research respectively.

### Internal Process Review

The Internal Processes of the Campus have an opportunity to become more flexible and agile as we encourage earlier student applications. Earlier applications allow for better planning and preparation for all new students, particularly regional and international students, and should minimise bottlenecks in the very busy July and August months. A transformation of the relevant business processes is scheduled to take place with the upgrade to Ellucian Banner 9 which will support the introduction of a fully digital application process. The Campus is also introducing a new Applicant Relationship Management process that allows for more feedback and ongoing communication, as well as an increased use of metrics.

### Financial Process Review

Transformation of the Campus's Financial Processes continued with the completion of **Activity-based Costing (ABC)** across all units and a new, more inclusive





budget planning process is being refined. Revitalisation of the FMS is being pursued. Business plans that incorporate strategies for attracting foreign students were completed or are in the process of completion for three departments in the Faculty of Medical Sciences - Veterinary Medicine, Dentistry, and Nursing. Most significantly, a business plan for establishment of a new medical teaching facility at UWISC has been completed. The new school will be part of an expanded network of sites as described later in this review.

### **Curriculum and Pedagogical Reform (CPR) – The Academic Enterprise**

An Education Philosophy and an Academic Programme Process Map have been drafted to advance Curriculum & Pedagogical Reform (CPR). These two initiatives directly address the evolution of a much more effective and efficient academic enterprise. The process map will facilitate academic programme design and maintenance, and will help us better determine whether students are learning what they are supposed to know, as well as the readiness of our graduates to succeed. It will also allow us to clearly demonstrate the value for money invested in a UWI education.

### **St. Augustine Special Initiatives**

The special initiatives of the Campus are also key to building a more resilient Campus. Two of these, in particular, represent a major expansion into central and south Trinidad and create the opportunity to establish a **Medical Education Artery**, running from Mt Hope in the north, to Couva in central Trinidad, to Penal-Debe in the south. The Couva and Penal-Debe sites, provided for by the Government of Trinidad & Tobago, have been in development for some time but have faced numerous and significant setbacks. Here indeed are true examples of perseverance in the face of pressure, as staff from across all arms of the Campus have risen to the occasion, ensuring that these two important ventures continue to progress to commissioning, and understanding that under the current circumstances, failure is simply not an option.

In 2016, the Campus Projects Office (CPO) assumed oversight for the completion of the new UWI St Augustine South Campus, Penal-Debe (UWISC), following the removal of the original contractor due to subpar work progress. Despite the spectre of an economic downturn, the Campus decided to complete the works at UWISC, mindful of the fact that it was bound by a Cabinet note to do so but, more importantly, because it saw the UWISC as the nucleus for future development. However, the Campus has had to revise the projected completion



date on several occasions, consequent to the myriad of construction challenges involved in restarting a project of this magnitude, one that had been dormant for so long, and in light of increases in labour and material costs.

Happily, the Campus is now going through the last of these challenges and in mid-2019 it sought approval from the Accreditation Council of Trinidad and Tobago (ACTT) to expand its programme offerings to **The UWI St Augustine South Campus, Penal-Debe**. This expansion is an opportunity for The UWI to increase access, consistent with the Triple-A Strategic Plan. In January 2020, the ACTT granted approval for the delivery of programmes from the Faculties of Humanities & Education, Medical Sciences, Food & Agriculture, and Science & Technology. In addition to the aforementioned Faculty offerings, the UWI subsidiary, UWI-ROYTEC will relocate its southern operations from its current base in San Fernando to the Penal-Debe site and will offer a suite of management and education programmes to its south-based cohort of students. As such, beginning in the 2020/2021 academic year, it is anticipated that UWI St. Augustine will welcome a first cohort of 600 students to the Penal-Debe site, the majority of whom will be reading programmes offered in the evenings and on Saturdays.

The **Couva Medical and Multi-Training Facility (CMMF)** Limited ("CMMFL") is a Special Purpose Company incorporated under the laws of the Republic of Trinidad & Tobago in July 2018, with a broad remit to facilitate the operationalisation of the Couva Hospital and Multi-Training Facility. The Board of the CMMF currently comprises representatives of The University of

the West Indies and the Ministries of Health and Finance acting on behalf of the Government of Trinidad and Tobago. The Couva Hospital and Multi-Training Facility is situated on the CHMF site located off the Sir Solomon Hochoy Highway, at Preysal in Couva. The Hospital will be run as a modern, innovative, and information-technology driven medical facility. The Training Facility of approximately 8,000 square metres, has been leased to the UWI FMS to house the Schools of Optometry, Pharmacy and Nursing.

### **Perseverance**

A character of grit and perseverance is absolutely required for building the level of resilience and resolve needed to survive and thrive in these difficult times. Our Campus community has undoubtedly shown its capacity to persevere. Contrary to the widely held notion by many over the years, the St. Augustine Campus is "a real place", not an ivory tower, insulated or isolated from the challenges facing those we serve. We accept the challenge of proving our resilience, not merely for the sake of The UWI as an institution, but also for the sake of the region it serves.

### **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



**Dr Dawn-Marie DeFour-Gill**  
CAMPUS REGISTRAR



**Mrs Andrea Taylor-Hanna**  
CAMPUS BURSAR



**Mr Frank Soodeen**  
CAMPUS LIBRARIAN



# AC COMP LISH MENT

## FACULTY REVIEWS

## ENGINEERING



**Professor Edwin Ekwue**

DEAN

Over the period 2018/2019, there were several major accomplishments across the Faculty of Engineering. The Department of Electrical & Computer Engineering finalised a collaborative agreement with TSTT, Huawei, and The UWI resulting in the construction of a new Telecommunications' Laboratory - the bmobile-UWI Innovation Laboratory powered by Huawei. In January 2019, the Chemical Engineering Department launched its MSc in Petroleum Engineering Programme at the University of Guyana.

The UWI Society of Petroleum Engineering (SPE) Student Chapter received an Excellence Award in recognition of its efforts in technical knowledge dissemination, operations, outreach, and innovation. A Research Group in the Department of Geomatics Engineering received the award for Special Achievement in GIS from the Environmental Systems Research Institute (ESRI).

Civil and Environmental Engineering Department hosted an Open Day involving industry personnel and conducted symposia and other outreach activities.

Similarly, the Department of Geomatics Engineering engaged external government stakeholders by offering specialised training for valuation assessors and Geographic Information Systems (GIS) professionals, and maintained collaborative arrangements with several regional and international institutions. Two staff members continued to serve on the Intergovernmental Panel on Climate Change (IPCC) publications.

Staff in the Department of Mechanical and Manufacturing Engineering conducted notable research resulting in the publication of more than 60 journal articles and conference papers. In addition, two inventions were submitted to the St. Augustine Centre for Innovation and Enterprise. The Department hosted the 4th Industrial Engineering and Management Conference in December 2018, as well as an Open Day and several workshops. Public seminars covered the Industry 4.0 implications, the circular economy, chocolate processing equipment, and value added processing of cocoa plants.

The Faculty undertook important research developments including negotiations for the installation of the Campus's First Electric Vehicle Supply Equipment Level II Charger, which was scheduled for completion in December 2019. It received TT\$ 1.7 million in Research and Development Impact (RDI) funding for research projects on sargassum in Trinidad and Tobago, autonomous transmission infrastructure monitoring system, and the development of a travel demand model for Trinidad.

Among other major Faculty initiatives were the revision of the Appointments and Promotion document for academic staff and the hosting of the first Mentorship Seminar for academic staff in September 2018. Eleven Faculty Committees, including the Faculty Entrepreneurial Committee, were re-constituted. Further, The UWI Engineering Institute (EI) is being fully developed as a preferred hub for consulting services, solutions, and capacity building for stakeholders in Industry.



## FOOD & AGRICULTURE



**Professor Wayne Ganpat**

DEAN

The Faculty of Food and Agriculture (FFA) had some significant accomplishments in 2018/2019. Three new certificate programmes were launched during the period and major progress was made in the review of two flagship BSc programmes: Agribusiness and Agriculture. These will be ready for the next period and will enhance our Access goals.

As for research and publications, staff continued to publish in peer-reviewed journals as evidenced by the appendix in this report. Four PhDs graduated from the Faculty during the period; one with high commendation.

A recent PhD graduate was honoured with a national award in Guyana for his work at the FFA (Golden Arrow Award) and a young PhD student received the Young Minds Award for the best presentation at an international conference in Milan, Italy.

As part of its outreach to local and regional publics, the FFA launched its Technology Demonstration Park, showcasing a range of climate smart technologies; held an international conference on Climate Change Impacts on Food Production; and, in March 2019, repeated its highly successful techAGRI Expo with significantly increased participation. Staff actively participated in various projects on issues impacting the region. These included the school feeding programmes in several countries, the local Take 10! Programme, and work in Jamaica on one of its main crops, ginger, as well as staff training. All of these outreach efforts demonstrate the FFA's capability as a main provider of knowledge and as a key agriculture development partner.

The Faculty celebrated the appointment of three Professors in the reporting period but, at the same time, lost four senior members of staff to retirement and resignation impacted its capacity for teaching and learning as replacements were not readily available. However, these exits provided opportunities for young PhDs in the FFA to enter the academic arena as lecturers/instructors.

## HUMANITIES & EDUCATION



**Dr Heather Cateau**

DEAN

The Faculty continued its focus on operationalising The UWI's Triple-A Strategic Plan emphasising pedagogical changes, the introduction of new programmes and courses and developed an outreach wing directly aligned to the needs of the society.

In line with the current strategic mandate, we continued to develop ways to transform our traditional offerings and further develop non-traditional dimensions of the disciplines subsumed under the Schools of Humanities and Education.

In 2018/2019 we continued our focus on the following:

1. Areas where we have a demand from students and external stakeholders to guide the introduction of new courses and programmes such as a new MA in History that includes Heritage Studies and Archaeology and the re-launch of the Arts, Cultural and Enterprise Management (ACEM) Postgraduate Diploma programme.
2. Areas which are directly connected to national economic, social, and development needs such as workshops in French and Spanish and History for secondary school teachers and students, and serving refugee learning needs through the PG Dip TESOL Practicum.
3. Areas where we think we can facilitate social innovation. We believe that we have a responsibility to lead social transformation in our society and are developing programmes focussed on inclusion in education and a viable programme in school psychology.
4. Areas where we believe that the reach of the Faculty could be extended. The Faculty presented more than 60 productions, exhibitions, and screenings during the review period. These were in addition to events such as the DCFA's "Masquerade" a conversation with Donald "Jackie" Hinkson and Visual Arts Students and "Drawing for Days," an outdoor drawing session led by Mr. Hinkson.
5. Areas with income earning potential such as Translation Services, the introduction of non-assessed courses for external entities, such as Conversational Spanish for airline personnel at Caribbean Airlines Limited, teaching of English as a Second Language (ESL), the provision of language examination sites, and Continuing Professional Development Workshops, as well as consultancies.

Our collaboration with Universities in Europe and the United States deepened as we expanded programme offerings, shared expertise through joint projects, and exchanged ideas through staff and student interactions.

## LAW



**Professor Rose-Marie Belle Antoine**

DEAN

Activism remained high on Law's agenda, securely assimilated into the curriculum, research, and alignment strategies largely through successful, pioneering competitive bids for donor funded projects and their integration into the new International Human Rights Clinic (IHRC). The IHRC is a dynamic, innovative experiential learning, research, and activism tool that blends academia with NGOs, attorneys, the state, courts and international organisations, thereby strengthening the capacity of the socio-legal infrastructure to protect rights.

The European Development Fund human rights project, worth TT\$1.5 million, addressed refugees, remand justice, indigenous peoples, disability, gender, and children through training workshops, public discussions, research and litigation. The Faculty scored an historic win when it secured a coveted hearing before the Inter-American Commission on Human Rights - the first time The UWI has presented before an international body.

There were other ground-breaking "firsts" during the review period. A thrilling breakthrough was the Faculty's first venture into litigation with a landmark disability case conducted through our IHRC. The EDF project expanded the concept of rights by incorporating Intellectual Property and Environmental Law into a workshop for indigenous peoples – another significant first that allowed Faculty experts in these fields to provide valuable insights. Law was also the first to produce a training workshop on the new Children's Rights laws in Trinidad and Tobago and we aligned with youth in an exciting inaugural Human Rights Youth Forum.

The Faculty continued to develop key partnerships with the private sector, NGOs, the Bar, leading law firms, state and international institutions, bringing both generous funding and/or mutual intellectual benefits to our self-financed workshops, conferences and other activities. We forged important relationships with leading universities abroad - Coventry, England; Ostfalia, Germany, Harvard and the University of Houston, United States; and others. These went beyond the traditional MOUs, involving co-sponsorship, delegations to our conferences and keynote speakers. We aligned with diverse, influential stakeholders including the Parliament, indigenous peoples, and the judiciary, and adopted multi-disciplinary approaches, collaborating with sister-faculties.

Grant projects are also developmental tools for staff, serving as platforms for innovative research and publication, to gain academic traction and administrative expertise. The Faculty successfully bid for another project funded by the European Union, worth TT\$1.8M. Publication output increased with three books and articles in several scholarly journals, despite the small staff. Students engaged deeply in public education and outreach, including the youth forum and formal hearings before international bodies highlighted above.

## MEDICAL SCIENCES



**Professor Terence Seemungal**

DEAN

Despite the continued financial challenges in 2018/2019, the Faculty still managed to be engaged in a number of significant activities that supported local and regional health initiatives.

The relatively new Caribbean Centre for Health Systems Research & Development (CCHSRD) was very active. During this reporting period, three MOUs were signed with the following entities:

- The Trinidad & Tobago Ministry of Health – to facilitate and utilise research evidence produced by the CCHSRD (May 2019);
- McMaster Health Forum, McMaster University - to collaborate on health policy and systems research, academic exchanges and co-operation in training, research and development (January 2019);

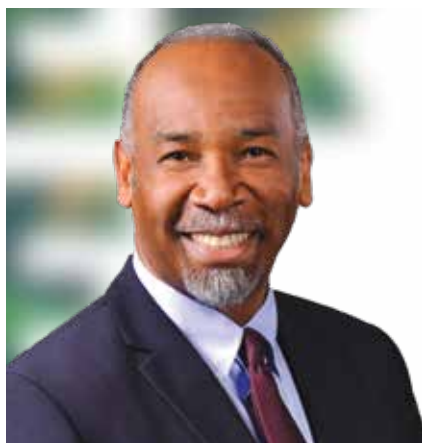
- Anton de Kom University of Suriname: to establish and develop academic exchange and cooperation in training, research and development (December 2018).

Another important development was the establishment of the Community of Practice in Health Policy and Systems Research (HPSR). A survey of Ministries of Health across the Caribbean Community will be conducted to provide information about the areas of work to be addressed by the Community of Practice. In March 2019, CCHSRD hosted a Faculty Research Day at the Hyatt Regency. There were over 200 attendees representing the UWI, the Ministry of Health, the Tobago Regional Health Authority (TRHA), the North Central Regional Health Authority (NCRHA), the North West Regional Health Authority (NWRHA), and the South West Regional Health Authority (SWRHA).

In order to be more responsive to the needs of the Faculty, teaching programmes were removed from under the Dean's Office. The Professionalism, Ethics and Communication in Health programme was transferred to the Department of Pre-Clinical Sciences; the BSc Optometry programme to the Department of Clinical Surgical Sciences; and the Skills Laboratory to the Department of Para-Clinical Sciences. The Faculty also set in motion the physical relocation of the Optometry Unit to the Couva Hospital and Multi-Training Facility. This is a measure which requires significant planning and reorganising but it is expected that the Unit will begin operating from Couva early in 2020.



## SCIENCE &amp; TECHNOLOGY

**Dr Brian N. Cockburn**

DEAN

Fiscal concerns in the 2018/2019 academic year prompted a sharper focus on the efficient conduct of all aspects of Faculty functions. These included ensuring that departments maintain efficient teaching loads; expanding access by broadening outreach activities to include internships and activation of industry liaison committees; upgrading teaching and learning facilities; improving internal processes, and rationalising both undergraduate programmes, with regard to international benchmarking, and postgraduate programmes, with regard to improving financial health.

The Faculty of Science & Technology (FST) participated in various outreach activities which focused on sensitising secondary school students to tertiary education opportunities and careers available to them. Additionally, the Faculty announced local membership and representation at the International Chemistry Olympiad (IChO), the premier global chemistry competition for secondary school students. Trinidad

and Tobago were afforded observer status at the 2019 competition in Paris which saw 80 participating countries. This initiative was spearheaded by the Dean's Office at FST as representatives of Trinidad and Tobago. As per the regulations of the IChO, observer status was granted for two years prior to our eligibility for full participation. Trinidad and Tobago should receive another invitation to observe in 2020 in Turkey before a team is eligible to participate in 2021 in Osaka, Japan.

The Faculty also launched a spin-off company within the Department of Chemistry to commercialise research products and technologies. In June of 2019, UWI, St. Augustine signed a Licensed Agreement with Lake Asphalt of Trinidad and Tobago to commercialise two asphalt-based products developed from research within the department: "UWI Plastic Cement" and "UWI Primer".

The inaugural Science & Technology Week had a major positive impact on students at the Faculty. Held in May 2019 at the Teaching and Learning Complex, Science & Technology Week was open to the entire St. Augustine Campus, secondary schools and the general public. The event brought together specialists, technologists, researchers, engineers, technocrats and students from academia, government, public and private sector to discuss the latest technological developments and possible solutions to challenges being faced locally and regionally within the context of the global landscape.

The Faculty is very excited about the development of cross-disciplinary undergraduate research projects to boost innovation through broader collaboration among students, staff, and external stakeholders; and an increase in access to taught postgraduate programmes through the availability of single courses and micro-certification. This last is anticipated to increase the vibrancy and financial viability of self-financed MSc programmes.

## SOCIAL SCIENCES



**Dr Acolla Lewis-Cameron**

DEAN

The 2018/2019 academic year was challenging for the Faculty of Social Sciences (FSS) in light of the ongoing financial constraints, changes to GATE funding, and the competitiveness in attracting undergraduate students to the Faculty.

FSS continued to generate revenue to supplement the budget through its Summer Programme, self-financing academic programmes, and training workshops. It is anticipated that a surplus will be generated from the Summer Programme due to a significant reduction in the use of administrative staff and the cost of classroom rental. A Postgraduate Certificate and a Diploma in Labour and Employment Relations were developed and both will be offered for the first time in the 2020/2021 academic year as self-financing programmes.

Among the several outreach activities and community engagement projects during the review period, one of the most exciting was The UWI Farm Road Collaborative

Project, officially launched in May 2018. This project aims to improve the education, health, and well-being of residents in the area using a unique participatory model of intervention which can be applied in other communities locally and regionally. The Faculty also hosted a number of conferences and workshops including a three-day workshop on 'Faith in the Commonwealth' in late 2018 to develop learners' capacities to participate in the civic sphere, and to defend their own rights and the rights of others.

The Department of Economics hosted its 12th iteration of its regional Conference on the Economy (COTE) in October 2018 under the theme "Economic Development Challenges: Looking Towards 2030" which included a pre-conference Youth Day to encourage participation by young people on economic matters. The Department also collaborated with The HEU, Centre for Health Economics and the Economics Society of UWI to launch the inaugural Youth Economic Forum in March 2019.

The Faculty's Entrepreneurship Unit provided ongoing strategic input in the development of the Campus Innovation and Entrepreneurship Ecosystem (I&E) and was part of several key Innovation and Entrepreneurship development committees which included UWI Ventures Limited, the I&E Centre building project, the I&E Digital Ecosystem and the Faculty I&E Committee. Specifically, the Entrepreneurship Unit was part of a committee that engaged with several software providers towards selecting an appropriate software to facilitate Virtual Incubation management. The Unit was included in a UWI Team that visited Warwick University and Coventry University in the UK to investigate strategies and best practices used by these universities to create a successful I&E Ecosystem. In addition, the EU provided entrepreneurship coaching and development support to internal and external stakeholders.

## SPORT - ST. AUGUSTINE ACADEMY OF SPORT

**Dr Akshai Mansingh**

Dean

**Professor Emeritus Funso Aiyejina**

Head, St. Augustine Academy of Sport

Effective August 1st 2018, Emeritus Professor Funso Aiyejina was appointed Head, St. Augustine Academy of Sport with overall responsibility for the running of the Academy. The Faculty of Sport is a cross-campus entity, headed by the Dean, Dr Akshai Mansingh, currently based at Mona. The Academy at St. Augustine oversees the academic programmes offered by the Faculty of Sport on the Campus, as well as the Sport and Physical Education Centre.

In the course of the academic year, in addition to the normal sporting activities that had been established under the SPEC, the Academy focused on getting the requisite approvals for two degree programmes in sport – the BSc Sport Coaching and BSc Sport Kinetics - to be offered at the St Augustine Academy of Sport starting in September 2019. We also migrated the Certificate in the Art and Science of Coaching from the Faculty of Humanities & Education to the St Augustine Academy of Sport.

In spite of a fairly aggressive newspaper, radio, and television push to sensitise the national community

to the fact that academic programmes were starting in 2019/2020, the number of applications to our degree programmes was not as satisfactory as we would have liked.

The biennial UWI Inter-Campus Games were held in June 2019 at the Mona Campus and there was a concerted effort to create an enabling environment for the training of our student athletes. The success of this approach is borne out by the fact that the St Augustine team performed the best it has ever performed at these games by coming second behind Mona.

SPEC and our other facilities continue to be hubs of activity for both students and staff and remain central to the production of a healthy work force on the campus. But this comes with its challenges. The heavy use of our plant also means that they need regular maintenance and upgrades but budgetary constraints have made it impossible for us to upgrade and staff our facilities to levels that will be acceptable to both our internal and our external stakeholders.

# PETER'S STORY

*Our students shared with us their stories of perseverance.  
Names have been changed to protect their privacy.*

**“The most difficult part of my life’s journey was the uncertainty —not knowing where my next meal would come from or where I would lay my head at night.”**

A childhood marked by domestic violence, orphaned early, and without direction or support during his teen years, Peter still managed to qualify for entry into a degree programme at UWI. That was the easy part. After bouncing from place to place, he found himself homeless. Again. For a while he dodged Campus authorities and the Student Activity Centre became his home. It was where he slept, bathed and even did his laundry, refusing to miss any classes. And then he got caught. But that’s also when he got help. He was offered a room on campus and financial support. It wasn’t much, but it was something, and that was enough.

“My most favourite part, even up to this day, is having a bed. I was also given additional help through the Adopt-A-Student programme. There are days where I still go without meals, miss classes and submit assignments late because I don’t have the funds to travel or print, but I am the happiest I have ever been because having the opportunities that university life offers and knowing I have a place to sleep is one of the best feelings in the world. Today, I am a second year student, getting closer each day to not having to worry about finances, food, a bed to sleep in or even purchasing my own clothes without having to depend on the generosity of others. I am grateful for all those who have assisted me and will do so in the future, and also looking forward to helping others when I can.”





# PER SE VER ANCE

CAMPUS  
HIGHLIGHTS  
2018/2019

## STATISTICAL HIGHLIGHTS

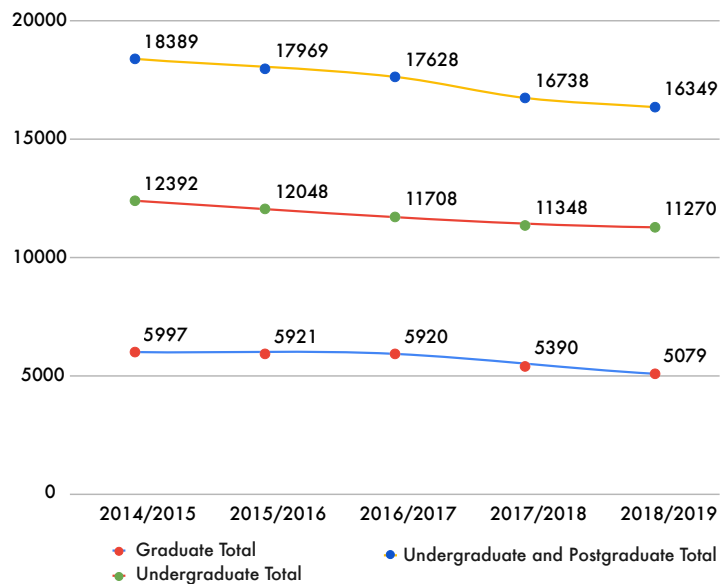
The information contained in this section present a snapshot of enrolment and graduation trends on the St. Augustine Campus over a five-year period. The full tables prepared by the Campus Office for Planning and Institutional Research (COPIR) are available online.

### Enrolment

Total campus Enrolment has remained relatively consistent over the last five years (from 2014/2015) with minor growth in the Faculties of Law and Science & Technology. Postgraduate enrolment experienced a more significant decline starting in 2016/2017 and continuing into the current review period.

In 2018/2019 total student enrolment on the Campus was 16,349 – down 2% when compared with the previous year. The student body comprised of 5,079 (31%) at the postgraduate level and 11,270 (69%) undergraduates. Undergraduate enrolment decreased by 1% but the number of postgraduate students was down by 6%.

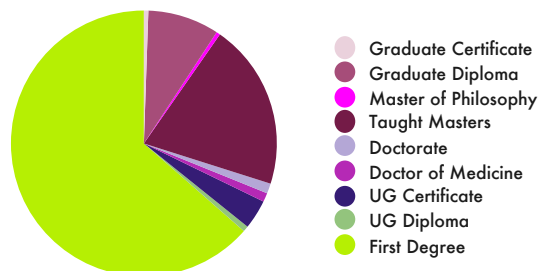
TRENDS IN CAMPUS ENROLMENT GROWTH BY FACULTY  
2014/2015 - 2018/2019



### Graduation 2019

In 2018/2019 the Campus graduated 4,252 students - 1,369 had earned postgraduate certification and 2,883 received undergraduate degrees and certificates. Fifty-two persons were awarded PhD certificates.

GRADUATES BY PROGRAMME TYPE 2018/2019





### Graduation 2019 – the Honorary Graduates

Each year the University Council recognises persons who it determines have made significant contributions to the region and beyond in their respective fields of expertise, including the Arts, Business, Religion and the Sciences. The following persons were recognised at the graduation ceremonies held at the St Augustine Campus in October 2019:

- **Mr Ewart Williams** of Trinidad and Tobago for leadership and his service to the region – Doctor of Laws (LLD)
- **Mr Pelham Goddard** (in photo) of Trinidad and Tobago for his work in music production and entertainment – Doctor of Letters (DLitt)
- **Professor Emeritus Harold Ramkissoon** of Trinidad and Tobago for his work as a mathematician and his contribution to the development of science and technology in the Caribbean and beyond – Doctor of Science (DSc)

A photograph of a man in a graduation cap and gown, wearing glasses and a blue patterned shirt, playing a keyboard instrument. The background is blurred, showing other people in graduation attire.

# RE COG NITION



### Graduation 2019 – Valedictorians

Valedictorians must possess first class or upper second class honours, eloquence, excellent public speaking skills, and be involved in extracurricular and/or co-curricular activities. They should exemplify key attributes of distinctive UWI graduates: critical and creative thinkers; effective communicators with good interpersonal skills; IT-skilled and information literate; innovative and entrepreneurial; globally aware and well-grounded in their identity; socially, culturally, and environmentally responsible; and guided by strong ethical values.

- **Raquel Le Blanc** for the Faculties of Engineering and Law
- **Amanda Mendes** for the Faculty of Humanities and Education
- **Jonathan Crichlow** for the Faculty of Medical Sciences
- **Shaquille Joshua Duncan** for the Faculties of Science and Technology and Food and Agriculture
- **Marcus Bridgemohansingh** for the Faculty of Social Sciences (morning ceremony)
- **Naomi La Croix** for the Faculty of Social Sciences (evening ceremony)

*Valedictorians - Class of 2019.*

*PHOTO: Keyon Mitchell*



**Staff**

Full-time academic staff numbered 551 (up 9%), while there were 428 part-time academic staff (down 16%). The ratio of students to teaching staff varied from one Faculty to the next. The Faculty of Humanities & Education had the lowest ratio (7:1) followed by Medical Sciences (9:1). The highest ratios were in the Faculty of Law (46:1) and the Faculty of Science & Technology (30:1).

*Interns with the Seismic Research Centre.*



## ACADEMIC HIGHLIGHTS



### New Programmes

Three faculties at the Campus introduced six new programmes in the 2018/2019 academic year:

#### *The Faculty of Agriculture (FFA)*

- Certificate in Environmental Geography,
- MSc in Value Addition for Food and Nutrition Security (VAFNS).

#### *The Faculty of Humanities & Education (FHE), School of Education*

- MEd in Measurement, Evaluation and Administration
- MEd in Tertiary Education.

#### *The Faculty of Social Sciences (FSS)*

- Certificate and PG Diploma programmes in Labour and Employment Relations.

The Faculty of Engineering (FEng) launched its **MSc Petroleum Engineering** programme at the University of Guyana in January 2019 with classes scheduled to start in August 2019.

### Anniversaries

**Arts in Action** marked its 25th anniversary while the Department of Creative and Festival Arts (DCFA) in the Faculty of Humanities & Education celebrated a decade of preserving the history and heritage of Trinidad and Tobago Carnival through its popular **Old Yard** event (see photo). Old Yard is not only a beloved event for the Carnival season but also an important teaching tool for the University, and a living museum for the preservation of masquerade. The FHE also held its **20th Annual Campus Literature Week** in March 2019, featuring a week of lunchtime readings and culminating in a gala reading by the Writer in Residence, **Mr Peter Kalu**. The Sir Arthur Lewis Institute for Social & Economic Research (SALISES) held lectures and symposia to observe the 50th anniversary of the publication of **Lloyd Best's theory of Pure Plantation Economy** and the birth of the Tapia House Group, as well as the 40th anniversary of the **Grenada Revolution**.

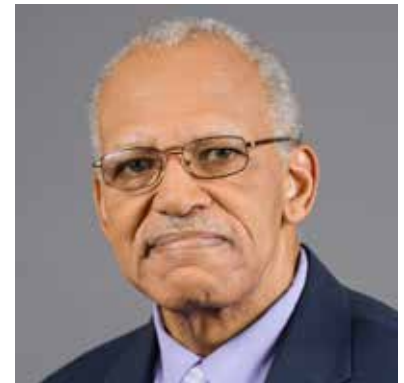
## ACHIEVEMENTS



*Dr Dawn-Marie De Four-Gill*



*Dr Acolla Lewis-Cameron*



*Professor Stephan Gift*



### Campus Appointments

**Ms Sharon Christopher** was appointed Chair of the St. Augustine Campus Council for the five-year period, November 16, 2018 to July 31, 2023; and **Dr Dawn-Marie De Four-Gill** was appointed Campus Registrar with effect from August 1, 2019. It is the first time a woman has held either of these two positions on the Campus. **Dr Acolla Lewis-Cameron** was appointed Dean of the Faculty of Social Sciences, also starting August 1, 2019. **Professor Stephan Gift** was appointed the new Pro Vice-Chancellor for Graduate Studies and Research.

*Former Campus Chairman, Mr Ewart Williams (L) and his successor Ms Sharon Christopher share a light moment after Mr Williams was conferred with an Honorary Doctor of Laws at Graduation 2019. PHOTO: Aneel Karim*





*Mountain Aglow Project, Montserrat*

*PHOTO: James Christie*

### **National Awards**

Outgoing Campus Chair, **Mr Ewart Williams** was one of four persons with ties to the St. Augustine Campus to be recognised at Trinidad and Tobago's 2018 National Awards Ceremony. Mr Williams, a Distinguished Alumnus and a former Governor of the Central Bank of Trinidad & Tobago, was a member of the first graduating class in the Master of Science in Economics Programme. He was awarded the Chaconia Medal (Gold) for exemplary public service.

**Dr Waveney Charles**, a former faculty member and former Director of the National Blood Transfusion Service also received the Chaconia Medal (Gold). **Dr Ian Anthony Hypolite**, also a former faculty member, was awarded the Hummingbird Medal (Silver) for his work in sports administration, athletics and psychiatry. **Dr Lester Efebo Wilkinson**, a former lecturer in Theatre Arts, received the Public Service Medal of Merit (Gold).

**Dr Rajendra Persaud**, a DFP student with the Department of Food Production was awarded Guyana's 'Golden Arrow of Achievement' in February 2019, for his work in plant pathology that is helping to protect that country's rice industry from serious diseases.

### **New Professors**

Four members of staff were appointed to the rank of professor during the 2018/2019 academic year:

- **Dr Wayne Ganpat** promoted to Professor of Agricultural Extension
- **Dr Rohan Maharaj** promoted to Professor in the Faculty of Medical Sciences
- **Dr Michelle Mycoo** promoted to Professor of Urban and Regional Planning
- **Dr Laura Roberts-Nkrumah** promoted to Professor of Crop Science and Production

### **New Professors - of Practice**

Four Professors of Practice were appointed at the St. Augustine Campus: former Permanent Secretary in the Ministry of Energy, **Mr Andrew Jupiter**, Professor of Practice – Petroleum Engineering; Economist and former Finance Minister, **Mr Winston Dookeran**, Professor of Practice – International Diplomacy; businessman, **Mr Gerry Brooks**, Professor of Practice – Innovation and Entrepreneurship; and **Dr Sterling Frost**, a senior career banker was appointed Professor of Practice in Management Studies.



### Vice-Chancellor's Awards for Excellence

The annual UWI Vice-Chancellor's Awards for Excellence recognises outstanding service both within and outside of the university. In October 2018 at the Vice Chancellor's Awards for Excellence (2017/2018) two projects from the St. Augustine Campus were recognised:

- *The International Collaboration – Globalisation Award* went to **The International Fine Cocoa Innovation Centre (IFCIC) Project** from the Cocoa Research Centre.
- *The Multi-Campus Research Collaboration – One UWI Award* went to the **Global to Local Caribbean Socio-Economic Climate Change (Adaptation and Mitigation Scenarios) (GoLoCarSce) Project** from the Department of Life Sciences in the Faculty of Science & Technology at the St. Augustine Campus. (Principal Investigator - Professor John Agard)

### UWI / Guardian Group Premium Teaching Awards 2018

In September 2018 the **UWI / Guardian Group Premium Teaching Awards 2018** took place under the theme, **Innovative Strategies for Teaching Excellence in Lean Times**. The feature speaker was Dr Joseph Michael Branday.

The year's outstanding awardees were:

- **Dr Paul Balwant**, lecturer in Management Studies
- **Dr Elaine Monica Davis** from the Faculty of Medical Sciences
- **Dr Jovanca Smith** of the Department of Civil and Environmental Engineering

### Other Awards

**Dr Kevin A. Browne**, Lecturer in Literatures in English, was the recipient of the 2019 One Caribbean Media (OCM) Bocas Prize for Caribbean Literature for his book *'High Mas: Carnival and the Poetics of Caribbean Culture'*.

MFA student, **Ms Alexandra Stewart** took first place in the First Citizens National Poetry Slam Final. **Mr Jian Hennings** was one of three first-time film-makers to receive \$250,000 from the Ministry of Community Development, Culture and the Arts as part of the Ministry's inaugural Take One Feature Film Grant, issued in August 2019. The movie, *"Grace & Saleem"* was the Capstone project made by the final year Film class of 2017, together with alumni of UWI's Film Programme. It went on to win a *People's Choice Award for Best Feature Film* at the 2019 Carifesta edition of the Trinidad and Tobago Film Festival (TFFF).

In 2018, **Dr Shirin Haque** became the first woman to receive the CARICOM Science Award. This prestigious award recognises Caribbean scientists that have made sterling contributions to the advancement of science impacting the peoples of the Caribbean.

Students from the Institute for International Relations (IIR), **Ms Tonicia Williams** and **Ms Terriann Baker**, were announced "Outstanding Delegates" in the intensely competitive 65th session of the Harvard National Model United Nations (HNMUN), besting student delegates from the most recognised universities around the world. Two other IIR students, **Mr Nestor Garcia** and **Ms Asabi Rawlins**, were awarded the coveted "Diplomatic Commendation" at the session. **Ms Rawlins** was also awarded a **Chevening Scholarship** by the British Government.

The **Geospatial Information Research and Innovation (GIRI) Group** was recognised from among more than 100,000 contenders from around the world for their outstanding work implementing GIS technology by the US based GIS firm, *Esri*. They were presented with the *Special Achievement in GIS (SAG) Award* at the 2019 Esri User Conference in San Diego, California for a project begun in 2014 to map the campus and develop a web-based platform for managing and disseminating the information. The GIRI Group consisting of staff and students from the Department of Geomatics Engineering and Land Management, Faculty of Engineering.



*Prime Minister of Trinidad & Tobago, Dr the Honourable Keith Rowley (front seated 2nd from left) with staff at the Seismic Research Centre.*

### Community Engagement

Public service and community engagement are increasingly regarded as integral to the student experience at the St. Augustine Campus. The **FYE Community Engagement Initiative** was established in 2018/2019 to encourage volunteerism from the first year of enrolment. One hundred and forty-one volunteers participated in the inaugural activity - an environmental clean-up at the Caura River Pool 3 Site, organised by the **Caribbean Network for Integrated Rural Development (CNIRD)**. Students also engaged with the wider community through UWI's partnerships with Non-Governmental Organisations such as **Habitat for Humanity, Is There Not a Cause, the Cyril Ross Home, New Fire Festival, and Bocas Lit Fest.**

### Public Service

Members of the Campus community at all levels continue to answer the call to serve the public, whether through private or public institutions. For a full list, please see the section of this report (digital version only) on the Public and Professional Service of staff. A few notable appointments made in the 2018/2019 academic year: **Mr Roger McLean** of the HEU/Centre for Health Economics was appointed to the Caribbean Commission on the Economy in December 2018. **Professor Surendra Arjoon** from the Faculty of Social Sciences was appointed as a Director of the Central Bank of Trinidad and Tobago in February 2019. **Dr Dorian Noel** was appointed to the Board of Governors of the

Trinidad and Tobago Heritage and Stabilisation Fund in May 2019.

### Serving the Public

The **UWI Seismic Research Centre (SRC)** continued to record a high level of seismicity in the Eastern Caribbean. The seismograph network recorded more than 11,000 earthquakes, including over 4,600 low magnitude volcanic earthquakes within the area of responsibility. The largest earthquake for the period occurred west of Trinidad, on 21 August 2018, and was of **magnitude 6.9**. It was felt from as far south as Suriname and as far north as Dominica. The event caused damage to some structures and was associated with a large-scale ground failure episode in Los Iros, Trinidad. The SRC continues to warn that the region has not seen its largest earthquake for well over 150 years.

An important educational service designed specifically to improve outcomes for students with special education needs and disabilities is the **Psycho-Educational Diagnostic and Intervention Clinic (PEDIC)**, a project out of the School of Education, funded through the Research and Development Impact (RDI) Fund. The project was approved in 2018/2019S and as of September 2019 was scheduled to start offering high-quality, evidenced-based, and low-cost psychoeducational testing and intervention services to students, through their families, schools, education districts, and the broader education network.

### Activism and Advocacy

The University of the West Indies plays an important role as a change agent in the Caribbean. The review period saw the St. Augustine Campus engaging in activities promoting, among other things, a healthier, sustainable and more just society. The Faculty of Food and Agriculture launched a **Technology Demonstration Park** which showcased to schools and the general public a range of **Climate Smart technologies**. Nine Visual Arts Degree students designed and painted murals for three walls at the new Child and Adolescent Ward at the St Ann's Psychiatric Hospital – an art-based mental health initiative. As part of the International Human Rights Clinic Programme, Law students visited local prisons to connect with inmates and administrators. The clinic is financed through the **European Development Fund (EDF)**.

In July 2019, The UWI School of Education Outreach Unit, partnered with the Counselling Department of **Gallaudet University** in the US, to hold the **2019 Professional Development Workshop** for teachers, interpreters, and Student Support Staff of Trinidad and Tobago's **Ministry of Education**. The workshop trained them in the **Bedrock Bilingual Literacy Programme for Deaf and Hard of Hearing (DHH) learners**, as well as strategies for their social and emotional needs. Apart from the lectures, discussions and demonstrations, the workshop included presentations by qualified local DHH teachers. Ministry staff benefitted from insights into the unique approaches needed to teach DHH students and the specific considerations when it comes to assessment and concessions if equity is to be achieved. The **Trinidad and Tobago Association for the Hearing Impaired (TTAHI)** funded the cost of providing high quality interpreting (sign to voice and voice to sign) during the workshop and the interpreting service was outsourced to the **Caribbean Sign Language Centre (CSLC)**.

Gang rape and abuse without recourse. Denial of legal rights. Endangerment and exploitation of children. Human trafficking. These were just some of the horrors

being faced by **Venezuelan migrants in Trinidad and Tobago**, highlighted during a May 2019 regional hearing on human rights. A UWI-led delegation painted a picture of the situation on the ground before the **Inter-American Commission on Human Rights (IACHR)** in Jamaica. The multi-disciplinary delegation included representatives from the **Faculty of Law**, the **Department of Geography** in the **FST**, as well as the **Family Planning Association of Trinidad and Tobago (FPATT)**. The IACHR, part of the Organisation of American States, works to protect human rights in the Americas. This was the first time the University had formally come before that international body.

The Institute for Gender and Development Studies (IGDS) continued to promote positive change throughout its activities during the review year. The Sexual Cultures of Justice project launched an Online Knowledge E-Portal - [portal.caribbeansexualities.org](http://portal.caribbeansexualities.org) and the Institute produced a series of short videos challenging sexism and Gender Based Violence (GBV) as part of the Pull Up Yuh Bredren campaign. Working with the **2 Cents Movement**, students in 15 secondary schools across Trinidad and Tobago, Barbados and Guyana to develop their own poems and execute an original anti-GBV showcase in their schools. The IGDS created the Safer Schools Teacher Training workshop, toolkit and facilitator guide, and trained 46 teachers and guidance counsellors. They also provided support for over 20 families and guardians of LGBTI+ youth; collected 18 life stories of working-class LGBTI+ people which will guide the creation of an LGBTI+ Policy Agenda; and campaigned for legal protection for LGBTI+ persons through the Add All Three campaign. The IGDS also collaborated with the **Ministry of Housing and Urban Development** to train staff from state agencies in gender responsive budgeting, while the long-running and highly successful Break the Silence Campaign to End Child Sexual Abuse and Incest reached over a thousand persons through direct engagement in workshops, with booths, and through training.

### Industry Partnerships

Various arms of the Campus continue to provide support to external agencies and organisations that serve the local and regional community. The following are but a few of the fruitful partnerships that flourished between the Campus and public and private organisations during the review year 2018/2019.

The Faculty of Food and Agriculture (FFA) completed a study of dairy farming in Trinidad as requested by the **Dairy Farmers Association of Trinidad & Tobago**; signed a memorandum of understanding with **Magic Recycling Limited** to engage in collaborative research and organic waste recycling; and entered into a partnership with the **Food & Agriculture Organisation** on rehabilitating soils contaminated by pesticides, and promoting alternatives to “persistent pesticides” which do not break down in the environment and continue to contaminate the food chain. The FFA’s University Field Station facilitated training for **Public Health Inspectors** in dairy and pasteurisation operations and slaughtering / meat processing. The Field Station exchanged breeding bulls with the **Artificial Breeding Centre (ABC)** and donated a breeding boar to the ABC for dissemination of breeding samples to farmers throughout Trinidad and Tobago. Two breeding boars were also donated to the **Trinidad & Tobago Prison Service** for their farming rehabilitation programme.

The Faculty of Engineering began talks to establish a research lab in the Department of Electrical & Computer Engineering leading to the launch, development, and commissioning of the innovative **bmobile-UWI Laboratory** powered by **Huawei**. Meanwhile, the Department of Geography at the Faculty of Science and Technology conducted a GIS workshop with the **Environmental Management Agency** showcasing new modelling practices.

The Department of History in the Faculty of Humanities and Education (FHE) was contracted to compile and write the history of the **National Gas Company (NGC)** of Trinidad & Tobago. Five graduate students from the Department also collaborated with the **University of Vienna** and the **National Trust of Trinidad and Tobago** on the archaeological excavation and

exploration of **Nelson and Caledonia Islands**. The FHE’s Department of Creative & Festival Arts partnered with **CreativeTT** to provide internships for six students and, with funding from the **NGC**, completed a project to score the compilation of the **National Panorama Finals**. In addition, a digitisation and indexing project for the **Caribbean Public Health Agency (CARPHA)** was conducted by the Campus Libraries.

### Creating an Entrepreneurial Campus

In this its first year in operation, the St. Augustine Centre for Innovation and Entrepreneurship (StACIE) received a total of **17 invention disclosures** from staff and students at the St. Augustine Campus. One provisional patent application was filed in the United States and nine other inventions were recommended for patenting.

The **Innovation and Technology Transfer Fund (ITTF)**, which supports only projects close to commercialisation, also completed its first Call for Proposals. One project, **BITREM**, a new fingerprint recognition project was approved and received a grant of TT\$940,000. The Campus also established **UWI Ventures Limited**, a wholly owned subsidiary of The UWI, which will commercialise the university’s intellectual property and function as a limited liability holding company for UWI spinoffs.

To support all of the above, the Alma Jordan Library established an **Intellectual Property Help Desk** in collaboration with the Intellectual Property Office of the Trinidad & Tobago **Ministry of the Attorney General and Legal Affairs**.

The Campus’s partnership with **Lake Asphalt of Trinidad and Tobago** progressed in 2018/2019 when both parties signed a licence agreement to commercialise two asphalt-based products developed by the Faculty of Science & Technology – “UWI Plastic Cement” and “UWI Primer”. The licence agreement follows a memorandum of understanding signed between The UWI and Lake Asphalt in 2015 to collaborate on research, development and commercialisation of asphalt and asphalt-based products.





*Mr Jackie Hinkson at the installation of his mural, Masquerade at the front of the Alma Jordan Library.*

### The Arts

Works by six alumni of the Department of Creative & Festival Arts (DCFA) in the Faculty of Humanities & Education were part of the **First Citizens Heritage Art Collection** display at Castle Killarney in December 2018. The exhibition, titled "The Art in Banking," marked **First Citizens' 25th Anniversary**. The work of DCFA Visual Arts students and alumni were also part of the national exhibit at the National Academy for the Performing Arts for **Carifesta XIV** in August 2019 and adorned the UWI Fete 2019 themed "*Champagne and Gold*."

In June, a team of nine Visual Arts Degree students created murals for three walls of the new child and adolescent ward at the **Psychiatric Hospital at St. Ann's**. This project recognises the role of art in health and well-being. DCFA students painted two other murals on the campus commissioned by the **UWI Biological Society** and at the **Faculty of Food & Agriculture**.

For the first time, the Campus chose a piece by a student to grace the cover of the commemorative graduation booklet. The honour went to Year 2 Visual Arts student, **Ms Saegel Bascomb** whose painting "*Euphoria*" captured the joy and the aspirations of our graduates.

### The Hinkson Mural

The concrete grey façade of the JFK quadrangle came alive in February 2019 when renowned artist, **Donald "Jackie" Hinkson**, graciously allowed the Campus to install his epic mural "*Masquerade*" on the southern exterior of the Alma Jordan Library (AJL) just off the main entrance. The awe-inspiring mural measuring 8 ft tall and 110 ft long attracted the interest of art-loving, selfie-seeking students, staff and visitors alike with its thought-provoking depiction of Carnival. Mr Hinkson said it was his dream to showcase the work on the campus because here for the first time was a space big enough to install it in its entirety.

Sadly, three weeks after the installation, vandals left a gaping gash in the piece. Mr Hinkson, a 2011 Honorary Graduate of the University, graciously agreed to keep the piece up as planned until after Carnival, saying, "In early discussions with the University the topic of risk came up and I said I was willing to take the risk. The work is to be seen. What's the point of doing it if it is not seen? I continue to have that priority. This incident does not shock me. It disappoints me but it does not shock me. Incidents such as this will not deter me from showing



# EX PRE SSION

*DCFA students finishing the mural commissioned by the UWI Biological Society.*





the work." He also said that on balance he was happier with the positive feedback he received about the mural than he was disappointed in the act of vandalism and hoped The UWI would continue and even expand its role as a host of Caribbean creative works. The piece remained up but under guard until the end of the Carnival season as planned.

In expressing his sorrow on behalf of the Campus community, Principal Brian Copeland said "The defacing of art is a truly senseless and ugly act. It hurts the creator. It hurts the audience. It hurts the society."

### Sports

At the **UWI Inter-Campus Games** in June 2019, the St. Augustine Campus took **2nd place** honours for the first time since the inception of The UWI Games in 2007, with a total of 88 points behind the host Mona Campus (106 points). 'Gustine athletes won every event in Swimming, and placed 1st in Women's Football, Lawn Tennis and Table Tennis. They also brought home a number of individual awards in Female Basketball, Volleyball and Football, Swimming, and Table Tennis.



In late 2018 at the 3rd **Vice-Chancellor's Sports Awards**, Trinidad & Tobago Under 21 Table Tennis singles champ, **Ms Brittany Joseph** was named Sportswoman of the Year. When the 4th edition of the Awards took place in May 2019, **Mr Jordan Reynos**, a hockey player who also represents Trinidad and Tobago, was named Sportsman of the Year. Both Ms. Joseph and Mr Reynos were pursuing the BSc in Management Studies at UWI St. Augustine.

For the first time, **sports scholarships** were among the list of scholarships and bursaries offered by the UWI Development and Endowment Fund (UWIDEF). Numbering 10 in all, these scholarships were each worth TT\$5,000.

The UWI SPEC 16th **International Half Marathon** raised money for sport scholarships to increase access to tertiary education for regional athletes. **First Citizens** was once again title sponsor, continuing a 14-year relationship with the St. Augustine Campus. For the second year, participants could register as a team to run the half marathon in four 5 kilometre legs.



In January 2019 the St. Augustine Campus hosted players from the United Kingdom, United States of America and the Caribbean including the reigning Regional Super 50 Champions, the Combined Campuses and Colleges (CCC) to the first ever, **UWI World Universities T20 Cricket Tournament**.

# EN DUR ANCE



*I did it! At the finish line of the 2019 UWI-SPEC International Half Marathon.*





### Science

**Mr Daniel Phillips**, a BSc Electrical and Computer Engineering student (Faculty of Engineering), was selected to represent Trinidad & Tobago at the annual **NASA Internship** programme, along with **Mr Keanu Nichols** and **Mr Tevin Achong**, of the Department of Computer and Information Technology (DCIT) (Faculty of Science & Technology).

Landing a job with a tech giant like **Google** may seem like nothing more than a dream but for two UWI alumni, **Mr Arthur Thompson** and **Mr Stefan Hosein**, this dream became a reality. In June 2019 they were among representatives from the company who participated in a workshop on Google Cloud's AI solutions, Google's products and employment opportunities at the company.

The Faculty of Science & Technology hosted its **inaugural Science Week** in May 2019 under the theme *"Science in Communities – supporting partnerships in Science, Technology, and Innovation"*. With a different focus each day, visitors were able to explore issues such as climate change, disaster preparedness and management, environmental and earth sciences, data application and its management and security, information technology, energy, fuels, green technology, renewables, health, safety, medicine and medical technology, pharmaceuticals, and wellness. The week

*Medical marijuana researcher, Dr Anthony Pottinger makes a point to Trinidad & Tobago Attorney General, Faris Al-Rawi at the Cannabis Consultation at the close of the FST Science & Technology Week. Fellow panellists - regional cannabis policy advisor Marcus Ramkissoon, and Minister in the Ministry of the AG and Legal Affairs Fitzgerald Hinds.*  
*PHOTO: Atiba Cudjo*

of activities ended with a lively panel discussion on "Cannabis, Science and the Issues".

The Faculty of Food & Agriculture held its annual **techAGRI Expo** in March 2019 under the theme "Technology Innovation and Entrepreneurship." The three-day event attracted some 8,000 patrons including members of the general public and primary and secondary school students.

The Department of Mechanical Engineering in the Faculty of Engineering staged its annual conference and exhibition under the theme **"Engineering the Future"**. Featured projects included a Portable Conveyor Belt Harvester, a 3-D Printer, a project on Vibration Transmission in Offshore Platforms, and another on Flow Induced Vibration in Piping Manifolds, a Picking Road for Cocoa, a Miniature Controlled Atmosphere Greenhouse, a Reconfigurable Subwoofer Enclosure, a project on Load Bearing Capacity, a Vibratory Soil Compactor a Vertical Axis Wind Turbine and a Wheel Chair Lift.



# CURIOUSITY

*Young visitors to the new Technology Demonstration Park.*



### Innovative Internships On Campus

Students are often selected for employment to support the work of the Campus. In 2018/2019 sections of the Campus drew on the training of final year students specifically in the Department of Computing and Information Technology at the Faculty of Science & Technology to develop technology solutions. Two important projects that made significant progress during the review period were:

- The **BeUWIconlineapp** that would allow prospective students to plug in their subjects at CSEC and CAPE (or their equivalent) to find related undergraduate programmes. The app was conceived by the Office of Marketing and Communications and will form part of the Campus's predominantly digital BeUWI Recruitment Campaign in 2020.
- A **Volunteer Management System** to be used by the DSSD as part of the new Community Engagement initiative.

### Student Support

#### *Financial Support*

During this year, the DSSD secured more than **TT\$2.7 million in scholarships and bursaries** from public and private donors, including 10 new UWI Sports Scholarships. Of note this year were the number of Trinidad and Tobago students who sought financial assistance from the Campus and who reported that the introduction of a means test as part of the Government Assistance for Tuition Expenses (GATE) programme required them to pay tuition expenses out of pocket. Many recounted challenges with receiving approval for GATE or that they had exhausted their GATE funding.

The Campus signed a Memorandum of Agreement (MoA) with **Caribbean Gas Chemical Limited (CGCL)** in July 2019 for the establishment of the **CGCL Scholarships and Bursaries Fund**. The Fund will benefit 80 students across all eight faculties over the following five years. There will be 50 bursaries valued at TT\$5,000 each and 30 continuous scholarships valued at TT\$20,000 each. The awards will be open to new and continuing students who are citizens of Trinidad and

Tobago from CGCL's fence line communities such as La Brea, Sobo Village, Rousillac, Vance River, Vessigny Village and Union Village, and will be based on academic merit, financial need, and/or extra-curricular activities or any combination of these criteria. Prior to the signing of the MoA, CGCL funded 10 bursaries totalling \$50,000.00 to undergraduate students of The UWI from La Brea and environs at the start of Academic Year 2018/2019. The Campus is grateful to CGCL and the **over 50 other corporate entities and individuals** who donated scholarships and bursaries to our students during the period.

#### *Psychological Support*

The DSSD reached out this year to non-traditional students such as those who are employed full-time, who may find it difficult to access services on Campus. Two workshops were held – one in Trinidad and another in Tobago – where young teachers enrolled with the School of Education were exposed to strategies to improve their mental and emotional well-being despite their busy schedules. Similar sessions were held for the first time to support student athletes, to help them recognise early signs of distress, and to promote self-care.

#### *Academic & Disability Support*

For the first time the DSSD hosted a workshop on **Navigating the Job Search with (Dis)abilities: From the Classroom to the Workplace**. The workshop specifically addressed the issue of disclosure to potential employers and strategies for successfully navigating the job market as a person with a disability. Of the eight students who participated, one was selected for an internship with **SHELL Trinidad and Tobago Limited**, and another was offered an opportunity with the **Inter-American Development Bank (IADB)**.

#### *Campus IT*

The **Business Intelligence System (BIS)** developed by the St. Augustine Campus Information Technology Services is being replicated across the University to provide real time data for administrators on all the campuses. At the St. Augustine Campus the BIS is now integral to ensuring the Campus is operated according to data-driven decision-making.

## RESEARCH HIGHLIGHTS



The **UWI-Trinidad and Tobago Research and Development Impact (RDI) Fund**, which falls under StACIE, launched its 4th Call for Proposals and its first for **Innovation Proof of Concept (I-POC) Grants**. Twenty-seven concept notes were received and evaluated, and **10 projects** approved to receive **TT\$5.5 million** in grant funding.

### Projects include:

- Innovations in small holder cocoa post-harvest **processing systems, traceability, quality certification and e-marketing of cocoa** that will allow the sector to become a truly viable diversification option for Trinidad and Tobago.
- An investigation into the use of **sodium alginate** extracted from **Sargassum** sources as a **biodegradable alternative** in the reduction of solid waste and for the treatment of polluted water for domestic use.
- Commercialising novel bio-stimulant products developed from locally available **Sargassum seaweed** species **for use in sustainable agriculture** as an effort to promote organic farming and minimise the use of chemicals in crops.
- Sustainable innovations in the production and processing of seeds for marketing and **strengthening the local seed system** through seed saving, local seed banking, partnering with farmers and other local seed producers.

The RDI Fund marked its seventh year during the review period. Over that time the Fund has proven to be an effective social innovation, encouraging UWISTA researchers to break down internal and external silos and collaborate in unique and resourceful ways across faculties and departments while also engaging with external, often non-traditional, collaborators and partners. The Fund has also helped to strengthen UWISTA's postgraduate research agenda by providing valuable research experience to more than **150 graduate students**, with **45 related theses** completed to date.

Other important projects that were not RDI funded included the design and development of **equipment for the local cocoa industry** by researchers at the Faculty of Engineering, while their counterparts at the Faculty of Food and Agriculture (FFA) re-established two prominent and prolific **UWI varieties of corn** (UW7 and ICTA field Corn) that had been lost over the years. These were put back into production. Other innovations at the FFA included the design of a **Non-traditional Grow-system** for household use with the potential for scalability to commercial production systems; and a prototype of a **Grow system for the visually impaired**. An **indoor Plant Factory Laboratory** was also developed with potential for the production of pesticide-free vegetables on a commercial scale.

### *Publications*

An important measurement of research output for any university is the number of publications produced on an annual basis. In the 2018/2019 period, researchers across the St. Augustine Campus published some 300 articles in refereed journals, 16 scholarly books, and 55 chapters in books.



## Events

Public lectures, conferences, discussion fora, and symposia are important vehicles for the Campus to share its research output with the wider community and to spark debate on national and regional issues. During the review period the Campus hosted over 350 signature campus events, public lectures, research symposia, open days, conferences, book launches, media launches, exhibitions and cultural activities.

According to data collected by the Marketing and Communications Office, among those activities making national and regional headlines were: the launch of the **Caribbean Centre for Health Systems Research and Development** in the Faculty of Medical Sciences, created to strengthen research and policy development in public health; the Cocoa Research Centre's 7th Annual **World Cocoa and Chocolate Day Expo** which, for the first time, hosted a nationwide cocoa cooking competition; the Faculty of Engineering's **Transportation Symposium 2019: Breaking Boundaries, Creating Allies and Uniting Disciplines** where participants, from students to policymakers discussed the critical issue of transportation and land use in Trinidad & Tobago; the Faculty of Science & Technology hosted a Panel Discussion **"Cannabis, Science and the Issues"** that attracted a wide range of participants who delved deep into the science of cannabis, its medicinal uses and some of the widely accepted safety concerns.

## Distinguished Lectures:

- December 2018 - **Sir David Adjaye OBE** – *Building Publics*
- January 2019 - **Professor Sir Timothy Besley**, London School of Economics and Political Science - *State Capacity and Economic Development*
- March 2019 - **Professor John Creswell** - *Paradigm Shifts In My Thinking About Mixed Methods Research* (Sir Arthur Lewis Distinguished Lecture)

## Professorial Inaugural Lectures:

- November 2018 - **Yuri Clement**, Professor of Pharmacology - *Preserving our Herbal Medicine Traditions*
- March 2019 - **Jerome De Lisle**, Professor of Education Leadership - *Among the SEA Believers: The price we must pay*
- June 2019 - **Bopanna Chowdary**, Professor of Professor of Manufacturing Systems and Engineering - *Innovations and Entrepreneurship in Manufacturing Engineering: Towards Sustainable Manufacturing in Trinidad.*

## Public Lecture Series:

- October 2018 - Faculty of Science and Technology/ CARISCIENCE - **Distinguished Nobel Laureate Lecture** series featuring, **Professor Klaus Von Klitzing**, 1985 Physics Nobel Prize Winner - *A New Kilogram Next Year – How My Nobel Prize Contributed to This Development.*
- September 2018 - Faculty of Science and Technology - *Comprehensive Disaster Management Strategies: The Role for Regulators, Industry and Academia*
- May 2019 - SALISES - *The Regional Impact of the Current Political and Humanitarian Crisis in Venezuela*
- *Outreach Forum: The Politics of Crime, with the Commissioner of Police – November 2018*
- *Outreach: Duty in the Midst of a Crisis – Winston Dookeran Reflections on 1990 uprising - July 2019*

# VASHA'S STORY

*Our students shared with us their stories of perseverance.  
Names have been changed to protect their privacy.*

The dilapidated wooden structure may not have been much, but it still hurt when Vasha and her mother were chased away from the only home they knew. Already a student at UWI, St. Augustine, Vasha reached out to the DSSD and secured a room on campus while her mother moved in with relatives.

At first she thought that stress was the source of her sudden bouts of illness. After a visit to the public health centre and several tests, she was given the diagnosis - lupus.

Even with medical care being provided through the public health system, the medications, special creams and clothes all add up.

"Beyond that, the condition causes extreme exhaustion which makes walking, standing, practising with my instrument and using my hands in general very difficult. Some days, I need help to dress myself."

She would blackout frequently, so for her own safety, she had to return to her mother where she would receive better care. **However, despite having sick leave certificates excusing her from exams, she still attempted them, determined not to give up on her studies.** It was still too much, and eventually, she took the advice of her lecturers and switched from full-time to part-time so she would have more time to take care of her health and to keep up her academic performance. She has many more medical tests to undergo for everything from her blood and internal organs to her eyesight and dental care. She refuses to give up on her degree.

## FINANCIAL HIGHLIGHTS

Macro-economic conditions in Trinidad & Tobago are yet to recover since they began to decline in 2015 and this is reflected in **flat or decreasing funding levels** to the Campus over a period marked by annual budget cuts and cash flow difficulties.

The situation has led to re-prioritisation and rationalisation of activities and services and the accomplishments of the Campus over the period showcase the spirit of resilience, determination and commitment to our students and our service to the region.

In light of this reduction in funding several strategies continue to be implemented:

- 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
- Reorganising workflow to reduce overtime

Below are some of the highlights of the Report of The Campus Bursar on The Financial Statements for 2018/2019. For details, please see the Financial Section of the Strategy Review section of this report.

### Deficit

For the year ended July 2019 the Campus recorded a **deficit of \$113.4 million**. The surplus recorded before provisions for depreciation and employee benefit obligations was \$20.1 million.

The Campus's operations are not generating sufficient funds to replace its plant nor to fund its growing pension liability, hence the deficit recorded for the year.

In the previous year (2017/2018) the Campus recorded a surplus of \$16.8 million, but this was buoyed by a special billing raised on the Government of Trinidad and Tobago (GORTT) for **\$109.7 million in arrears** for the scholarship students at the Faculty of Medical Sciences.

This invoice is yet to be accepted by the GORTT and remains as a receivable on the books of the Campus.

Campus operations therefore remain on par, year on year.

The Trinidad & 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.

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

### Income

Total consolidated income for the year ended July 31, 2019 totalled **\$1,028.9 million** reflecting a **decrease of 11.4 %** below the previous year.

Tuition and other student fees showed a 3.6% increase when compared to the year ended July 31, 2018.

At the St. Augustine Campus there has not been an increase in tuition fees for government supported programmes since 2001.

This increase therefore reflects increased student course enrolment.

Special projects and other project income of \$122.4 million included the gross income earned by ROYTEC valued at \$27.3 million and SACEL of \$2.4 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 decreased by 28.8% below the previous year, caused in large measure by the major reduction in research work funded by external donor agencies.

INCOME	2019		2018	
	\$'000	%	\$'000	%
Government Contributions	533,858	51.9	533,283	45.9
Tuition and Other Student Fees	83,047	8.1	80,779	7.0
Special and Other Projects	122,457	11.9	172,228	14.8
Other Teaching Activities	214,210	20.8	303,862	26.2
Commercial Operations	33,250	3.2	32,786	2.8
Investment Income	10,106	1.0	10,772	0.9
Miscellaneous Income	32,008	3.1	28,245	2.4
<b>Total Income</b>	<b>1,028,936</b>	<b>100</b>	<b>1,161,955</b>	<b>100</b>

### Expenditure

Total expenditure for the year before depreciation,

employee benefits obligations and finance costs totalled **\$1,008.8 million, a decrease of approximately \$40.8 million or 4.0%.**

The decrease in overall expenditure is primarily driven by the decrease in the level of provisioning for doubtful debts.

EXPENDITURE	2019		2018	
	\$'000	%	\$'000	%
Administrative	95,441	8.4	80,032	7.0
Departmental	497,250	43.5	468,559	40.9
Central Expenditure	40,845	3.6	43,120	3.8
Special and Other Projects	124,666	10.9	166,747	14.6
Other Teaching Activities	226,616	19.8	215,814	18.8
Commercial Operations and Other Costs	34,851	3.1	27,643	2.4
Provision for Impairment of Receivable	(10,905)	(1.0)	47,710	4.2
Depreciation, Employee Benefits Obligations & Finance Costs	133,619	11.7	95,571	8.3
<b>Total Expenditure</b>	<b>1,142,383</b>	<b>100.0</b>	<b>1,145,196</b>	<b>100.0</b>

Gross assets now stand at \$1,922.1 million, an increase of 1.1% over last year.

This tightening of liquidity is compounded even further since the majority of current assets (\$744 million) represent government receivables.

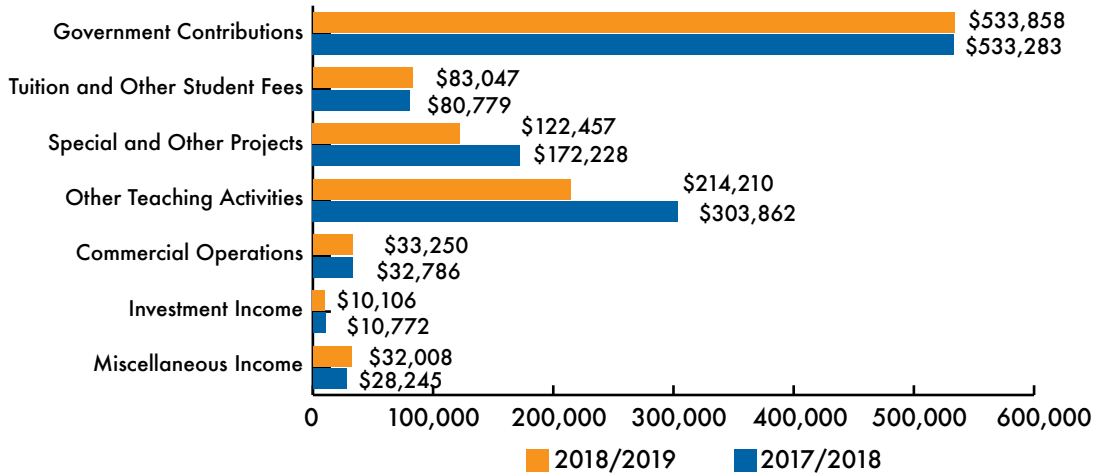
Subventions due from governments are \$107.5 million, Government scholarships outstanding was \$192.6 million when compared to \$177.1 million as at July 2018.

**GATE receivables due at \$334 million, represents an 8.7% increase in receivables** over the previous year.

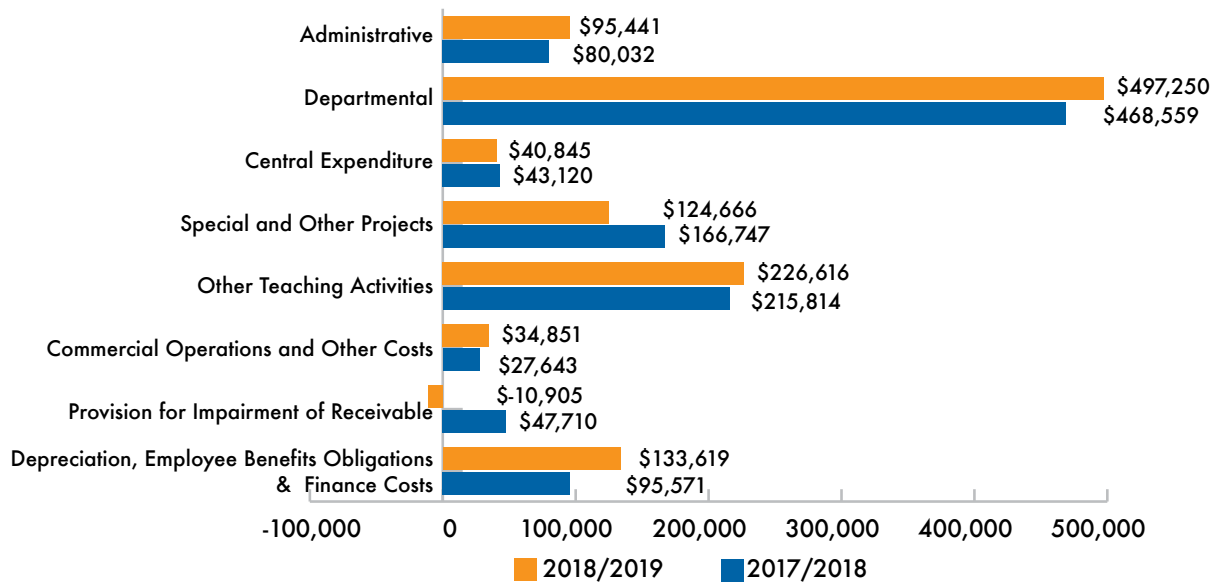
The Campus's ability to meet its financial obligations is now inextricably tied to the receipt of advances from the relevant governments.



### Income



### Expenditure





*Fifth from left - Dr. The Honourable Nyan Gadsby-Dolly, Minister of Community Development, Culture and the Arts; and Professor Rose-Marie Belle Antoine, Dean of the Faculty of Law, flanked by students representing the First Peoples at the April 2019 Human Rights Youth Forum.*





# STRATEGY REVIEW

## STRATEGY REVIEW



The Strategic Theme of the University's 2017-2022 strategy is **Revitalizing Caribbean Development**, implemented through three thematic areas - Access, Alignment and Agility.

This review focuses on those activities conducted during the review period which were either new initiatives or which achieved significant milestones that moved the Campus closer to achieving its strategic objectives. It should also be noted that these strides were made in the face of annual budget cuts and cash flow difficulties. The situation has led to re-prioritisation and rationalisation of activities and services; but among the reports from both academic and administrative departments there were common constraints – funding, staffing, and accommodation.

Seen through this lens, the accomplishments recounted below showcase nothing less than the spirit of resilience and determination on the Campus, and our commitment to our students and service to our region.



### ACCESS

The UWI seeks to be a University for all; 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. Programmes**

Three faculties at the Campus introduced six new programmes in the 2018/2019 academic year:

#### *The Faculty of Agriculture (FFA)*

- Certificate in Environmental Geography
- MSc in Value Addition for Food and Nutrition Security (VAFNS)

#### *The Faculty of Humanities & Education (FHE), School of Education*

- MEd in Measurement, Evaluation and Administration
- MEd in Tertiary Education

#### *The Faculty of Social Sciences (FSS)*

- Certificate and PG Diploma programmes in Labour and Employment Relations

The Faculty of Engineering (FEng) launched its **MSc Petroleum Engineering** programme at the University of Guyana in January 2019 with classes to start in August 2019. This is in response to the burgeoning petrochemical industry in that country. A draft MOU was prepared and reviewed defining cooperation between FFA, St Augustine and the Open Campus (OC) (specifically Belize and Antigua) to offer the undergraduate certificates in **Agriculture and Human Ecology**. Preparations are on stream for a 2020/2021 launch.

#### **Recruitment**

Applications were down overall by 8% in this review period and the decline was primarily among undergraduate prospects. According to official Campus figures provided by the Campus Office of Institutional Research (COPIR), the number of applicants has been trending downwards since 2016/2017, from a peak of over 12,000 in 2015/2016, to just under 10,000 in 2018/2019. While the Faculty of Social Sciences continued to attract



the highest number of applicants (2,746) this figure was down 16%, dipping below 3,000 for the first time in five years. Similarly, the Faculty of Engineering has been experiencing declining application numbers since 2016/2017; this year the number of applicants fell by 20% when compared with last year.

While some programmes continue to attract large numbers of applications, others are severely affected. For instance, the Department of Geography reports that low registration for one of their certificate programmes led to its cancellation for that year since it was too costly to hire the additional teaching staff who would have been necessary. The programme was not yet GATE approved and this may have dissuaded potential applicants as COPIR's annual survey of incoming students has found that affordability is a primary concern among applicants to The UWI St. Augustine, even though they continue to hold UWI certification in high regard.

The Financial Report of the Campus shows that it is not insulated from the increasingly challenging financial climate facing the region. This, plus changes to the media landscape locally and globally, have led the Campus to change the way it goes about the recruitment process. Where student recruitment was once heavily dependent on press advertising, it is now a mix of predominantly online content prepared by the Marketing & Communications Office (M&C), and face-to-face interactions conducted by staff at Student Admissions and the Faculties.

The 2019/2020 Student Recruitment campaign retained the #BeUWI tag from 2016 but took this further by assuring prospective students that there was a 'Place' (inclusivity) and 'Financing' (affordability) for them at The UWI. To emphasise the quality of a UWI degree, the Times Higher Education ranking of The UWI as No. 1 in the Caribbean and among the Top 5% worldwide was incorporated into messaging on all platforms. The campaign was built around the invitation to #BeUWI with a strategy centred on:

- There's A Place For You: 8 Faculties | 100s of programmes
- There's Financing For You: Scholarships | Bursaries | Student Payment Plan

- Why UWI: internationally recognised and accredited programmes | THE Ranking

M&C drove messages primarily on the social and digital planes for greater and measurable reach to a targeted market. A **Facebook Live UG Open Day** was an innovative addition to the marketing mix in 2018/2019. Marketing and Communications was better able to measure the reach of our digital products and, even with an expanded online campaign, the cost of the recruitment campaign remained significantly lower than it was some five years ago when the emphasis was on traditional forms of media.

Even so, print, radio, television, and video student testimonials (including the very enthusiastic Assistant Student Admissions team) were retained as key, if not primary elements in the overall campaign. Radio and television interviews were arranged for Faculty, although scheduling proved to be a challenge; while campus tours and school visits provided a personal touch to the recruitment effort. Staff at the Faculty of Food & Agriculture (FFA), for instance, visited more than 30 schools across Trinidad and Tobago, which they believe contributed to increased numbers in certain programmes such as the Undergraduate Diploma in Agriculture.

However, there were some external challenges to the recruitment effort. For instance, the FFA reports that Agriculture is no longer considered a science subject at the Caribbean Secondary Education Certificate (CSEC) level, and has been grouped with technical subjects. This creates a challenge for students who wish to matriculate into applied science programs.

### **Student Mobility and International Recruitment**

The International Office continued to manage and strengthen international partnerships and exchanges with other Universities and new arenas while promoting global citizenship and cross-cultural engagement within the Campus.

This year, 35 students from The UWI St. Augustine benefited from exchange opportunities at universities in Canada, England, Spain and Sweden. In return,

the Campus welcomed 34 students from institutions in Canada, Germany, and the USA. Fifteen persons participated in The UWI Discovers tour to South Africa which generated a profit of TT\$150,000.00.

However, these numbers were 50% below the initial targets set by the International Office.

The Office created online collateral - a Student Mobility Booklet (flipbook) to share with international partners and exchange students; and drafted a Best Practice document for improving the student experience for recruitment and retention of international students interested in Medical Sciences. However, the 2018/2019 international recruitment initiatives would have benefited tremendously from more training opportunities for staff and had they been exposed to recruitment events and first-hand specialist knowledge on international recruitment.

The Office played a key role in creating new international partnerships with the following institutions:

- Associated Universities,
- The INC/National Radio Astronomy Observatory (NRAO),
- HfWU Nuertingen-Geislingen University, Germany,
- Justus-Liebig University, Germany,
- Quinniapac University, USA and
- École Supérieure de Commerce et Management (ESCEM), France.

## Teaching & Learning

### *Academic Advising*

Academic Advising has been identified by students as one of the areas in which they would like to see improvement. Staff also acknowledge the need for improvement in this area. The Office of the Deputy Principal, together with Human Resources, the DSSD and staff of the Examinations Section came together to facilitate **Academic Advising workshops** for the Faculties. The workshops were well attended as both staff and students had identified this as an area in need

of improvement. Academic Advising is important to helping students understand the requirements and options available as they navigate their way through their programme through to graduation and help them make good career choices.

### *Internships*

During the 2018/2019 summer session, the Faculty of Humanities & Education conducted its first formal in-house internship programme called the **FHE Vacation Internship Programme (VIP)**. The FHEVIP was designed to give interns hands-on real world industry experiences and opportunities to engage in creative problem-solving using media production projects. These ranged from video productions, social media management, set design, photography, reporting, acting and the creation of website content. Eight students were awarded the VIP in 2018/2019.

Two DCIT Computer Science students, Mr. Jimmel Greer and Mr. Jason Mongroo were selected to participate in **Huawei's "Telecom Seeds for the Future"** programme where they spent two weeks in China in May 2019 at Huawei's Headquarters in Shenzhen. To encourage more local companies to offer student internships, in February 2019, the DCIT hosted its first Undergraduate Internship Programme meeting, attended by 22 companies. A few months later in May, 44 DCIT students were offered internships with industry stakeholders such as the **First Citizens (FC) Group, Crimson Logic, Digicel, iGovTT, Medullan, MSD, Republic Bank, SwiftPac, Tucker Services Ltd.,** and **Virtana**. The students worked on projects supervised by members of the DCIT's Internship Committee, meeting with staff bi-weekly for guidance and project evaluation. At the end of the internship period, the employers were extremely satisfied with the students' performance and job offers were made to several of them by the **FC Group** and others.

### *Fostering Excellence in Teaching and Learning*

The Centre for Excellence in Teaching and Learning (CETL) conducted five Instructional Skills Workshops this year, bringing to 200 the number of medical residents, graduate students and instructors equipped to create

learning material that promotes active learning, critical thinking, problem-solving and communication. CETL would like to expand its activities to include income generating projects such as workshops and certification to entities beyond the Campus, but this is not possible as the Centre continues to be understaffed.

As of this review year, the University required that Graduate Outcomes be included when making changes to programme proposals and course outlines. This was adopted by the University Board for Undergraduate Studies in May 2019 and is an example of an initiative of the St. Augustine Campus being adopted by the wider university.

### *Graduate Studies and Research*

To improve the quality of research supervision on the Campus, 31 staff members were certified at workshops on Research Supervisor Development hosted by the School for Graduate Studies and Research (SGSR) in January and April 2019. For the first time, participants included administrative staff who support graduate programmes. The SGSR, in collaboration with the Alma Jordan Library, hosted a Research Optimisation Workshop Series in October 2018 that targeted graduate students pursuing research degrees, training them in research search techniques and rapid research writing techniques. The series was facilitated by **Dr Olav Muurlink**, Head of Sustainable Innovation at **Central Queensland University**, Queensland, Australia and Senior Research Fellow at **Griffith University's Centre for Learning Futures**. The Campus Library also established regular Thesis Bootcamp sessions for postgraduate students and developed a series of workshops on navigating online research databases.

The second annual UWI Scholarship Breakfast Meeting, held in November 2018, acknowledged students' achievements as awardees and showed appreciation to supervisors. The event facilitates interdisciplinary networking among students, boosts awareness of student research being conducted on the Campus, and encourages research possibilities with industry and the community.

The Research Ethics Committee Secretariat at the SGSR launched a fully automated application system on The UWI Scholar Platform in June 2019. The system was created by staff at the Campus Library. Information on use of this new application system can be found on the new Graduate Studies and Research website - <https://sta.uwi.edu/research/>

### **The UWI Visual Heritage Exhibition**

The UWI Visual Heritage and Graduate Studies Exhibition celebrates historical events and people in the life of the St. Augustine Campus, starting with the Imperial College of Tropical Agriculture (ICTA) in 1922 to becoming the University College of the West Indies (UCWI) in 1958, and then The University of the West Indies (UWI), St. Augustine Campus from 1962 to the present. The exhibition was installed during the review period and consists of over 70 photographs arranged across the first and second floors of the Lloyd Braithwaite Student Administration Building.

### *Campus Libraries*

#### **The Jackie Hinkson Collection**

The Campus Libraries continued to acquire resources which preserve the history and legacy of the region, while finding innovative ways of incorporating them into everyday life. **Mr Jackie Hinkson**, an honorary graduand of The UWI continued his longstanding partnership with the University with the donation of over 70 personal sketchbooks - all with his original artwork and which are listed on the UNESCO Trinidad and Tobago Memory of the World Register.

A national of Trinidad & Tobago, Mr Hinkson is regarded as the quintessential Caribbean Artist. He has for decades been a painter and interpreter of the landscape, seascape, architecture and people of his country and of the region's islands, in watercolours, oils, acrylics, ink, pencil and crayon and in his sculpture and murals. In addition to his generous gift to the Library's archives, Mr Hinkson also agreed to the temporary installation of a 110 ft mural on the southern wall of the Alma Jordan

Library and to participate in several public events planned by the Faculty of Humanities & Education.

### New Technology

The Library already has a suite of digital services to improve access to its resources. These range from something as simple as a Facebook page to more complex databases - all with the same aim: to connect the public with the resources available at the Libraries at St. Augustine and across The UWI.

**UWILinC** is an e-information portal that allows users to access resources in all formats at all five UWI campuses. **UWISpace** is an institutional repository for curating, preserving and providing open access to the work generated by The UWI community in a variety of formats. **UWIScholar** is a research information management system that provides access specifically to UWI researchers and their output.

In July 2019, the AJL launched the **AJL Alexa Skill**, a voice service that provides answers to a list of Frequently Asked Questions related to the library's services and operations. Do you have a question for staff at the Campus Libraries? Just enable the My UWI Library skill online to work with any Alexa device or the Alexa smartphone app simply by saying "Alexa, open My U.W.I. Library".

The Library is also engaged in income-generating consultancies such as a digitisation and indexing project for the Caribbean Public Health Agency (CARPHA).

### Policy Framework

Policies are an important means of improving the efficiency of Administrative Processes on campus. The system becomes more calculable when stakeholders are aware of means of seeking support, with guidance on the steps for doing so. Staff are also more confident when treating with clients (both staff and students) if they are supported by a framework for making decisions and processing complaints and requests.

In 2018/2019 the Campus sought to implement **the Sexual Harassment Policy** (for staff and students), despite the challenge of ensuring timely action and responses from all involved. The policy is being administered out of the Office of the Deputy Principal, and feedback from stakeholders will be used to make the process more efficient. Two major policies affecting students were approved this year on the **Management of Risk on Campus due to Challenging Behaviours**, and the **Management of The UWI Response to a Student's Death**.

### Student Development

The Division of Student Services and Development (DSSD) provides all students with support services that allow them to learn, grow, develop, and make the most of their university experience. Service areas include Careers, Co-Curricular and Community Engagement; Counselling and Psychological Services; Financial Advisory Services; Student Accommodation (On and Off Campus); Student Activities/Facilities and Accommodating Students; and Student Life and Development. The DSSD is responsible for the management of the UWI Endowment and Development Fund (UWIDEF) and a number of student programmes such as Check-In, First Year Experience, Hot Chocolate, UWI Clicks, and the Yearbook.

### Financial Support

Scholarships and Bursaries are administered on the Campus through the DSSD and this year **more than TT\$2.7 million** were secured from public and private sector donors, including **10 new UWI Sports Scholarships**. The Division also manages an Adopt-a-Student Fund which supports students in need through contributions from staff. Over the 2018/2019 academic year, some 60 students across various faculties, benefitted from the programme. These programmes provide valuable support particularly to local and regional students. It should be noted that a number of Trinidad and Tobago students who sought assistance recounted challenges with receiving approval for



Government Assistance for Tuition Expenses (GATE) since the introduction of the means test in 2017 or that they had simply exhausted their GATE funding.

Despite the hardships being faced by students, applications for **scholarships and bursaries** remain lower than the Campus would like or expect. When surveyed, 43% of respondents stated that they felt they were not eligible for scholarships and therefore did not apply. Current promotional strategies are being examined to determine what works best and what more can be done to encourage students to apply, and to change perceptions about eligibility. It should be noted that similar situations exist on sister Campuses.

More than 40 employees renewed their contributions to the **Adopt-a-Student Programme** during the academic year. Thirty-six staff members joined the programme during the review period, including 10 who joined on the day of the inaugural appreciation function. In addition, a lump sum contribution of \$6,000.00 was received from WIGUT in September 2018 and a \$3,000.00 contribution in May 2019.

The DSSD's Financial Advisory Services section collaborated with the IIR Library staff, to mark the United Nations World Food Day in October, 2018, with a weeklong food drive. The Campus community was called to action to make deposits of non-perishable food items for needy students of The UWI. As part of this initiative, the FAS took on the responsibility of interviewing needy students to determine the most needed and used food items, before sending a list off to the Campus offices involved in collecting items. FAS also undertook the task of collecting all items and preparing packages for collection by those students who expressed need during visits to the FAS office during the Semester I period.

### *Psychological Support*

The DSSD reached out this year to non-traditional students such as those who are employed full-time and may find it difficult to access services on Campus. Two workshops were held at St. Augustine and in Tobago, where young teachers enrolled with the School of Education were exposed to strategies to improve their

mental and emotional well-being despite their busy schedules. Similar sessions were held for the first time to support student athletes, to help them recognise early signs of distress, and to promote self-care.

### *Academic & Disability Support*

For the first time the DSSD hosted a workshop on **Navigating the Job Search with (Dis)abilities: From the Classroom to the Workplace**. The workshop organised by the DSSD specifically addressed the issue of disclosure to potential employers and strategies for successfully navigating the job market as a person with a disability. Of the eight students who participated, one was selected for an internship with **SHELL Trinidad and Tobago Limited** and another was offered an opportunity with the **Inter-American Development Bank (IADB)**.

The **Student Disability Policy** 2016 was reviewed and is being updated based on the comments received from stakeholders. It will then be resubmitted to the Deputy Principal for approval. Meanwhile, at the Faculty of Law, a new policy providing special access for students with disabilities was instituted and two students were admitted under the new policy.

One priority for 2019/2020 is the recruitment of a driver for the vehicle for transporting students with disabilities to ensure that students are able to navigate the physical environment of the campus.

SLDD partnered with the **Multiple Sclerosis Support Foundation (MSSF)** and **INFOCOMM** to facilitate a website tutorial for persons with MS in Trinidad and Tobago. The objective of the session was to show how to harness the use of technology to improve the quality of life of persons living with MS and its complex set of disabilities.

Preliminary reviews indicated an increase in the demand for aids and devices for students with disabilities. The Campus also needs structured assistance and creative solutions for students who are experiencing challenges with their academic performance. A number of avenues are being explored, including partnerships with the **Campus Information Technology Services Unit (CITS)**

and the **Alma Jordan Library**. Efforts will be made to acquire funding to purchase new laptops, additional digital recorders, specialised software and a **Learning and Study Strategies Inventory (LASSI)** instructional Modules Site License. The latter would be used to assess the academic support needed by students who are failing.

### *Community Engagement*

Public service and community engagement are increasingly regarded as integral to The UWI experience. The **FYE Community Engagement Initiative** was established in 2018/2019 to encourage volunteerism from the first year of enrolment. One hundred and forty-one volunteers participated in the inaugural activity - an environmental clean-up at the Caura River Pool 3 Site, organised by the Caribbean Network for Integrated Rural Development (CNIRD). Students also engaged with the wider community through UWI's partnerships with Non-Governmental Organisations (NGOs) such as **Habitat for Humanity, Is There Not a Cause (ITNAC), the Cyril Ross Home, New Fire Festival, and Bocas Lit Fest**.

### *Health Services*

The Health Services Unit (HSU) currently exists as a walk-in centre and provides little or no facilities for emergency care. With a student population of over 15,000 and the expectation of a wide assortment of services, the HSU's biggest challenges are staffing and physical space. For instance, among the services being affected is the training offered in **First Aid and CPR**, and use of an automated external defibrillator (AED). Ninety-nine persons were trained 2018/2019, roughly the same as the previous year but without available space at the HSU building, locations had to be found around the Campus – a time consuming process that would have impacted other activities and general productivity.

In spite of the above, the HSU continues to deliver quality healthcare. In 2018/2019 the HSU experienced a **15% increase in the overall utilisation** of its services by the student population when compared to the previous

academic year. A total of 14,790 students presented themselves to the various clinics at the HSU.

The pharmacy experienced a very slight increase in sales of 0.68% and filled **15% more prescriptions** this year than last. A **new computerised process** was introduced for fulfilling purchases made under the government run Chronic Disease Assistance Programme (CDAP) and the privately operated Guardian Life Provisor which provides group health coverage for students and some staff. The new system ensures **more accurate** record keeping and **less time between payments**. It is, however, **more time consuming** and, without the support of a pharmacy technician to handle the routine and less complex tasks, the Pharmacist is left with less time to provide individual attention and counselling for each customer or patient, which is an important part of the service.

There was a **26% decrease in the use of the ambulance service** when compared to the last academic year. For most of the 2018/2019 academic year the HSU had only one ambulance driver available and had to depend on the assistance of the Security Services to assist with attending to medical emergencies. In order to have our Ambulance Service fully operational and available to the campus population on a 24 hour basis, the HSU will require a dedicated four-person team consisting of a Coordinator, a part-time Emergency Medical Technician (EMT), a clerical assistant, and one full-time driver.

Given the Campus's increasing emphasis on sports and health and wellness in general, the HSU proposed the establishment of a **Health and Wellness Unit** but this would require additional human resources. The Head of Department now holds an MSc in Sports Medicine and is eager to introduce this Clinic at the HSU. Additionally, a **Sport and Exercise Fitness Centre** would enable the HSU to offer proper care and attention to athletes across the campus. This fitness centre would cater to the needs of established athletes as well as those interested in joining various sporting disciplines. The clinic would need one part-time physiotherapist, a registered nurse and a clerical assistant and an ultrasound machine. In addition to more staff, this initiative would also require more physical space.

### Engaging and Impactful Events

Access goes beyond the programmes offered by The UWI. For the wider public, access to the work of the Campus typically comes by way of events – from lectures, workshops, conferences and expos, to art exhibitions and performances. Many of these events are open to the public at low or no cost.

The Faculty of Humanities & Education (FHE) hosted **61 productions, exhibitions and screenings** during the review period, the Marketing & Communications Office (M&C) reports that it managed some **200 events and projects** of varying scale – from planning to execution, and including pre and post promotion, many of these running concurrently.

National and regional coverage of an event is a good indication of its potential reach and impact. Based on data collected by the M&C, among those activities making national and regional headlines were:

- the launch of the **Caribbean Centre for Health Systems Research and Development** in the Faculty of Medical Sciences. The Centre will serve to strengthen research and policy development in public health;
- the Cocoa Research Centre's **7th Annual World Cocoa and Chocolate Day Expo** which, for the first time, featured a nationwide cocoa cooking competition;
- the **Transportation Symposium 2019: Breaking Boundaries, Creating Allies and Uniting Disciplines** where the Faculty of Engineering brought together engineers, researchers, students and policymakers to discuss the critical issue of transportation and land use in Trinidad and Tobago;
- the Faculty of Science & Technology's widely attended **Panel Discussion "Cannabis, Science and the Issues"** at the end of its annual week. Participants delved deep into the science of cannabis and the many issues surrounding its use for medicinal purposes. The panel even called into question some of the widely accepted beliefs about marijuana, particularly its safety.

**Inaugural Professorial Lectures**, which provide the opportunity to celebrate those most recently elevated to the position and to share their work with a broad audience, were particularly popular this year.

- **Lean and Green Innovations** took centre stage when **Professor Boppana Chowdary**, an advocate of sustainable innovation, gave his **Inaugural Professorial Lecture**. His lecture sought to advance sustainable manufacturing in Trinidad and Tobago through innovation and entrepreneurship in manufacturing engineering.
- **Among the SEA believers: The Price We Must Pay** by **Jerome De Lisle, Professor of Education Leadership** drew a maximum capacity audience. His sobering picture of the SEA's inherent systemic inequities and noted that the passing criteria varies by district, with higher cut-off scores in rural districts; among other critical issues.
- **Yuri Clement, Professor, Pharmacology** delivered his Inaugural Professorial Lecture on **"Preserving our Herbal Medicine Tradition"** to a full house that included several persons who, when they called for information, revealed that they were visiting the Campus for the very first time.

### Engaging through the Media

M&C uses sound internal and external communication strategies to educate and listen to stakeholders, strengthen The UWI brand, provide customer service, and mitigate institutional risk online. In the year in review, unique content, championing Pelican Pride, was shared via email, through online publications and across social media. Since 2009, the Office has been managing and curating an extensive archive of photo albums on Flickr, now in excess of **60,000 images**. The team produced **11 UWI Today magazines** that appeared in the local *Sunday Guardian* newspapers monthly in print as well as simultaneously online; and **over 40 Campus e-news**; in addition to daily staff and student e-newsletters to let the wider campus community know "What's On".

The UWI St. Augustine continues to be among the leaders in higher education social media engagement in Trinidad



and Tobago. Over 59% of the national population is on social media and over 79% of the population is online, providing considerable opportunity to build our online community. Additionally, uwi.edu remains among the top 20 most visited websites in Trinidad and Tobago. (Source: *Digital 2019 Trinidad & Tobago*).

### Engaging Alumni

The Fundraising and Alumni Affairs Unit continued to update and expand the **digital alumni database** to support alumni engagement. The aim is to create a comprehensive and fully operational database of graduates dating as far back as 1974 to present. The STA alumni database is touted as a best practice for the University and the method is being shared regionally.

However, inadequate internal support and funding affected the synchronizing of the various internal databases and the launch of the engagement campaign, including an alumni magazine. There was no efficient system for gathering UWI-generated content to support quarterly publications and no incentives to encourage participation by student journalists.

Still, the Unit successfully hosted and supported various events and outreach activities such as **the first Health & Wellness event**, and **networking mixers** to foster relations with alumni and corporate partners. There was also improved dialogue with the private sector in support of **The UWI's Capital Campaign** to raise US\$75 million. This followed extensive research on potential donors - locally, regionally and internationally, and initial discussions were held on initiatives related to innovation and entrepreneurship (I&E), the fundraising target and potential sources of funds. Work was still to be done on finalising targets for the Capital Campaign, on the I&E initiative, and marketing strategies.

### Outreach

Direct engagement with the community is an important way of sharing the knowledge created on the Campus so that it benefits the wider community. That engagement can take many forms including workshops, lectures,

and demonstrations. Below are some of the outreach projects undertaken in 2018/2019.

#### *Corporations*

The Centre for Language Learning (CLL) delivered a blended Spanish course for **Caribbean Airlines Limited (CAL)**.

#### *Schools*

The Department of History (FHE) hosted two workshops for more than 850 **CSEC and CAPE History teachers**, to assist in those areas where teachers have themselves identified weaknesses. The Sociology Unit of the Department of Behavioural Sciences (FSS) reached out to **secondary schools which offer Sociology at the Caribbean Advanced Proficiency Examination (CAPE) level** such as St. Joseph's Convent, St. Joseph; Naparima Girls' High School, San Fernando; and ASJA Girls' College, Charlieville, in late 2018. The Unit is proposing to form an Association of Sociology Teachers of Trinidad and Tobago and to host an annual conference for Sociology teachers in conjunction with the Ministry of Education.

#### *Lectures, Seminars & Conferences*

The Department of Economics (FSS) hosted a number of conferences and seminars to encourage greater inclusion of diverse groups of stakeholders and to spark national and regional discussion on economic issues. Under the **Demas-Rampersad Seminar Series**, the Department held its annual **Post-Budget Review** on October 04, 2018. The forum attracted over 150 attendees, more than in previous years. The event was also streamed live on the Department's Facebook page.

The Department of Economics (FSS) hosted the 12<sup>th</sup> iteration of its regional **Conference on the Economy (COTE)** on October 10 and 11, 2018 under the theme *"Economic Development Challenges: Looking Towards 2030."* This conference also served to honour the contributions of Caribbean Economist **Professor Emeritus Patrick Watson** who served as Dean of the

Faculty of Social Sciences and University Director of the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) in his 37-year career at The University of the West Indies. The conference included a pre-conference Youth Day which consisted of Arm Chair Discussions, Debates and Pecha Kucha presentations.

The Department also hosted its first COTE Sponsor Appreciation as part of the launch of COTE 2019 on May 02, 2019. This event acknowledged the number of years that COTE has been a landmark event on the Campus and regional calendar and sought to thank long-standing sponsors. These sponsors included, but were not limited to, the **First Citizens Bank of Trinidad and Tobago, Republic Bank Trinidad and Tobago Ltd., Shell Trinidad and Tobago Ltd., the National Gas Company of Trinidad and Tobago** and the **Inter-American Development Bank**.

The Department continued its **Conversations with CEOs** series in 2018/2019. The third instalment was held on November 15, 2018 and featured **Professor of Practice, Mr Gerry Brooks**, the former Chairman of the National Gas Company. The fourth instalment held on April 04, 2019 was **Ms Catherine Kumar LLD (Hon)**, former CEO of the Trinidad and Tobago Chamber of Industry and Commerce.

### *Mediation*

During the reporting period, the Department of Behavioural Sciences in the Faculty of Social Sciences launched the **Mediation Room** at Carmody Road in July 2019. The room is a multifunctional space, intentioned to provide much needed practice for emerging Mediators, while also serving as a **Dispute Resolution Centre** for UWI students and the wider public. The Mediation Room will act as a research centre to raise awareness of the practice of Mediation. Mediation is an alternative route for court disputes, often providing faster resolutions at more affordable rates compared to litigation. It has established itself as one of the arms of dispute resolution in Trinidad and Tobago.

### *Workshops*

The Ansa McAl Psychological Research Centre continued to collaborate with the **Trinidad and Tobago Police Service (TTPS)** to host a workshop entitled *Can You See Me? Youth Engagement in the Context of Delinquency and Youth Crime* at the Police Training Academy on January 24, 2019. The workshop was facilitated by **Dr Kiaras Gharabhazi**, a Visiting Scholar, School of Child and Youth Care, **Ryerson University**, Toronto, Canada. More than 30 participants from various arms of the TTPS attended the workshop. Participants were provided with an understanding of delinquency from the perspective of at-risk youth, as well as with practical strategies for combatting the issue.

### **Research**

Staff and students at the St. Augustine Campus continue to do exciting research with the aim of bringing new products to market or to solve the problems facing society. Below are a few of our latest projects. You can find out more by reading the accompanying 2018/2019 Faculty Report, or get the latest research news in our monthly newsletter, UWI Today, or by following UWISTA on Facebook, Twitter and Instagram. All of these options are available online.

### *Engineering*

The Department of Mechanical and Manufacturing Engineering created several pieces of cocoa/chocolate processing equipment, two of which are being considered for patenting.

### *Food & Agriculture*

**Dr Kegan Farrick** received a grant of US\$15,836 from the **Caribbean Catastrophe Risk Insurance Facility (CCRIF)** to examine **the role of quarries in flooding and water transmission**. The project is expected to improve our understanding of how hillside quarries in Trinidad & Tobago affect the amount and quality of water flowing in streams. The data will be used to model how changing climatic patterns may affect streamflow

response to more intense rainfall conditions. The project can also be used to provide data driven decision-making for managing watersheds along the Northern Range in Trinidad & Tobago.

### *Humanities & Education*

**Dr Kevin Browne** began the Digital Humanities Project – *Retrospective on the Life of Errol Jones (began April 2018)*. This long-term research project explores the life and work of legendary thespian Errol Jones, and involves cataloguing, describing, analysing, and narrativising his entire collection of documents, recordings, images and assorted artefacts.

### *Law*

Currently, the Faculty is implementing the donor project ‘Strengthening Trinidad & Tobago’s Human Rights Capacity through Innovative Legal Education’, funded by the European Development Fund (EDF project) for the amount of TT\$1.5 million and administered by the Ministry of Planning. Core subject areas under the two-year project are persons deprived of liberty (including refugees and remand prisoners); indigenous peoples; children’s rights; disability law; and gender.

### *Medical Sciences*

**Dr Curt Bodkyn** is the lead investigator for the Trinidad study site participating in the *American Society of Hematology (ASH), Children’s International Consortium on Acute Leukaemia (C-ICAL)*. The study seeks to develop a treatment protocol for children with ALL in the Caribbean to improve survival and reduce early tumour related deaths. Funding for data management is US\$24,000 over 3 years.

### *Science & Technology*

The Department of Life Sciences’ **Zoology Museum (UWIZM)** is now home to a collection of ten fossils that were excavated from the tar pits at La Brea by **Dr Ross**

**MacPhee**, paleontologist at the **American Museum of Natural History**.

**Dr Erouscilla Joseph** of the **Seismic Research Centre** is conducting a project on *Geochemistry and microbial ecology of hydrothermal areas in Dominica, Lesser Antilles*. This is a collaboration with the Department of Life Sciences (**Professor Jayaraj Jayaraman** and **Dr Adesh Ramsubhag**) to study the relationship between the geochemistry of hydrothermal gas and waters at various hydrothermal areas of Dominica in relation to the microbial ecology that exists at these sites. The results of this study will help contribute to the monitoring of chemical changes in hydrothermal fluids at geothermal systems in Dominica, as well as to identify microbiotic species with the potential for bioprospecting.

### *Social Sciences*

**Dr Cheryl Boodram** from the Faculty of Social Sciences conducted research on a project entitled “Understanding the Experiences of Venezuelan Refugees, Asylum Seekers and Children on the Move in Trinidad and Tobago”. The project was scheduled for completion in December 2019.

**Dr Derek Chadee** of the ANSA McAL Psychological Centre collaborated with **Professor Aleksandra Kostić** of the **University of Niš, Serbia**, on research that has led to a forthcoming book manuscript entitled *Positive Psychology* (Palgrave). It will look at issues such as mindfulness, positive orientation, love, forms of enjoyment, positive cyber psychology, epigenetic and physiological implications of positive psychology, positive creativity.

The **Centre for Health Economics** continues to work with governments across the region on developing their National Health Insurance systems. They are also involved in a cross-campus study on “Improving Household Nutrition Security and Public Health in the CARICOM”.

At the Institute for Gender and Development Studies, **Dr Gabrielle Hosein** and **Ms Tricia Basdeo** were commissioned to write a paper on *Gender Mainstreaming in the Caribbean*. The overall objective of the consultancy



was to prepare a paper that provides an assessment of how Caribbean countries are mainstreaming gender in national development planning. It includes an update on the situations in **Belize, the British Virgin Islands, Jamaica, Suriname, and Trinidad and Tobago**, covered in the study on 'Gender equality plans in Latin America and the Caribbean: Road maps for development' done by ECLAC in 2017. The paper identifies good practices in, as well as challenges to, the inclusion of a gender perspective in national development planning.

From the Institute for International Relations, **Dr Michelle Scobie's** single-authored book, *Global Environmental Governance and Small States: Architectures and Agency in the Caribbean, New Horizons in Environmental Politics* published by Edward Elgar Publishing in January 2019, offers a valuable resource for the academic community and policy makers for navigating the climate change arena, and advancing the Caribbean agenda in international fora.



## ALIGNMENT

**Activism and advocacy, academic/industry research partnerships, and the promotion of a cohesive single UWI brand consciousness** are the main elements of the University's efforts to align itself with the needs of its stakeholders.

### The Innovation & Entrepreneurship Ecosystem

#### *Innovation & Entrepreneurship*

The St. Augustine Centre for Innovation and Entrepreneurship (StACIE) successfully completed an Inter-American Development Bank (IDB)-funded project entitled "**Regional Entrepreneurial Asset Commercialisation Hub (REACH)**". The REACH online platform ([www.reachplatform.com](http://www.reachplatform.com)) is now linked to the **Connect Americas** platform, which allows users to access business support services and connect with entrepreneurs across the globe. A number of useful webinars and other resource material developed under

the REACH project remain available on the REACH platform.

The Campus was awarded contracts to provide services to the **National Gas Company (NGC)** for a **Pan Transcription Project** and a **Natural Gas History Book Project**. The Natural Gas History Book Project will continue until June 2020.

StACIE is co-chairing the Committee established to review and revise **The UWI Policy on Intellectual Property Management and Commercialisation**. This review follows recommendations made during a regional World Intellectual Property Organisation seminar on "The Development of Intellectual Property and Spin-off Policies" that was hosted by the Campus in September 2018. There is a need for timely feedback from Committee members, some of whom need to become more familiar with the current IP Policy.

Meanwhile, StACIE and the Alma Jordan Library collaborated with the **Trinidad and Tobago Intellectual Property Office** to establish a WIPO-supported **Technology and Innovation Support Centre (TISC)** network in Trinidad and Tobago. The goal is to have a TISC and an IP Help Desk set up on the St. Augustine Campus providing services such as accessing patent and non-patent and IP resources, monitoring technology and competitors, and information on IP management and strategy, technology commercialisation and marketing.

Staff and students from the St. Augustine Campus submitted 17 **Invention Disclosures** during the review period. One provisional patent application was filed in the US and nine other inventions were recommended for patenting. Copyright, trade secret, trademark or plant breeders' rights protection were also recommended where appropriate for other inventions disclosed. Additional assistance was provided to identify potential commercialisation partners.

However, the US-based law firm that had done pro bono patent drafting for UWI over the past decade advised earlier in 2019 that UWI must pay for future services. No new patent applications have been filed by the Campus since then, as funds to pay for patent drafting services have not yet been identified.

A database system is needed for timely reporting and tracking as well as a research assistant to assist with prior searches and general advice on intellectual property protection and commercialisation. The previous assistant resigned in May 2019 and no replacement has been identified. Generally, the staffing structure of the office needs to be re-visited to ensure the strategic mandate of the Office is met.

#### *UWI Ventures.*

**UWI Ventures Limited** is to be a wholly owned subsidiary of The UWI which will commercialise the university's intellectual property and function as a limited liability holding company for UWI spinoffs. It was proposed that an Associate Professional (AP) be recruited to assist with work related to advancing the I&E ecosystem, UWI Ventures operationalisation to be included in that, in addition to ongoing efforts related to ecosystem level quality intervention and process mapping and digital transformation.

#### *The Innovation and Technology Fund*

The **Innovation and Technology Fund** (ITTF) which only funds projects close to commercialisation also completed its first Call for Proposals. One project, the BITREM new finger print recognition project was approved and received a grant of TT\$940,000. The Fund was originally capitalised by residual funds from already delivered projects but has not yet been fully capitalised with all the existing residual funds in the manner approved by Campus F&GPC.

#### *Research and Development Impact (RDI) Fund*

The **Research and Development Impact (RDI) Fund** launched its 4th CfP, its first for **Innovation Proof of Concept (I-POC) Grants**. Twenty seven concept notes were received and evaluated and 10 projects were approved to receive TT\$5.5 M in grant funding. It has been recommended that an Associate Professional be recruited to serve as a project management associate in the first instance to assist in the administration and

management of these two Funds. The RDI Fund has money originally provided by GoRTT and will eventually run out if not replenished.

#### **Legal Support**

The Legal Office played a key role in promoting good governance, organisational integrity and ethical behaviour through its advice to executive management and senior officers of the Campus, directors, subsidiary boards and board sub-committees as well as internal statutory and ad hoc committees.

Given the focus on Innovation and Entrepreneurship under the Triple A Strategy, the Legal Office continued to lend strategic support to several initiatives relating to the development of licensing arrangements, spin out companies and MOUs covering academic and industry research partnerships.

During the reporting period, the Legal Office participated in many cross-campus committees, including but not limited to the Statutes and Ordinances Review Committee; Ordinance 8 Review Committee; Intellectual Property Policy Review Committee, Data Privacy Policy Committee, HR Contracts Review Committee and the University Research Ethics Committee.

The Campus Legal Officer was also formally appointed a substantive member of the Campus Procurement Committee, a pathway through which the Campus' compliance with the proposed Procurement Legislation would be monitored.

#### **Marketing & Communications**

Universities globally are faced with similar challenges to that of The UWI, such as falling or stagnant student enrolment, changing demographics, online education, and keeping on track to provide the knowledge, skills, and training experience required in the workplace – in an increasingly tight economic environment.

In the period under review, the Marketing and Communications (M&C) team continued to be fully supportive of the eight Faculties, the numerous Centres, Institutes and Units; the Students' Guild, as well as

of Campus and University Regional Headquarters administrations along with the new sites at Couva and Penal-Debe as the campus continues its expansion. The team delivers an expanded remit even as it is mandated to do more with less funding and fewer staff. That has called for creative thinking and greater use of technology.

M&C's output, discussed in different sections of this review as appropriate include event management and promotion; community engagement via traditional and digital media; and the creation, curation and dissemination of a range of Campus-related content to different audiences and stakeholders using various platforms as appropriate.

### *Reputation Management and Public Relations*

The Department's skill and expertise in navigating crises and protecting the brand were tested during the period under review. There was the student protest on safety and security, the abduction of a staff member on Campus, and the slashing of the priceless Jackie Hinkson mural that was on display outside the Alma Jordan Library. All of these were managed as they occurred using an omni-channel approach that included press conferences as necessary, online engagement, and live media. In addition, members of the Executive Management Team were exposed to media training to ensure a level of comfort and confidence when interacting with the media and the wider public.

### *Growing the Brand Online*

Facebook followers increased by 6% to 72,061 as at July 2019. Engagement on the platform continued to be meaningful, with a marked increase in the number of persons who commented, shared, and clicked on links to the posts within the period. Twitter showed a 5.4% overall growth in followers.

Changes were made to the type of content posted on Instagram with greater use of student centred content and ephemeral content through the Instagram Stories sub-platform. As a result, the number of followers on

that platform grew more than three times over - a 332% increase to 4,560 followers by July 2019, who engaged with the Campus's content 19,278 times, an increase of 272%.

### *Going Live!*

Traditionally, live social media content from the Campus has been restricted to major events such as Graduation and UWI Life Student Orientation. In the year under review, delivery of live content in different formats was added to the Marketing strategy.

**UWILiveChat:** There was a key win in April 2019 when Principal Copeland hosted his first #UWILiveChat, an interactive session with students via Instagram. Instagram Live allowed students to tune in wherever they were as an alternative to having to be on site for a physical town hall. The format allowed the Campus to economise as it was spared the cost of preparing for and accommodating a large, undetermined, physical audience. UWI's official social media channels (Facebook, Instagram, Instagram Stories, and Twitter) heavily promoted the event with students invited to submit questions in advance. The Students' Guild gave its complete support and the overall tenor of the chat was positive. At the height of the live chat, 746 persons were tuned in. Based on the post-event evaluation, the Instagram Live Chat was a success and will be enhanced and increased going forward.

**Open Day Live:** In July 2019, M&C produced the Campus's first Facebook Open Day Live, using the social media platform to connect with prospects hoping to find out more about The UWI St. Augustine Campus, including our programmes, student services, and admissions. The online audience provided a lot of positive feedback. Analytics show that the session reached 7,764 persons, predominantly female, in the 18-24 age group. The viewership peaked at 159 viewers during the live session with 1,700 persons viewing parts of the session in the immediate 24 hours post-event. The event generated a list of 135 prospective student leads

for follow up. This list, which included names, contact information and areas of interest, was shared with Student Affairs (Admissions).

### **Activism & Advocacy**

The St. Augustine Campus takes seriously its role as a thought leader, helping to frame issues based on data, and basing our advocacy on rigorous research. Below are some of the initiatives undertaken during the review period where members of our community brought their knowledge and expertise to bear on some of the important issues of the day.

#### *Culture & Leadership*

**Dr Paul Balwant** of the Faculty of Social Sciences was formally invited to join the **GLOBE (Global Leadership and Organisational Behaviour Effectiveness) Research Project** as a Country Co-Investigator (CCI) in Trinidad and Tobago together with **Dr Shalini Ramdeo** as Co-Investigator. This is the first time that Trinidad and Tobago will be represented in the GLOBE project. Their investigations will focus on changes in cultures and the major societal drivers of culture change; the relationship between national culture and antecedents of interpersonal trust across countries; and how perceptions of ideal leadership differ across genders and cultures.

#### *Environment*

**Dr Kegan Farrick** from the Faculty of Food & Agriculture (FFA) received US \$15,836.00 from the **Caribbean Catastrophe Risk Insurance Facility (CCRIF)** to examine the role of quarries in flooding and water transmission. The project is expected to improve our understanding of how hillside quarries in Trinidad and Tobago affect the amount and quality of water flowing in streams. The data will be used to model how changing climatic patterns may affect streamflow response to more intense rainfall conditions and can also be used to provide data driven decision making for managing watersheds along the

Northern Range in Trinidad and Tobago. The project is also using a citizen science approach to monitoring stream conditions in Trinidad and Tobago.

**Dr Mark Wuddivira**, also of the FFA, facilitated **Drought Risk Reduction** workshops and training courses in **Antigua, Grenada, and St. Kitts**. Similar sessions in Trinidad and Tobago looked at **Integrated Urban Flood Risk Mitigation and Management**. The events were all hosted by **CapNet UNDP-Caribbean WaterNet** and the **Global Water Partnership-Caribbean (GWP-C)** in conjunction with local public-sector entities.

#### *Sowing Seeds for the Future*

The FFA's Department of Food Production re-established two prominent and prolific UWI varieties of corn (**UW7 and ICTA Field Corn**) with the assistance of **Professor Richard Brathwaite** and **Mr Sarran Harryram**. The germplasm of these varieties developed by Professor Brathwaite were lost over the last few years and have been redeveloped in the period under consideration and put into production. The project is challenged by the lack of a proper working irrigation system, access to available land, timely land preparation, and storage facility for seeds produced.

The **University Field Station (UFS)** continued its extension and outreach programme and engaged in some significant partnerships during the review period. The UFS hosted teaching activities for the **College of Science, Technology and Applied Arts of Trinidad and Tobago (COSTAATT)** in dairy operations and groups of regional and extra-regional students. The Field Station also facilitated training for **Public Health Inspectors** in dairy and pasteurisation operations and slaughtering and meat processing. The UFS exchanged breeding bulls with the **Artificial Breeding Centre (ABC)** and donated a breeding boar to the ABC so they could in turn disseminate breeding samples to farmers throughout Trinidad & Tobago. Two breeding boars were donated to the **Trinidad & Tobago Prison Service** for their farming rehabilitation programme.



### Economy

**Professor John Agard**, Director of the St. Augustine Centre for Innovation and Entrepreneurship (StACIE) joined international thought leaders and high-level policy-makers from the Caribbean region for the Inter-American Development Bank's (IDB) Annual Consultation of Caribbean Governors. The two-day engagement took place in February 2019 at the IDB's Headquarters in Washington D.C. In attendance were prime ministers, ministers and senior government officials from regional ministries of Finance and Planning as well as senior executives from the IDB and Caribbean Development Bank (CDB).

Professor Agard led a lively dialogue on strengthening partnerships between academia, government, and the private sector for greater innovation-driven growth in the Caribbean. He also moderated a session which used the case-study of a partnership between Amazon and a US university to explore how the Caribbean region could leverage similar public, private, and academic partnerships. His expertise was especially sought after to guide the discussion on new approaches to stimulating private sector investment and innovation-driven growth in the Caribbean.

### Social Work

The **UWI Farm Road Collaborative Project** out of the Social Work Unit of the Department of Behavioural Sciences was officially launched in May 2018. The project applies an innovative model of social work education and practice that encourages a mutually beneficial relationship between the community and The UWI. It aims to improve the education, health and well-being of residents in the community by empowering them to initiate social change through training, research, and community mobilisation. In addition, Social Work students are able to complete their practicum hours while participating in learning and engagement. This unique participatory model of intervention may be applied to and adapted for communities with similar needs locally and across the region.

The **Department of Geography** (FFA) participated in a nationwide survey of squatter sites coordinated by the **Trinidad & Tobago Land Settlement Agency**. Over 350 sites will be mapped and all of the houses will be geo-referenced using a single cadastre GPS coordinate.

### Crime

The **Ansa McAl Psychological Research Centre** continued to collaborate with the **Trinidad & Tobago Police Service (TTPS)** in hosting a one-day workshop entitled *Can You See Me? Youth Engagement in the Context of Delinquency and Youth Crime* at the Police Training Academy in January 2019. The workshop was facilitated by **Dr Kiaras Gharabhazi**, a Visiting Scholar, School of Child and Youth Care, **Ryerson University**, Toronto, Canada. More than 30 participants from various arms of the TTPS attended and were provided with an understanding of delinquency from the perspective of at-risk youth, as well as with practical strategies for combatting the issue.

An IDB study conducted with 1000 women across Trinidad and Tobago in 2018 indicated that one in three women has suffered from violence at their hands of their partners. Recognising the need for stronger, more effective laws to protect victims and combat the domestic violence epidemic, the Faculty of Social Sciences hosted a **domestic violence symposium** entitled "Deepening the Dialogue: Strengthening Domestic Violence Policy and Charting a Way Forward" in April 2019.

### Migration

Gang rape and abuse without recourse. Denial of legal rights. Endangerment and exploitation of children. Human trafficking. These were just some of the horrors being faced by **Venezuelan migrants in Trinidad and Tobago**, highlighted during a May 2019 regional hearing on human rights. A UWI-led delegation painted a picture of the situation on the ground before the **Inter-American Commission on Human Rights (IACHR)** in Jamaica. The multi-disciplinary delegation included representatives from the **Faculty of Law**,

the **Department of Geography** in the **FST**, as well as the **Family Planning Association of Trinidad and Tobago (FPATT)**. The IACHR, part of the Organisation of American States (OAS) works to protect human rights in the Americas. This was the first time the University had formally come before that international body.

### *Medicine*

In December 2018 it was announced that through its **Microbiome Grant Initiative, uBiome**, the leader in microbial genomics, will support researchers from the Faculty of Medical Sciences at the St. Augustine Campus. The group will study the emergence of histamine-secreting gut microbiota as a factor in childhood asthma. Their goal is to quantify any differences in histamine-secreting gut microbiota and dysbiosis of gut microbes between asthmatic and non-asthmatic children living in Trinidad. These researchers hope this study will lay the foundation for further research on how alteration of the gut microbiome might affect asthma and possibly provide new therapeutic avenues.

### *Marijuana*

The Faculty of Science & Technology's first **Science and Technology Week** in May 2019 addressed issues which impact the lives of local communities, the management and development goals of governments and challenges faced by the private sector through teaching and research activities. It concluded with a panel discussion on "**Cannabis – The Science and the Issues**".

### *Human Rights - Indigenous Peoples*

Over 100 persons attended the February 2019 International Human Rights Clinic Training Workshop on Protecting the Intellectual Property and Environmental Rights of Indigenous Peoples in Trinidad and Tobago. Held at the St Augustine Campus, the workshop aimed to provide **First Peoples** and other stakeholders with concrete tools of law, in particular, intellectual property rights and environmental rights, to better protect and preserve their own interests, creations and resources.

This involved explanations of copyright, trademark, patent and traditional knowledge laws. Among the key speakers at the workshop was Minister of Labour and Small Enterprise Development, **Senator the Honourable Jennifer Baptiste-Primus; Chief Ricardo Hernandez, Chief of the Santa Rosa First Peoples Community; Mr Roger Belix, President of the Partners For First Peoples Development; Mr Cristo Adonis of the Santa Rosa First Peoples' Community; and Mr Rabina Shar, Grand Chief for the Warao Nation.**



## **AGILITY**

The agility of the Campus is to be expressed through the establishment of a **physical presence** of The UWI **on all continents**; by **restoring financial health** to The UWI; by generating **economies of scale and scope** for The UWI; by fostering a creative, caring, accountable, motivated, professional (CAMP) **team**; and by fostering the **digital transformation** of The UWI.

### **Physical Infrastructure**

#### *Campus Projects*

During the 2018/2019 academic year, the major focus of the Campus Projects Office continued to be on The UWI St. Augustine South Campus, Penal-Debe. It was anticipated that work on this important expansion of the St. Augustine Campus would have been completed and ready for occupation in the 2018/2019 academic year but challenges continued to delay its overall completion and handover. Work was completed on several components of the Penal-Debe project, including on Package 7 – External Works, the Main Fencing for the compound and the installation of the roof structure and covering for the Library Roof.

Other achievements for the period included:

- Upgrade of Indoor & Outdoor Courts for SPEC. The cost of works to the courts were met from the Student Amenities Fund (SAF).

- Completed procurement exercises for fitting out of new building to expand the School of Dentistry at the Faculty of Medical Sciences, including the purchase of dental chairs, sterilisation equipment and an x-ray machine.
- Procurement of computers for student labs at The UWI St Augustine Campus.
- Procurement of light commercial washers and dryers for student halls of residence;
- Procurement of an Accessible Vehicle for Students with Disabilities;
- Completed procurement exercise for Waterproofing of Roof at the Teaching and Learning Complex to repair leaks which were significantly impacting the operations in the building and resulting in some damage to internal finishes
- Phase 1 procurement and installation of water fountain coolers around the campus for use mainly by students. Phase 2 will include the procurement and installation of additional 41 water fountain coolers with bottle fillers.

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. They included the renovation of the Chemistry C1 Building and replacement of fume hoods; the tender and award of a contract for the design + construction of a new wastewater treatment plant, lift stations and interconnectivity of wastewater network at the St. Augustine Campus.

Affected too were the renovation works and the supply of furniture to Building 21 at Mount Hope for the International Fine Cocoa Innovation Centre (IFCIC) to accommodate a factory and administrative spaces. Funding for the latter has been allocated under the PSIP over the last three years. It is now suggested that international funding agencies should be approached for support.

**The UWI St. Augustine South Campus, Penal-Debe – Phase 1A** was completed including the Academic Building, the Faculty Building, the Auditorium, Student Union, Halls of Residence, Facilities and Security Building, and the Internal and External Fencing Works. However, the Campus has had to revise the projected completion date on several occasions, consequent to the myriad of construction challenges involved in restarting a project of this magnitude, one that had been dormant for so long, and in light of increases in labour and material costs.

### *Facilities Management*

The Division of Facilities Management (DFM) completed 994 infrastructure job slips and 30 projects during the year under review. These included space reconfiguration, road and drainage maintenance, and building repainting. Electrical and Mechanical maintenance jobs numbered 3436 and eight projects were completed. The 22 service contracts managed this year were related to air conditioning systems, elevators, electrical generators, and closed circuit tv (CCTV) systems

Strategic Initiatives for the year included the implementation of project management methodology and new tendering documentation; maintenance of the main electrical sub-station maintenance, increasing the cooling capacity at the Sport and Physical Education Centre (SPEC), and the expansion of the tree management programme.

### **Challenges**

The achievements above came in spite of serious challenges related to the availability of physical and human resources. The Division is concerned that if issues remain unaddressed the possibility exists that the Campus could soon experience deteriorating infrastructure and support systems such as water, electrical, sewer, and communication. The main challenges this year were as follows:

- **Tools** – Tools used by the daily paid staff have deteriorated during the year due to normal wear and tear. These assets are being replaced only as needed.

- **Stock/Material Acquisition** – Difficulty accessing funds in a timely manner led to delays in the receipt of goods and services, affecting the DFM’s ability to carry out work on time or as scheduled.
- **Uniforms** – Previously, uniforms were purchased by the DFM for its daily paid employees. As the University seeks to adhere to best practices in procurement the process has been delayed and employees have complained about the lack of uniforms. This has created an industrial relations challenge and the situation is now considered critical.
- **Staff** – The Division has experienced much difficulty in attracting skilled staff. Meanwhile, current staff have engaged their union to address complaints related to filling and unfreezing of positions, promotions, supply of uniforms, and salary negotiations.
- **Maintenance** – Due to the financial and human resource constraints of the campus, deferred maintenance activities (asset replacement) has not been optimal. Particularly affected was the air condition replacement programme and maintenance of university-supplied staff housing.

The Division estimates that of the 10 major purchases to be made over the next couple of years, three are critical. Other proposed projects include the replacement of air conditioning systems at major buildings because the systems are now obsolete and replacement parts are no longer available; roofs that are leaking and showing other signs of deterioration; and electrical upgrades that could put large sections of the Campus at risk of operational shutdown at best and fire at worst. There are also proposals for projects that are greatly needed to improve security on the Campus.

**IT Infrastructure**

Technology and data can be used to improve institutional efficiency and to transform the student learning, completion, and social experience which

are all primary goals of the Triple A Strategic Plan. Any successful institutional strategy must integrate digital capabilities and costs. During the review period, the Campus IT Services (CITS) accomplished the following:

**South Campus** – By the end of the period the ICT infrastructure at the South Campus was 95% complete. The fire alarm and fire suppression system were installed and in the process of commissioning.

**Business Intelligence (BI)** – CITS continued to develop the BI to include Human Resource and Finance modules. Work also continued on creating a One UWI Business Intelligence solution which will be a replica of the St. Augustine solution but will pull data from across the various campuses.

**Office 365** – This is a University-wide project which, when completed, will see all staff members across the University using one email domain - **uwi.edu** located in the O365 cloud with additional functionality. A key step in the process is the migration of campus users to the use of their staff ID numbers for network authentication. This was achieved this year at the St. Augustine Campus.

**Security** - The tender, evaluation and selection of a vendor for the upgrade of the CCTV (closed-circuit television), access control and fire alarm systems at four major ICT hub sites on Campus was completed. The actual upgrade is to be completed in the 2019/2020 academic year.

**Service Desk** – CITS partnered with Human Resources to launch an HR Service Desk using the current IT Service Desk platform. This initiative tracks key HR Recruitment requests for, among other things, Acting/Responsibility Allowances, advertising positions for Administrative, Technical & Service Staff (ATS) positions, and sourcing temporary relief staff.

**Revenue Generation** - Delivered on a professional training engagement for the North Central Regional Health Authority (NCRHA) - helping 40+ members of NCRHA staff to develop their skills in Microsoft Excel.



### Challenges & Risks

Staffing at Campus IT has dwindled in the last decade to such a level that the office depended on employing on-the-Job trainees (OJTs) to achieve the above accomplishments. Turnover is naturally high and every two years or less the process must begin again - recruiting, training/orienting, and producing. More importantly, institutional knowledge is depleted each time the unit loses an experienced resource who is not replaced.

Among the major IT risks currently facing the Campus:

- With just one PeopleSoft Software Developer working with HR, there is no redundancy. This is of grave concern and has delayed the upgrade of the PeopleSoft system which is currently out of vendor maintenance.
- There are no engineers assigned to the South Campus. The lone Development Engineer recruited - at below market rate - has resigned. This is a major risk to the institution as more strain is put on the already over-committed Technical Services Team. Once again, there is no redundancy.
- Even as the Campus is encouraging the increased use of technology to deliver academic programmes, it is without a Campus Multimedia team to support the widespread use of classroom technologies.
- The Banner team is also under resourced with only two Software Developers. This poses a significant risk to the organisation and has delayed the Banner system upgrade.

The reorganisation of the ICT resources on the Campus remains an outstanding task to be conducted with the Division of Human Resources. Although this item has the support of Campus Management, implementation has been stalled.

The continued financial challenges are also impacting the Campus ICT infrastructure which is now quite aged. There now are major capital expenditure projects that are classified as critical or urgent and which require funding.

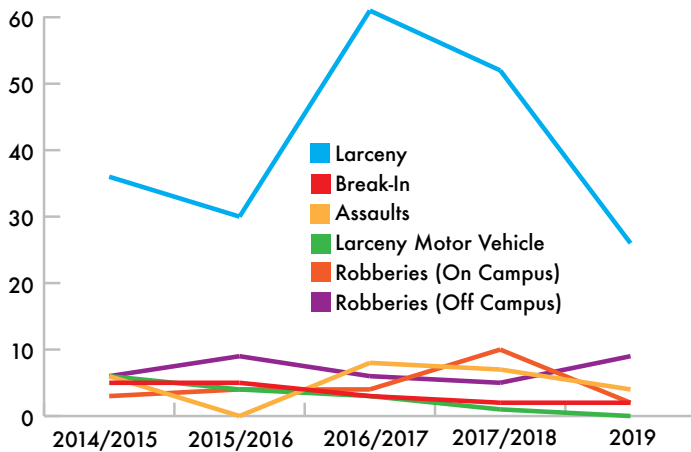
- **Campus fibre backbone upgrade** - Between 1998 and 2002, the Campus implemented a major fibre backbone infrastructure, including the installation of multi-mode fibre. The maximum available bandwidth on the multi-mode fibre is 100Mb. The multi-mode fibre need to be upgraded to make more effective use of the increased Internet bandwidth, upgraded wireless infrastructure and provide a greater level of service to our Campus stakeholders. This is considered critical.
- **Campus network switches replacement** - The Campus completed the upgrade of the core, distribution and edge switches in 2012. However, presently 339 of the 458 (approx. 74%) switches have reached manufacturer End of Life (EOL) status. This too is considered critical.
- **Enterprise Database Server Refresh** - The warranty for the current database servers supporting Banner and PeopleSoft will expire in October 2020. The process of procuring the servers should begin in the fourth quarter of 2019 to ensure the servers are delivered by April 2020. This will allow time for the migration before the start of the academic year 2020/2021.
- The UPS power and precision cooling system in the main equipment room is also over 14 years old.

### Security

Security is always a priority at the St. Augustine Campus and the institution has invested heavily in various measures and mechanisms over the years to improve the level of safety on the Campus, even as the local crime rate continued to rise around us.

The on-campus crime statistics provided by the Campus Estate Police Service show that there has been a measure of success.

**SECURITY STATISTICS: 5 Year Trends**



**NOTES:**

1. Security Statistics figures changed from Academic year to Calendar year in 2019, and will be calculated on a calendar basis hereafter.
2. For the period 1 August 2018 to 31 December 2018, there were six minor cases of assault.

Still, the 2018/2019 academic year proved that the Campus is not entirely insulated from the criminal element as it grappled with some highly publicised incidents, including the abduction of a staff member from the main campus in broad daylight, and a serious act of vandalism that took place in the quadrangle in the heart of the campus.

The Campus Security continued to work closely with the national Police Service on these and other incidents, and accelerated its preparations for the further expansion of the Campus into central and south Trinidad, paying attention to the physical requirements, as well as the need to improve the level of professionalism within the ranks of its officers.

With regard to the latter, The UWI St. Augustine Campus Security continued its pursuit of **IACLEA accreditation** which would “demonstrate to their personnel, the campus community, and outside experts their professionalism and mission focus”. IACLEA - the International Association of Campus Law Enforcement Administrators, is the largest professional association devoted to excellence in campus public safety and law enforcement.

To maintain the department’s centralised decision-making process, command and control systems, top down management style, where authority resides in rank, and a functional organisation structure to support To build command leadership capable of developing and implementing the department’s policies and programmes, the Head of Security and Assistant Head of Security underwent IACLEA Accreditation Managers Training, and certification from the International Association of Chiefs of Police (IACP) in Leadership in Police Organisations (LPO). It is envisaged that certified inspectors, sergeants and constables will eventually form the bulk of instructors for future training programmes in:

- **IACLEA Standard 7: Use of Force: Training related to Firearms and Ammunition.** Specifically types and requirements of weapons; Weapons proficiency specifically training and refresher training from certified weapons instructors
- **IACLEA Standard 8: Detainee Processing and Transportation:** Training on the operations of a detention area
- **IACLEA Standard 9: Patrol Services: Training related to the pursuit of motor vehicles** including roadblocks and forced stopping, responsibilities and administrative reviews, and refresher training.

**Campus Records**

Retention schedules were finalised and implemented for all records maintained in central filing systems on the Campus – a measure intended to help improve operational efficiency. These schedules are coordinated by the St. Augustine Campus Records Unit with their counterparts on the other campuses under the direction of a new University Archivist. The Unit at St. Augustine has also drafted a Digital Preservation Strategy for The UWI and is working with other Campuses seeking agreement on policy.

Plans to relocate inactive records to a storage location at the South Campus, Penal-Debe could not proceed during the review period as the space was not ready. This move will also have a positive impact on operational efficiency.

### Institutional Research

As part of the process of assessing the operationalisation of the Strategic Plan on the Campus, the Campus Office for Planning and Institutional Research (COPIR) conducts surveys and generates reports. The Office analyses the information and data collected and presents it to Campus management for evidenced based decision making. During this period, COPIR continued to mentor and liaise with academic and administrative offices to obtain updates on the progress of their individual operational plans. They assisted a number of departments, campus committees and governmental and non-governmental organisations with data collection, surveys and reports, including the following:

- The Campus Student Statistical Digest 2013/2014 to 2017/2018
- The Graduate Tracer Survey - Class of 2017
- The Incoming Student Survey - Cohort of 2017
- Times Higher Education Global Ranking Exercise 2017
- Times Higher Education Impact Assessment 2017
- UWI Administrative Report 2017/2018 for the Ministry of Education
- Tracer Study of Research Degree Graduates 2012-2016
- NIHERST data submission 2018/2019
- UNESCO data submission 2018/2019
- Ministry of Education data submission 2018/2019
- Ministry of Education – Annual Business Plan 2018/2019
- Ministry of Education - A Report towards the National Budget 2019/2020
- Ministry of Education - A Report to the Ministry of Education on the Implementation of Key Projects and Programmes
- Ministry of Health – Educational Institutional Intake and Output of Students Pursuing Health Sector Programmes

- Board of Undergraduate Studies - Examination of Course Failure rates

COPIR provides key support to the implementation of the University's strategic plan. During the period under review the COPIR worked on the academic workload calculation proposal and collected data to inform enrolment targets for the Campus. The Office intends to expand its institutional research agenda and proposes some new projects, (in addition to the already existing ones) for the current period 2019/2020 and 2020/2021 to 2021/2022. These will include :

- Data collection to support the strategic planning process
- Employer Perception Focus Group Study
- Graduate Tracer Survey 2018
- A study on Throughput of the 2009 cohort
- Demand study for higher education places
- Times Higher Education Global Ranking 2017/2018 data input
- Campus Metrics Exercise 2014/2015 to 2018/2019
- Business Intelligence dashboard rollout
- Campus Strategic Plan website 2017-2022
- Specific data collection and analysis to support requests from the Project sub-committees
- Specific data collection and analysis to support departmental work

These new areas of research will require advanced statistical analysis and investment in more powerful software.

### Marketing Publications for a Digital Age

For several years now, well before the current mandate from the Vice-Chancellor for the digital transformation of The University, the Marketing & Communications team had begun to digitise many of its printed publications. Some pieces have given way to websites, others exist online only in pdf formats. Among them are all of the documents required for registration, and many pieces of collateral targeting prospective students. In some cases these changes came about as a way to cut costs, but the team also saw the opportunity to make it easier to create and to share necessary content to students, staff and prospects.

One example was the publication of the 2017/2018 Annual and Faculty Reports. These reports are valuable as documents of record and help promote awareness of the work being done on the Campus. They can also be expensive to produce and disseminate, often reaching a very niched audience. The Campus took the decision last year to not only reduce the number of printed reports, but to divide each report so that only half of each would be printed for dissemination to select recipients. The reports were and continue to be available in their entirety online for general public consumption.

The team also developed a cost effective strategy to make the content of the reports more accessible and to reach a wider audience who might not normally be driven to download and read a pdf report. With the assistance of the Campus IT Services, the team developed a simple website using Microsoft Sway and used this to promote the key items and messages in the report. The site was developed quickly in-house at no cost and embedded into the general Campus website. As a Sway site it was mobile-friendly and was easily shared on the Campus's social media platforms. The team also used Sway's built-in analytics to track users and it was found that between the launch of the site in March and the end of May when usage began to taper off, more than 1000 persons had interacted with the content on the site. One third had browsed through quickly, another third had done a "quick read" of the content and the rest had engaged in what is described as a "deep read". As the Campus and the University roll out the Office 365 platform to staff, the

M&C team envisage that this could become a valuable and more widely used tool to make content more accessible to younger and more tech-savvy audiences such as prospects, students, and alumni.

The team continued to work on another digital project developed in conjunction with the Department of Computer and Information Technology (DCIT) and Campus IT Services, and with support from Student Admissions and the Faculties. This is an online application, built by students of the DCIT to make programme information more easily accessible to prospective students. The project was slowed tremendously because of severe Human Resource challenges within the sections of M&C specific to the needs of this project. Significant progress was made on the development during the review year and the launch is set for March 2020.

### Procurement

The Campus approved a Procurement Governance Framework in keeping with improved procurement standards and the Public Procurement and Disposal of Public Property Act of 2015 (amended). The Campus Procurement Committee (CPC) adopted revised Terms of Reference (TOR) targeting 5 essential pillars:

1. A reconstituted and expanded Campus Procurement Committee with a revised TOR, equivalent to the Procurement and Disposal Committee under the Procurement Act;
2. An expanded mandate for and increased reach of the Procurement Unit, including a CPC Secretariat function and primary liaison with Office of Procurement Regulation on all procurement legislative and regulatory matters impacting the Campus;
3. Standardised Disposal of Asset process as well as recording and reporting requirements. This involves the establishment of a reconstituted Board of Survey, chaired by the Deputy Bursar, equivalent to the requirement of the Disposal Committee under the Procurement Legislation;



4. Establishment of minimum requirements for the constitution of Tender Evaluation Committees based on value the and complexity of the procurement, and guidelines for procurement standardisation, efficiency and compliance;
  5. Establishment of Procurement Executing Arms - specific areas charged with the responsibility of executing procurement initiatives for themselves and the wider Campus. These would be based on the nature of the procurement and monetary value (for procurement standardisation, efficiency and compliance).
- Staff reductions via attrition
  - Service contracts to part-time teaching staff reduced from 1 year to 9 months
  - Renegotiating service agreement contracts with vendors
  - Reorganising workflow to reduce overtime

In line with the Campus' new Procurement Policy, the CPO was required to support a number of campus wide procurement initiatives. This included replacement of Computers in labs and offices, upgrade of the IT Network systems, the purchase of Furniture, Buses, Dental Chairs, Multi-media Systems and other items. The CPO is now required to play an increasing role in procurement on campus, and in 2018/2019 was involved in the renewal of the Group Health Plan, and the purchase of security uniforms, health care equipment, special purpose transportation, etc.

## Finances

Macro-economic conditions in Trinidad & Tobago are yet to recover since they began to decline in 2015 and this is reflected in **flat or decreasing funding levels to the Campus** over the period. Implementation of the University's strategic plan and the strides made by Campus were therefore accomplished in the face of annual budget cuts and cash flow difficulties. The situation has led to re-prioritisation and rationalisation of activities and services. The accomplishments of the Campus over the period showcase the spirit of resilience, determination and commitment to our students and our service to the region.

To effect this reduction in funding several strategies continue to be implemented:

- Freezing unfilled positions

For the year ended July 2019 the Campus recorded a **deficit of \$113.4 million**. The surplus recorded before provisions for depreciation, employee benefit obligations was \$20.1 million. However the Campus's operations are not generating sufficient funding to replace its plant, as reflected in the charge for depreciation, nor to fund its growing pension liability, as evidenced in the charge for employee benefit obligations, hence the deficit recorded for the year.

For the similar period to July 2018 the Campus recorded a surplus of \$16.8 million. However, the surplus in 2017/2018 was buoyed by a special billing raised on the Government of Trinidad and Tobago (GORTT) for \$109.7 million in arrears for the scholarship students at the Faculty of Medical Sciences. This invoice is yet to be accepted by the GORTT and remains as a receivable on the books of the Campus. Campus operations therefore remain on par, year on year.

## 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' Audit Committee on February 4, 2020.

### Income

Total consolidated income for the year ended July 31, 2019 totalled \$1,028.9 million reflecting **a decrease of \$133.0 million or 11.4 % below the previous year.**

Income from **Other Teaching Activities** contributed 20.8% of total income but was **down by 28.9%** and was the major contributor to the decrease in revenues. It should be noted that the 2017/2018 figure included the invoice of \$109.7 million raised on the Government of Trinidad & Tobago to cover the shortfall in tuition fees for 2016/2017 and 2017/2018 regarding national scholars that attend the Faculty of Medical Sciences. The Trinidad & 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** showed a **3.6% increase** when compared to the year ended July 31, 2018. At the St. Augustine Campus there has not been an increase in tuition fees for government supported programmes since 2001. This increase therefore reflects increased student course enrolment.

**Special projects and other project income of \$122.4 million** included the gross income earned by ROYTEC valued at \$27.3 million and SACEL of \$2.4 million. The comparative for year 2017/2018 was \$172.2 million (down 29%) with ROYTEC's gross revenue totalling \$39.1 million and SACEL's \$2.5 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 decreased by 28.8% below the previous year, caused in large measure by the major reduction in research work funded by external donor agencies.

**Commercial Operations** covers the operations of the Bookshop, Central Stores, the Multi-media Production Centre (MPC), the Student Halls of Residence and the rental of commercial spaces on campus. Revenue of \$33.2 million remained relatively flat when compared with the prior year.

A deliberate and focused management of the investment portfolio resulted in **investment income of \$10.1 million, a minimal decrease over the previous year,** this, 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 amortisation of capital grants.

The breakdown of income sources is shown below:-

INCOME	2019		2018	
	\$'000	%	\$'000	%
Government Contributions	533,858	51.9	533,283	45.9
Tuition and Other Student Fees	83,047	8.1	80,779	7.0
Special and Other Projects	122,457	11.9	172,228	14.8
Other Teaching Activities	214,210	20.8	303,862	26.2
Commercial Operations	33,250	3.2	32,786	2.8
Investment Income	10,106	1.0	10,772	0.9
Miscellaneous Income	32,008	3.1	28,245	2.4
<b>Total Income</b>	<b>1,028,936</b>	<b>100</b>	<b>1,161,955</b>	<b>100</b>

**Expenditure**

Total expenditure for the year before depreciation, employee benefits obligations and finance costs totalled **\$1,008.8 million, a decrease of approximately \$40.8 million or 4.0%**. This decrease in overall expenditure is primarily driven by the decrease in the level of provisioning for doubtful debts. This year Campus implemented IFRS 9, Financial Instruments. IFRS 9 introduced a new model for the recognition of impairment losses – the expected credit loss (ECL) model. This resulted in a write back of provisioning of \$10.9 million, instead of an additional charge to the accounts.

The detailed breakdown of expenditure is as follows:

Expenditure	2019		2018	
	\$'000	%	\$'000	%
Administrative	95,441	8.4	80,032	7.0
Departmental	497,250	43.5	468,559	40.9
Central Expenditure	40,845	3.6	43,120	3.8
Special and Other Projects	124,666	10.9	166,747	14.6
Other Teaching Activities	226,616	19.8	215,814	18.8
Commercial Operations and Other Costs	34,851	3.1	27,643	2.4
Provision for Impairment of Receivable	(10,905)	(1.0)	47,710	4.2
Depreciation, Employee Benefits Obligations, & Finance Costs	133,619	11.7	95,571	8.3
<b>Total Expenditure</b>	<b>1,142,383</b>	<b>100.0</b>	<b>1,145,196</b>	<b>100.0</b>

**Provision for Impairment of Receivables & Financial Assets as per IFRS 9.**

	Total Provision @ July 2018	Opening Adjustment	Provision for year ended 2019	Total Provision @ July 2019
Government contributions	13,349,240	(8,458,494)	470,502	5,361,248
Government scholarships	48,656,341	(631,941)	4,542,937	52,567,337
Project receivables	31,675,813	0	(457,438)	31,218,375
PSIP advances	65,695,450	1,322,731	(6,043,813)	60,974,368
Other receivables	18,602,917	13,780,405	(9,706,795)	22,676,527
Student receivables	5,590,052		488,703	6,078,755
	183,569,813	6,012,701	(10,705,904)	178,876,610
Open Campus	56,712,087	0	0	56,712,087
Financial Assets	0	297,697	(251,338)	46,359
<b>Total</b>	<b>240,281,900</b>	<b>6,310,398</b>	<b>(10,957,242)</b>	<b>235,635,056</b>

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 2018/2019 was \$78.5 million with \$37.6 million for 2017/2018. These liabilities are unfunded and not budgeted, and are paid on an 'as you go' basis. Please see Note 16 in the financial statements. In accordance with IAS 19 the cost of re-measurement of the defined benefit contributions for this year resulted in a write back of \$44.4 million to 'Other Comprehensive Income'.

This write back resulted in total comprehensive income reflecting a deficit of \$68.3 million for the year.

### *Statement of Financial Position*

**Gross assets now stand at \$1,922.1 million, an increase of 1.1% over last year.** The adjusted current ratio at July 2019, which reflects the liability to donor funded projects, stood at 1.87:1 compared to 2.37:1 at July 2018 reflecting the tightening of liquidity over the year. This tightening of liquidity is compounded even further since the majority of current assets (\$744 million) represent government receivables. **Subventions due from governments are \$107.5 million, Government scholarships outstanding was \$192.6 million when compared to \$177.1 million as at July 2018. GATE receivables due at \$334 million, represents an 8.7% increase in receivables over the previous year.** The Campus's ability to meet its financial obligations is now inextricably tied to the receipt of advances from the relevant governments.

### *Research and Special Projects*

**Special projects advances of \$252.7 million** represents funds received from international agencies and other donors for research and other programmes.

### *Looking Ahead*

In his address to the Campus in January 2020, UWI Vice-Chancellor Professor Sir Hilary Beckles outlined what he called The New UWI: A Global System for the Future. Covered in that address was the following:

The UWI has embarked on an aggressive programme to [1] expand and modernise the regional capacity for quality access; and [2] establish strategic partnerships globally with prestigious, high performing universities within the context of our strategic objectives.

This aggressive modernisation hinges on five planks as identified by the Vice-Chancellor:

1. a multi-lingual culture in which all graduates going forward will be foreign language proficient at least within our hemisphere;
2. the entrepreneurial identity by which we will pursue a greater share of our resources in the private market, while attaining even greater efficiency in our operations;
3. institutionalising our global reputation as a lead university in climate smart research and advocacy in order to provide even greater service to the region;
4. advancement of the digital transformation of the University to strengthen our internal efficiency and energise Caribbean economic transformation and economic development;
5. the roll out of UWI Global online as the international portal for distributing and accessing commercially marketed academic programmes.

In fleshing out this strategy the St Augustine Campus's areas of focus for the remainder of the strategic plan are:

### **An Education Agenda**

**CPR** (Curriculum and Pedagogical Reform) completed to deliver the graduate empowered to meet the challenge of building the new *Caribbea* with continual alignment to market demands.



**An Innovation Imperative**

**RDI** (Research, Development and Innovation) agenda aligned to Caribbean needs, global outreach, empowering The UWI Innovation and Entrepreneurship Ecosystem for economic, social and ecological revitalization.

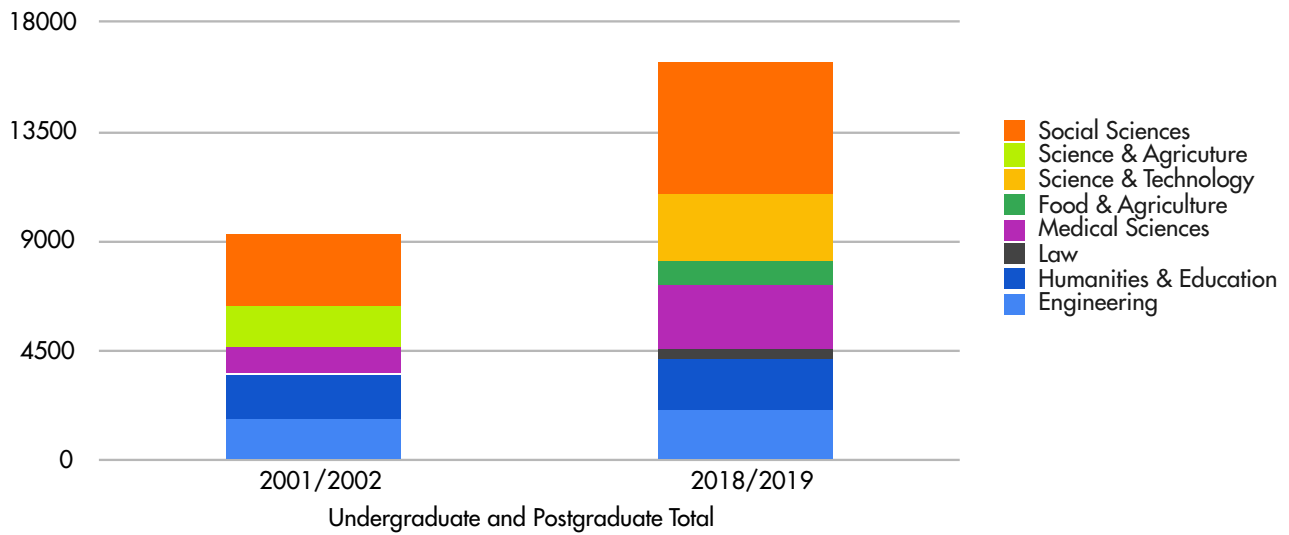
**Support Systems overhauled for maximum functionality**

- a) Well defined, efficient and effective support and enabling processes (financial [funding model], HR, registrarial)
- b) Infrastructure that soundly supports educational and RDI thrust
- c) Environment that is non-threatening and provokes creative thought
- d) Work environment that is fair, less uncertain and more inclusive

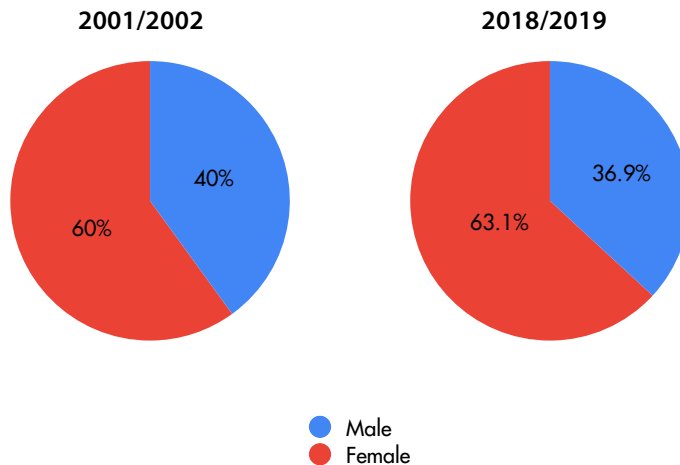
In addition, The UWI St Augustine is embarking on a journey to **redefine the brand of the Faculty of Medical Sciences**. With decreasing levels of funding from grants and endowments, the Faculty of Medical Sciences needs to increase student enrolment on its journey towards self-sufficiency. To be successful the Faculty needs to consider current market saturation, changing student expectations and the opportunity that international students could provide.



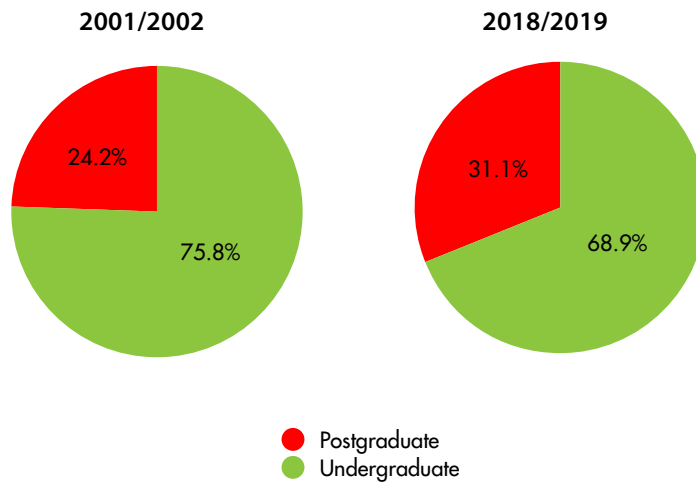
**Comparative Distribution of Campus Enrolment by Faculty 2001/2002 & 2018/2019**



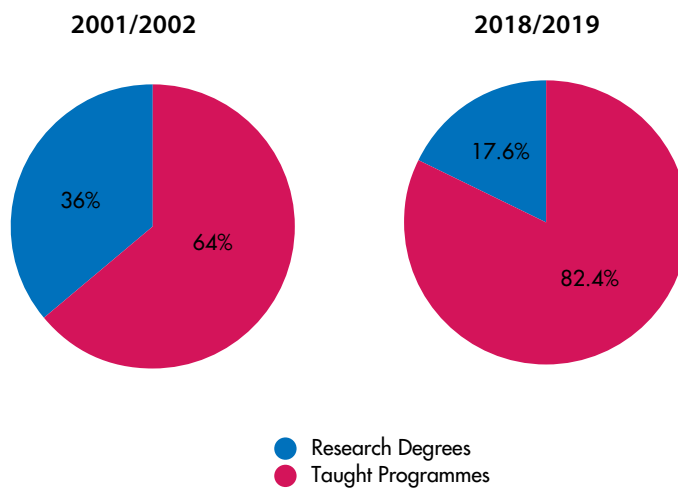
**Comparative Distribution of On-Campus Enrolment by Gender 2001/2002 & 2017/2018**



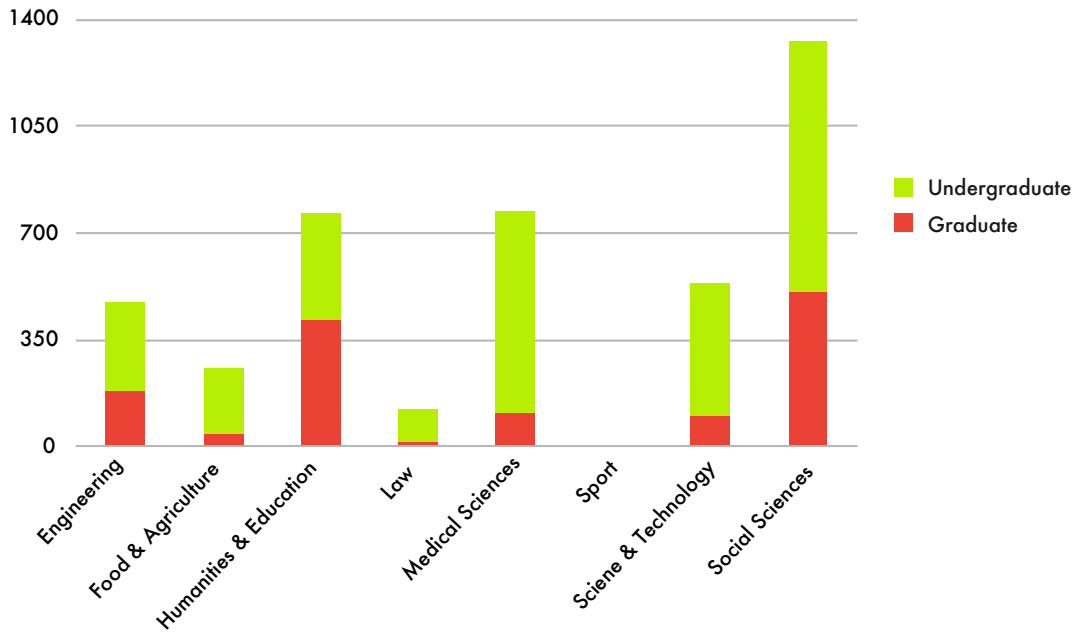
**Comparative Distribution of On-Campus Enrolment Between Undergraduate and Postgraduate Levels  
2001/2002 & 2018/2019**



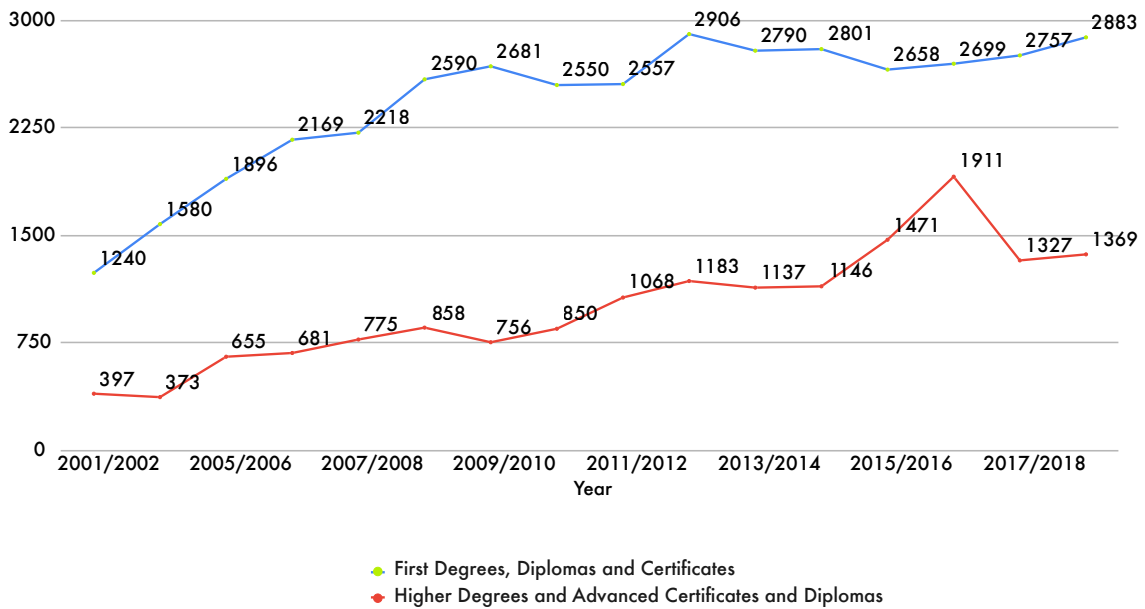
**Comparative Distribution of Postgraduate Enrolment between Research Degrees and Taught Graduate Programmes: 2001/2002 & 2018/2019**



**Graduates by Faculty 2018/2019**



**Output of Graduates 2001 - 2019**





**Campus Enrolment by Programme Level and Delivery Mode**

	2001/2002*	2018/2019	Annual % Difference 2001/2002 vs 2018/2019
Full-Time First Degree Enrolment	4647	9914	113%
Part-Time First Degree Enrolment	713	478	-33%
Evening First Degree	0	395	
Not Identified First Degree Enrolment	0	99	
<b>Total On-campus Enrolment in First Degree Programmes</b>	<b>5360</b>	<b>10886</b>	<b>103%</b>
On-campus Enrolment in Certificate and Diploma Programmes	430	360	-16%
<b>TOTAL On-campus Undergraduate Enrolment</b>	<b>5790</b>	<b>11246</b>	<b>94%</b>
Higher Degrees, Advanced Certificates & Diplomas	1851	4946	167%
Qualifying for Postgraduate	0	47	
<b>Total On-campus Enrolment</b>	<b>7641</b>	<b>16239</b>	<b>113%</b>
Ratio of Female : Male Students (On-Campus Enrolment)	1.5 : 1	1.7 : 1	
Trinidad & Tobago Students as a % of On-Campus Enrolment	88%	93%	5%
UWIDEC & Online Programmes**	418	0	-100%
Off Campus (Affiliated Institutions & other Tertiary Level Institutions)	<b>127</b>	<b>110</b>	<b>-13%</b>
Other Students (Undeclared & Summer)	0	749	
<b>Total Enrolment: On-Campus/Distance/Online/Affiliated Institutions</b>	<b>8186</b>	<b>16349</b>	<b>100%</b>

\* 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**

	<b>2001/2002</b>	<b>2018/2019</b>	<b>Annual % Difference 2001/2002 vs 2018/2019</b>
Engineering	1424	2048	44%
Food & Agriculture	0	934	
Humanities & Education	1409	2090	48%
Law	45	440	878%
Medical Sciences	1002	2669	166%
Science & Technology	1457	2787	91%
Social Sciences	1859	5381	189%
Sport	0	0	0%
<b>Total</b>	<b>7211</b>	<b>16349</b>	<b>127%</b>

**Output of Graduates**

	<b>2001/2002</b>	<b>2018/2019</b>	<b>Annual % Difference 2001/2002 vs 2018/2019</b>
First Degrees, Certificates and Diplomas	1240	2883	133%
Higher Degrees & Advanced Diplomas	397	1369	245%
<b>Total</b>	<b>1637</b>	<b>4252</b>	<b>160%</b>

\* 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

#### 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

#### 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 PRINCIPAL

#### M. Attzs

- Director, Jamaica Money Market Brokers (JMMB) Investments and Securities.
- Civil Society Advisory Governor, Commonwealth Foundation
- Member, InterAmerican Development Bank (IADB) NextGen Board.
- Member, International Association for Feminist Economics (IAFFE)

### 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

**N. Gowandan**

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

**M. Raghunanan**

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

**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, Association of Caribbean University Research and Institutional Libraries (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)**

**D. Charles**

- Member, National Association of Student Personnel Administrators (NASPA)
- Member, International Think Tank for Student Services
- Member, American College Personnel Association (ACPA)
- Member, the UWI Development and Endowment Fund Committee

**J. Huggins**

- Member, Committee to review the National Policy for Persons with Disabilities
- Member, Trinidad Transport Board, Ministry of Works and Transport

**K. Lewis**

- Member, National Career Development Association (NCDA)
- Member, Mixed Methods International Research Association

**C. Mike**

- Member, the UWI Development and Endowment Fund Committee

**A. Best-Noel**

- Member, American College Personnel Association (ACPA)
- Assistant Secretary, Caribbean Tertiary Level Personnel Association (CTLPA)

**K. Smith**

- Member, Caribbean Tertiary Level Professional Association (CTLPA)

**K. Snaggs**

- Member, Association of College & University Housing Officers – International (ACUHO-I)
- Member, American College Personnel Association (ACPA)



- Member, Caribbean Tertiary Level Professional Association (CTLPA)
- Director, St. Augustine Enterprise Company

#### 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

- Liaison Coordinator, Caribbean Festival of Arts (CARIFESTA XIV) Executive Committee

#### MARKETING & COMMUNICATIONS OFFICE

##### 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
- Member, Rotary Club of St. Augustine

##### 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
- Member, Council for the Advancement and Support of Education (CASE)
- Member, Digital Marketing Institute

#### 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 finalise 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**

- Committee Member, Upstream Effluent Management (UEM)

**R. Hosein**

- Member of the Energy Task Force
- Vice-Chairman of the EI Caribbean
- Advisor for the SPE Student Chapter at The UWI.
- Reviewer for Petroleum and Engineering Journals (JPST, WIJE, APED, BJUST)
- Member of the Publications and Editorial Board for the West Indian Journal of Engineering (WIJE)
- Editor, *International Journal of Petroleum Science and Engineering*

**A. Jupiter**

- Member, Standing Committee on Energy

**S. Mujaffar**

- Director, Processing Subsector, Board of Directors, Livestock and Livestock Products

**C. Riverol**

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

**L. Sobers**

- Member of SPE International Education and Accreditation
- Coordinator of the CERM project

**Department of Civil and Environmental Engineering**

**R. Clarke**

- Member, Caribbean Disaster and Emergency Management Agency (CDEMA) Rapid Needs Assessment Team (RNAT)
- Chairman, Horizontal Core Clay Block Committee, Trinidad and Tobago Bureau of Standards
- Member, Board of Engineering of Trinidad and Tobago Committee for the Registration of Structural Engineers
- Adviser to the Government of Trinidad and Tobago, Ministry of Works and Transport after the Earthquake of 21 August 2018

**A. Mwasha**

- Chief Examiner for the Caribbean Examination Council CAPE Green Engineering. 2016-today
- Committee Member: Trinidad and Tobago Bureau of Standards (TTBS) Cell Tower Radiation, Internal Air Quality, Engineering Drawings including Symbol
- Committee Member: Campus Sustainability including Waste management
- Member, TTBS residential energy code, Cell tower emissions, Engineering drawings
- Standard Committees

**I. Ray**

- Member, TTBS Committee on Standard for 'Concrete Masonry Unit'
- Voted ballots for ASTM Committees C01: Cement and Committees C09: Concrete and Concrete Aggregates, USA

**M. Raymond**

- Erasmus + Citylabs Project Coordinator: Citylab CAR: Engaging Students in Sustainable Cities
- Chair - Association of Commonwealth Societies of Architects in the Caribbean ACSAC
- Member - Commonwealth Association of Architects Academic Validation Panel - Executive Committee
- Chair - Caribbean School of Architecture (CSA) Academic Advisory Board
- Member - Government of Trinidad and Tobago - Cabinet Appointed National Tourism Policy Committee Member
- Chair - Jamaica Houses of Parliament Architectural Competition

**T. Townsend**

- Vice President APETT (2019)
- Chair, APETT Transportation Sub-committee (ongoing)

**Department of Electrical & Computer Engineering****A. Abdool**

- Director and Advisor, Fasove Product Design and Development Limited (LLC)

**R. Adams**

- Member, CXC CAPE Electrical and Electronic Technology Panel
- Professional Re-certification: 2016 – 2021 Institute of Electrical and Electronics Engineers (IEEE) - Wireless Communication Engineering Technologies Certification

**S. Bahadoorsingh**

- Co-Chairman: Trinidad and Tobago Bureau of Standards (TTBS) Specification Committee for Electric and Plugin Hybrid Vehicles.
- Member: Trinidad and Tobago Bureau of Standards (TTBS) High Voltage Code Committee
- Member of Government Electrical Inspectorate Technical Committee
- Director: Multi-stakeholder Advisory Group of Trinidad and Tobago
- IEEE Trinidad and Tobago Student Branch Counsellor
- Education Liaison Officer, ISA Trinidad Section
- The UWI representative to the 11th European Development Fund Technical Assistance Programme for Sustainable Energy in the Caribbean (TAPSEC) - Steering Committee 2019 to present
- The UWI representative to the Regulatory Roundtable: Innovative Regulation in an Era of Disruption, Miami, USA; The Regional Universities Network Forum, and the 3rd TAPSEC Meeting in Santiago, Dominican Republic; the 1st TAC Meeting, Bridgetown, Barbados
- The UWI St Augustine representative on E-mobility to the Caribbean Centre for Renewable Energy and Energy Efficiency
- 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 for The University of Trinidad and Tobago (UTT), Information and Communication Technology (ICT) Programmes (Dip. Software Engineering, Dip. Computer,

Network and Telecommunication Engineering, BSc. Computer Engineering and MSc. Information and Communication Technology)

**A. Joshi**

- Associate Editor, *Research Journal of Science, Technology and Engineering*, Maxwell Scientific, UK
- Member of the Editorial Board of the American Journal of Electrical and Electronic Engineering
- Principal Investigator, Nvidia CUDA Training Centre, UWI

**K. Mallalieu**

- Deputy Chairman, Telecommunications Authority of Trinidad and Tobago
- Chairman, Telecommunications Authority of Trinidad and Tobago Board Review Committee
- Member, NASA International Internship National Screening Committee
- Project coordinator and Project lead for Caribbean ICT Research Programme (CIRP)'s component of Developing Organizational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries (StewardFish)

**F. Muddeen**

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

**A. Pooransingh**

- Manager, Software Development Team for Interdisciplinary Projects and Research
- Founder, DECE Sport Engineering Group

**S. Rocke**

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

- Academic representative on CTU-initiated Spectrum Management Task Force.
- Reviewer for several IEEE & Springer Journals and Conferences

**C. Sharma**

- Chairman of IEEE (Global) Committee on Global Accreditation Activities (CGAA) and voting member of the IEEE University Resource Committee (URC)

**A. Singh**

- Treasurer, IEEE Trinidad and Tobago Section

**Department of Geomatics Engineering and Land Management**

**R. Al-Tahir**

- Associate Editor (Engineering): *FACETS*. Canadian Science Publishing. Ottawa, Canada
- Editorial Board: *American Journal of Remote Sensing*
- Academic Reviewer of many journals
- Member, Program Committee of 17th International Conference on Computer Information Systems and Industrial Management Applications. Olomouc, Czech Republic

**D. Davis**

- Court appointed expert witness – Photogrammetric Investigations and Assessments

**E. Edwards**

- Strengthening Information Management at the Registrar General's Department through the design, development and implementation of a Property Business Registration System. Ministry of the Attorney General and Legal Affairs. UWI Technical Lead
- Member – Technical Steering Committee for LSA Comprehensive Social Survey of State Lands in Trinidad. September 2018

**C. Griffith-Charles**

- Member, International Land Measurement Standards – Standard Setting Committee (ILMS SSC)
- Member, Royal Institution of Chartered Surveyors (RICS) Caribbean Advisory Group
- 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 of many journals

#### **K. Miller**

- Member, International Board on Standards of Competence for Hydrographic Surveyors and Nautical Cartographers
- Academic Reviewer, *Survey Review Journal*

#### **M. Mycoo**

- Member, International Scientific Advisory Committee, United Nations Educational, Scientific and Cultural Organization's Intergovernmental Science Programme of the Management of Social Transformations (MOST)
- Coordinating Lead Author, Intergovernmental Panel for Climate Change Small Islands Chapter, Sixth Assessment Report
- Expert Reviewer, Intergovernmental Panel for Climate Change Special Report on the Ocean and Cryosphere
- Member, International Scientific Steering Committee, Future Earth Coasts
- Member, United Nations Habitat University Partnership Initiative (UNHPUI) Member of Working Group, New Urban Agenda and Regional Action Plan for Latin America and the Caribbean, United Nations Economic Commission for Latin America and the Caribbean
- Advisory Member, School of the Built Environment, B.Sc. Urban and Regional Planning, University of Technology, Jamaica
- Member, Climate Change HUB, (UNHPUI)
- Member, Informal Urbanism HUB, (UNHPUI).
- Member, Safer Cities HUB, (UNPUI)
- Academic Reviewer of many journals

#### **B. Ramlal**

- Member Editorial Board, *West Indian Journal of Engineering*, UWI, St. Augustine
- Deputy Chair, UN-GGIM Americas Academic Network

- Member UN-GGIM Academic Network Taskforce to establish an Online Training Portal for UN Member Countries

#### **M. Sutherland**

- Coordinating Lead Author, Intergovernmental Panel for Climate Change (IPCC) Special Report on the Ocean and Cryosphere in a Changing Climate
- Expert Reviewer, IPCC Special Report on the Ocean and Cryosphere in a Changing Climate
- Review Editor, IPCC Sixth Assessment Report
- Expert Reviewer, IPCC Sixth Assessment Report
- Academic Reviewer, International Federation of Surveyors

### **Department of Mechanical and Manufacturing Engineering**

#### **J. Bansee**

- President elect, APETT

#### **J. Bridge**

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

#### **B. V. Chowdary**

- Associate Editor, *Global Journal of Flexible Systems Management (JFSM)*, Springer Publications ([www.giftsociety.com](http://www.giftsociety.com))

#### **R. Ellis**

- Chief Examiner, Industrial Technology, CXC
- Chair, IEEE Education Society TT-Section
- Chairman, Society of Caribbean Industrial Engineers
- Member, NIHERST Board of Governors
- Member, NTA Creative Industries Sector Advisory Committee
- Member, National Productivity Council
- Chief Examiner, Industrial Technology, CXC

#### **E. Ekwue**

- Chairman, Publication and Editorial Board, *The West Indian Journal of Engineering*
- Reviewer of many Journals including *Biosystems Engineering*

**G. King**

- UWI representative on the Ministry of Planning and Sustainable Development Innovation Technical Steering Committee
- 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**

- Member, Editorial Sub-committee for the *West Indian Journal of Engineering*
- IMechE Caribbean Universities Representative and Student Chapter Facilitator
- Committee member of the Bureau of Standards technical committees on standards of roofing sheets and regional toilet tissue
- Director of Caribbean Airlines and many other companies

**R. Murray**

- Member, Boiler Examiners Board, Ministry of Labour and Small Enterprise Development

**C. Pemberton (nee Benjamin)**

- President, Society of Caribbean Industrial Engineers
- Co-Chair of The Fourth Industrial Engineering and Management Conference 2018 (IEM4-2018), St. Augustine, Trinidad

**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)
- Editor, *The West Indian Journal of Engineering*
- Editor, *The Journal of The Associations of Professional Engineers of Trinidad and Tobago*

- Member of the Editorial Board and Reviewer of many journals
- Chair of Conference committee for the CAS biennial conference 2018, Kingston, Jamaica
- Co-Chair of the Fourth Industrial Engineering and Management Conference 2018 (IEM4-2018), St. Augustine, Trinidad
- Advisor, The International Union of Quality Professionals (IuQP), Hong Kong
- UWI Representative to the Evaluation and Approval Committee, Enhancement of the Research and Development Facility (RDF) for Business Enterprises in Trinidad and Tobago, Ministry of Trade and Industry



**FACULTY OF FOOD & AGRICULTURE**

**Department of Agricultural Economics and Extension**

**N. Badrie**

- Focal point on the Inter-American Academy of Sciences for the Caribbean.
- Fellow of the Caribbean Academy of Sciences
- Member of the Law Association of Trinidad and Tobago Call to practice at the bar of the Supreme Court of Trinidad and Tobago
- Invited Presenter at the International Federation of Home Economics and Caribbean Association of Home Economics, Learning Resource Centre, UWI, St. Augustine
- Team member of the Caribbean Public Health initiative from the Medical Research Centre with the University of Cambridge, UK
- Reviewer for the British Food Journal
- Editorial Board Member Committee, International Journal of Consumer Studies, Caerphilly, United K
- Editorial Board Member
  - *Journal of Family Ecology and Consumer Sciences (South Africa)*
  - *African Journal of Food Science*

**T. Barry**

- Member, Institute for Gender and Development Studies (IGDS) Board
- Chair, Knowledge Management Committee for the Caribbean Agricultural Extension Providers' Network (CAEPNet)

**M. Boman**

- Academic Board Representative, Campus Research and Publication Fund Committee
- Academic Board Representative, Campus Committee for Graduate Studies and Research
- Academic Board Representative, Board for Graduate Studies and Research
- University's representative for interviews for the De La Rue Scholarships
- FFA representative on the Open Lectures Committee
- Member, Academic Board

**W. Ganpat**

- President, Association for International Agricultural Extension Education (AIAEE)
- Chair, Caribbean Council for Higher Education in Agriculture (CACHE)

**I. Granderson**

- Member, National Nutrition Standards Working Committee, Ministry of Health, Republic of Trinidad and Tobago
- Campus Representative, Research Ethics Committee for the Faculty of Food and Agriculture
- Department Representative, FFA Examination Committee

**S. Hutchinson**

- Chair, FFA Committee on Examinations
- Member, FFA Curriculum Review Committee
- Member, Agribusiness Management Review Committee, Department of Agricultural Economics and Extension, Faculty of Food and Agriculture

**H. Patterson-Andrews**

- Secretary, Caribbean Agro-Economic Society
- Faculty Representative, Academic Quality Assurance Committee

- Member, FFA Entrepreneurial Committee
- Member, St. Augustine Centre for Innovation and Entrepreneurship (StACIE)
- Department Representative, FFA OSHE Committee

**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 for the following journals:

- *Soil Science Society of America Journal* (2008-Present)
- *Canadian Journal of Soil Science* (2010-Present)
- *Tropical Agriculture* (2014- Present)

**G. Seepersad**

- FFA Representative, UWI Entrepreneurial Committee
- Marketing Expert / UWI Representative, Market Information of the Americas (MIOA)
- Member, IICA-CARICOM Business Development Thematic Group
- UWI Representative, USDA APHIS
- UWI Representative, National Committee for Development of the Local Coconut Industry

**M. Webb**

- Member, Cricket West Indies Medical Panel
- Lecturer Representative, Faculty of Food and Agriculture Appointment and Promotions Committee,
- Chair, Faculty of Food and Agriculture Entrance Committee
- Member, Faculty of Food and Agriculture Curriculum Review Committee

- Faculty Representative (Non-Prof.), Academic Board
- Faculty Representative, Academic Board Sub-Committee on Student Matters
- Faculty Representative, Timetable Committee
- Member, Faculty of Food and Agriculture Academic Advisory Committee
- Member, Human Nutrition and Dietetics Accreditation Committee, Department of Agricultural Economics and Extension, Faculty of Food and Agriculture



## **FACULTY OF HUMANITIES & EDUCATION**

### **Centre for Language Learning**

#### **B. Carter**

- UWI Representative, Global Korea Scholarship Interview Panel
- UWI Representative, MEXT Japanese Scholarship Interview Panel
- UWI Representative, Japanese Exchange and Teaching (JET) Program Interview Panel

### **Department of Creative and Festival Arts**

#### **K. Cadette**

- Member of The Arts in Society Research Network: A recognised body for Design and Art Professionals
- Member of the UWI Faculty of Humanities and Education's Prize Giving Committee,
- Curator Exhibition at National Museum (May 2019)
- Member of the Trinidad and Tobago Police Academy's Forensic Artistry Course Committee 2018/19

#### **K. De Las**

- Adjudicator for National Action Cultural Committee (NACC) Annual Top 20 Calypso Stars of Gold and Calypso of the Year Awards, 2019
- Music Producer and Arranger for calypsonians in various Calypso tents for Carnival 2019
- Directed the UWI Arts Jazz Ensemble at performance on TV 6's Cup of Joe- After Dark, 2019

- Speaker/Presenter at Presentation College San Fernando's Annual Career Fair, 2018
- Speaker/Presenter at Moruga Secondary School's Annual Career Fair, 2018
- Adjudicator at the annual Diatonic Steel in Motion, 2018
- Conducted workshop on Beginner, Intermediate and Advanced Improvisation Techniques for Steelpan at UWI Panoriddim Steel Orchestra, UWI Mona Campus, 2018
- Adjudicator at Mr. and Ms. SanFest Teen Talent Competition, 2018
- Feature Speaker at La Horquetta South Primary School's Graduation Ceremony
- Feature Speaker at the Foundation for Academic Advancement of Spiritual Baptist Youth's annual Award Ceremony

#### **C. Johnson**

- Member California Alliance for the Arts
- Member of World Dance Alliance -Americas
- Consultant for Carnival mas bands/artists in Trinidad Carnival 2019

#### **B. La Caille**

- Co-Hosted with DCFA Performance Training Workshop with QUILT Performing Arts Company from Jamaica, 2019

#### **S. Maharaj**

- Performance at Divali Nagar
- Musical Director, Shiv Sangeet School of Music
- Resource Person, Coral Springs Sangeet Mahadivayelaye, Florida, USA
- Performance, CARIFESTA 2019, Divali Nagar Site, August 2019

#### **L. Mc Williams**

- Artistic Director. Malick Folk Performing Company
- Resident Director. Canboulay Productions

#### **J. Murray**

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



- Department Project Lead on the National Gas Company (NGC) sponsored music scoring programme in conjunction with the Musical Arts Unit of the Department of Creative and Festival Arts

#### **S. Ouditt**

- Panelist in the discussion: "The Principal Handicap: Art Appreciation and Trinbagonian Society." Held at The UWI St Augustine Campus on April 11, 2019

#### **D. Paul**

- Member of the International Dance Council, CID
- In recognition and contribution to the Performance, Promotion and Propagation of Dance from Manipuri in the Caribbean. Award presented by High Commission of India and the Mahatma Gandhi Institution for cultural co-operation, Trinidad and Tobago

#### **M. Pearce**

- Curated an exhibition of student and alumni work for the Faculty of Law Human Rights Youth Forum, JFK Quadrangle, UWI St Augustine. The event was held on April 6, 2019
- "Suturing the gap between art and society" an editorial written in response to the vandalizing of the Hinkson mural. The article was published in the *Newsday* on March 20, 2019
- Convened and moderated the panel discussion "The Principal Handicap: Art Appreciation and Trinbagonian Society." Held at the UWI St Augustine campus on April 11, 2019. The panelists were: Jackie Hinkson, Geoffrey MacLean, Nimah Muwakil-Zakuri, Steve Ouditt and Atillah Springer
- Speaker at El Arte Second Annual Secondary Schools Art Expo hosted by the Visual Arts Department of BAHS East on June 28, 2019. The talk focused on opportunities available to students wishing to pursue the arts after high school
- Speaker at a public talk on opening night of the group art exhibition "The Other Side of Now: Foresight in Contemporary Caribbean Art", held at the Pérez Art Museum Miami (PAMM) on July 18, 2019
- Directed a team of UWI Visual Arts Degree students in the planning and execution of murals at the St. Ann's Hospital

- Presenter at a Creative Sector Professional Development Workshop organised by the Ministry of Community Development, Culture and the Arts, July 30th, 2019

#### **K. Ramlal**

- Seedmaker for the Caribbean Secondary Education Certificate Examinations in Music (CSEC Music) June marking exercise
- Member of the College Music Society

#### **J. Remy**

- Announcer/Commentator: Power 102FM live from the Queen's Park Savannah. Musicologist/commentator for the National Panorama Competition. Carnival 2019
- Ensemble Performance/UWI Festival Arts Percussion Ensemble
  - Song for the Season, UWI Brass and UWI Percussion, December 9, 2018
  - Outreach concert/invitational/Day of Percussion May 3, 2019
  - UWI Arts Chorale and Percussion St. Paul's Anglican Church, San Fernando May 5, 2019
- Artist in Residence for the Tucson, Arizona High School Magnet School March 4-6, 2019
- Guest Artist/performer and lecturer for Departmental Convocation at the University of Wisconsin-Oshkosh, April 18- April 28, 2019
- Guest Artist/ clinician for Oauchita Baptist University Arkadelphia, Arkansas, April 28- May 2, 2019
- Workshop/clinician for Virginia International PanFest, Virginia Beach in Norfolk, VA, 10 May, 2019
- Conducted a Judging workshop at the Headquarters for Caribana in Toronto for the Ontario Steelpan Association July 31, 2019
- Adjudicator for Virginia International PanFest, Virginia Beach in Norfolk, VA on 11 May, 2019
- Chief Judge, PanAlive, Ontario Steelpan Association, Toronto. August 2, 2019

#### **S. Sharma**

- Member of Pan Examinations Board, which is currently revising Pan Examinations syllabus
- Camp Coordinator and Facilitator, King David Music Camp, Tacarigua Presbyterian Church, July 2019

- Organist and Choir Director, Tacarigua Presbyterian Church
- Director, Aramalaya Presbyterian Steel

**J.A. Tull**

- Member of TT SME Action Learning Group on "GETT Going: Green enterprises in Trinidad and Tobago". Caribbean Natural Resources Institute (CANARI), 2018
- Member, Caribbean Studies Association (CSA)

**M. Westby**

- Dance Studies Association
- Dance/USA and Performing Arts Alliance
- Performance Studies International (PSI)
- Hexagram Centre for Research-Creation in Media Arts and Technologies
- Fembot Collective

**Department of History**

**L. J. K. Bonate**

- Research Associate of Kaleidoscopio – Research in Public Policy and Culture, Maputo, Mozambique
- Member of the African Studies Association (ASA-USA)
- Member of the African Studies Association of UK (ASAUk)
- Member of the Royal African Society (RAS)
- Member of the Southern African Historical Society (SAHS - South Africa)
- Member of the Lusophone African Studies Organization (LASO-USA)
- Member of the Islam in Africa Study Group (IASG - USA)
- Provided Expert Opinion on the current Islamic insurgency in Mozambique to: Oxford Analytica, 2018-ongoing

**B. Brereton**

- Chair, Trinidad & Tobago Nominating Committee for ANSAMcAL Caribbean Awards
- Chief Moderator, CAPE History Examination
- Columnist, *The Trinidad Express*, May 2011-present
- Member, Association of Caribbean Historians

**H. Cateau**

- President, Association of Caribbean Historians
- Member, Editorial Board, *Journal of Caribbean History*

**C. Cwik**

- Liaison, Latin American Embassies
- Member of the 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, Association of Latin American and Caribbean Historians (ADHILAC, since 2014)

#### **A. Garcia**

- Member, Association of Caribbean Historians (ACH)
- Member, Latin American Studies Association (LASA)
- Member, World History Association (WHA)
- Member, American Historical Association (AHA)

#### **G. Matthews**

- Conference Coordinator – Association of Caribbean Historians
- Coordinator, History MPhil/PhD Programme
- Coordinator, Intercampus History Senior Academic Staff Seminars
- Member, Association of Caribbean Historians
- Member, Society for Caribbean Studies, United Kingdom
- Secretary, District Advisory Board, Church of the Nazarene, Trinidad and Tobago

#### **D. McCollin**

- Member of the 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 2018/2019
- Member, Association of Caribbean Historians

#### **J. Teelucksingh**

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

- President, International Men's Day – Trinidad & Tobago

#### **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 Organisation for People of African Descent

### **Department of Literary, Cultural and Communication Studies**

#### **S. Burke**

- Board Member & Chairman, Tobago Festivals Commission
- Technical Advisory Team, Draft National Cultural Recognition Policy of Trinidad and Tobago (March to August 2019)

#### **M. Forde**

- Peer Reviewer of book manuscripts for Georgia University Press (September-October 2018) and Duke University Press (March-April 2019)
- Peer Reviewer, *Journal for the Study of Religion, Nature, and Culture*
- Reviewer, Polish Academy of Sciences, research grant applications in Anthropology.
- Volunteer, TEKO-project. A community pop up centre for immigrants, asylum seekers, and refugees in Tampere, Finland. August 2018-May 2019. [https://tamperenseurakunnat.fi/sivustot/teko-hanke/in\\_english](https://tamperenseurakunnat.fi/sivustot/teko-hanke/in_english)
- Board Member, Institute of Gender and Development Studies, UWI St. Augustine
- Member, Editorial Board, *Tout Moun: Caribbean Journal of Cultural Studies*

#### **E. Jackson**

- Member, Editorial Boards
  - Tulsa Studies in Women's Literature
  - Journal of Human and Communication Studies in the Caribbean

- Peer Reviewer
  - *ARIEL: A Review of International English Literature Journal of Commonwealth Literature*
  - *Tout Moun: Caribbean Journal of Cultural Studies*

**V. Maharaj**

- Peer Reviewer, *Tout Moun: A Caribbean Journal of Cultural Studies*
- Secretary, Friends of Mr Biswas

**G. Steele**

- Peer reviewer, Association of Caribbean Higher Education Administrators, Special Issue of the *Journal of Arts, Science and Technology (JAST)*, 2019
- Peer reviewer of a journal article in *Studies in Higher Education, International Journal of Teaching and Learning in Higher Education*, 2018
- Reviewer of three conference submissions to the annual conference of the International Association for Conflict Management (IACM) in Dublin, Ireland, 2019
- Editor, *The Journal of Human Communication Studies in the Caribbean* (The JHCSC). 2016-present
- Member, Communication - Technical Advisory Committee, Caribbean Public Health Agency (CARPHA) 2016-present

**Department of Modern Languages and Linguistics**

**B. Braithwaite**

- Member, Society of 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

**M. Dallier**

- Elected Board Member, Alliance Française of Trinidad and Tobago
- Member, the University School Association Limited
- Coordinator, DMLL team for Spanish Day, University Primary School, St Augustine, 13 March 2019
- Member, Review and Enhancement of Spanish Instruction Committee, University Primary School, St Augustine
- Freelance translator for the Caribbean Interpreting and Translation Bureau (CITB)

**K.A. Drayton**

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

**R.S. Evans**

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

**J-A. S. Ferreira**

- President of the Society for Caribbean Linguistics (SCL) (also Proofreader, Copy editor and Conference Organiser)
- Member of SIL International (Americas Area), assigned to Brazil
- Member, Working Group on Caribbean Endangered Languages (International Centre for Caribbean Language Research) (ICCLR)
- Consultant, CXC (CCSLC and CSEC) Portuguese
- Councillor—Caribbean Representative on the Madeiran Diaspora Council (Conselheira Efetiva—as Caraíbas—Conselho da Diáspora Madeirense)



**R. Figuera**

- Member, International Society for Language Studies, 2011–present
- Interdisciplinary Network on Crime and Representation in the Anglophone Caribbean 1834–2019, with the British Academy International Partnership and Mobility Scheme, with the University of Leicester and The University of the West Indies, Mona
- Director of Trinidad and Tobago Association of Hearing Impaired. November 2018 to May 2021 (formulation of a strategic management plan for activities for the benefit of the Deaf and Hard of Hearing with funds provided by the Ministry of Social Development)
- Education Committee, Trinidad and Tobago Association of Hearing Impaired (selection of scholarship awardees among the Deaf and Hard of Hearing in conjunction with Quota International; recommendations made re the assignment of Deaf and Hard of Hearing Teachers; PD for Teachers at Audrey Jeffers and Cascade School for the Deaf)
- Joint Regional Leader in a Working Group with the Asociación de Profesores de Inglés de Buenos Aires (APIBA) among the Hornby Alumni Group of the British Council regarding Teacher Training, March 2019
- Member of Black English Language Professionals and Friends (BELPAF), TESOL International. Membership as a representative for diversity in TESOL International from the Caribbean, June 2019
- External Reviewer of a proposal for the second edition of *The Handbook of Educational Linguistics*, edited by Bernard Spolsky and Francis Hult (John Wiley - Blackwell & Sons Limited.), January 2019

**L. López Calonge**

- Chief Examiner, Diplomas de Español (DELE) examinations, CLL, UWI, St. Augustine, November 2018 and May 2019
- Research assistant, Corpus of 21st century Spanish (CORPES XXI), Royal Spanish Academy (RAE)
- Organiser and presenter for the “Club de Español” sessions promoted by the Embassy of Spain in NALIS

**E. Maitrejean**

- Elected Board Member, Alliance Française of Trinidad and Tobago
- Member of the International Association of Conference Interpreters (AIIC)
- Elected representative for the Mexico/Central America/Caribbean region to the Advisory Board of the Geneva-based International Association of Conference interpreters (AIIC) for the period 2017–2020
- Elected on the Council of the Washington-based American Association of Language Specialists (TAALS) in December 2018 for an initial 1-year term

**P. Rojas**

- Editor, The Caribbean Examinations Council (CXC)
- Foreign Language Editor for General (CSEC) and Advanced (CAPE) Spanish papers

**A-M. Pouchet**

- Chief Examiner for Spanish, CAPE (Caribbean Advanced Proficiency Examination)
- Member, CAPE Spanish Syllabus Panel

**H. Mac Intosh-Simon**

- Member of American Organization of Teachers of Portuguese (AOTP)
- Member of the Board of Directors—Tourism Trinidad Limited
- Calypsonian

**N. Roberts**

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

**E. Walcott-Hackshaw**

- The University of the West Indies, St Augustine Representative for the De La Rue Currency Scholarship Interviews, The Central Bank, Port-of-Spain, 28–29 May 2019
- Peer Reviewer, Paris Institute for Advanced Studies
- Board Member, Alliance Française of Trinidad and Tobago
- Editorial Board Member, *Caribbean InTransit*
- Member, Caribbean Studies Association (CSA)

**Film Unit**

**R. Ramesar**

- Screenings: "Man of the People": A documentary on Kwame Ture (Stokely Carmichael), Opening film of the Kwame Ture Film Festival Haiti Bride screenings at NALIS and IMAX cinema for the Orisha Community



**FACULTY OF LAW**

**R-M. B. Antoine**

- Chair, CARICOM Regional Commission on Marijuana
- President, Family Planning Association of Trinidad and Tobago
- Facilitator, UN Global Commission on HIV, New York
- CARICOM Representative – UN CND - Vienna
- 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**

**B. S. Nayak**

- Member, American Association for Clinical Chemistry (AACC)
- Member, Indian Association of Clinical Biochemists (IJC)

**C. V. F. Carrington**

- Trinidad and Tobago Representative, Board of Governors, International Centre for Genetic Engineering and Biotechnology

- Associate Editor, Virus Evolution (Oxford University Press)

**E. Monica Davis**

- Chairman, Medical Advisory Committee, Family Planning Association of Trinidad and Tobago (FPATT)
- Board Member, FPATT
- Honorary Consul for The Bahamas
- Chairman (Caribbean region), World Federation of Consuls (FICAC)

**Department of Para-Clinical Sciences**

**P. Akpaka**

- The UWI Representative, Ministry of Health Antimicrobial Committee
- Consultant in Microbiology, Tobago Regional Health Authority

**A.V. Chalapathi Rao**

- Medical Director/ Consultant in Pathology, Eric Williams Medical Sciences Complex
- Consultant in Pathology, Port of Spain General Hospital

**K. Charles**

- The UWI representative, National AIDS Coordinating Committee
- Member, Council of the Medical Board of Trinidad and Tobago
- Chairman, The UWI Blood Donor Foundation (UWIBDF)

**Y. Clement**

- Reviewer
  - *British Journal of Nutrition*
  - *Nutrition Reviews*
  - *Women and Health*
  - *BMJ Open*

**R. J. Edwards**

- President, Caribbean Dermatology Association
- Chairperson, Trinidad and Tobago Dermatological Society

**R. Maharaj**

- Member, Technical Advisory Group to PAHO on Alcohol Policy

**W. Mohammed**

- Consulting Pathologist, San Fernando General Hospital

**S. Pooransingh**

- The UWI Representative, Ministry of Health Ethics Committee

**S. Umakanthan**

- Consulting Pathologist, Port of Spain General Hospital

**Department of Clinical Surgical Sciences****J. Paul**

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

**M. Ramdass**

- Member, Medical Board of Trinidad and Tobago

**D. Dan**

- President, Caribbean Obesity Society
- President, Caribbean Association of Endoscopic Surgeons
- Council Member, Caribbean College Of Surgeons
- Board Member, John E Sabga Foundation for Pancreatic Cancer
- Board Member, Genesis Insurance Brokers and Benefits Consultants Limited

**S. Cawich**

- President Elect, Caribbean College of Surgeons
- External Examiner in Post-Graduate Surgery, Georgetown University
- Head of Training, Caribbean Society for Laparoscopic Surgeons
- Member of Advisory Committee, *Caribbean Medical Journal*
- Editor in Chief, *Journal of the Caribbean College of Surgeons*
- Secretary, Caribbean Chapter of American HPB Association
- Member, Caribbean College of Surgeons' Outreach & Disaster Committee
- Editorial Board Member, *Permanente Journal* (Canada)

**B. Bassaw**

- Assistant Editor, *Journal of Obstetrics and Gynaecology*
- Reviewer, *British Journal of Obstetrics and Gynaecology*

**R. Maharaj**

- Executive Member, Caribbean College of Surgeons
- Member, National Cancer Coordinating Committee (Gastrointestinal Carcinomas)
- Executive Member, Society of Surgeons of Trinidad & Tobago

**D. Murray**

- Medical Referee, Workmen's Compensation Act

**M. Mencia**

- Executive Member, Orthopaedic Society of Trinidad and Tobago

**C. Quan Soon**

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

**T. Seepaul**

- Vice President, The Caribbean Association of Orthopaedic Surgeons

**S. Persaud**

- Scientific Chair, Annual Meeting of Caribbean Urological Association
- Member, Standards and Accreditation Committee, Caribbean College of 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

**C. Bodkyn**

- Member, Royal College of Physicians, Ireland
- Member, The Paediatric Society of Trinidad and Tobago

- Member, The International Society of Paediatric Oncology
- Member, American Society of Pediatric Hematology and Oncology
- Member, International Association of Medical Education
- Member, Caribbean Association of Oncology and Haematology
- Member, National Drug Committee (Oncology)

**N. Baboolal**

- Member, Psychiatric Health Tribunal
- Director, Dementia Awareness of Trinidad and Tobago
- Member, Trinidad & Tobago Medical Association
- Registration with the General Medical Council, U.K
- Member, Medical Protection Society
- Member, Trinidad and Tobago Association of Psychiatrists

**S. Giddings**

- Member, Infectious Disease Society of America
- Member, International Society of Travel Medicine
- Member, Trinidad and Tobago Medical Association
- Member, Medical Protection Society
- Member, American College of Physicians

**G. Hutchinson**

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

**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 (screening guidelines)

**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
- 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)**

- Editorial Board Member, *Journal of COPD*
- Editorial Board Member, *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

**A. Sinanan**

- Member, European Society of Gastrointestinal & Abdominal Radiologists



- National Representative for Trinidad & Tobago and the Caribbean, European Society of Gastrointestinal & Abdominal Radiologists
- Member, Radiological Society of North America
- Member, European Society of Radiologists
- Member, Caribbean Society of Radiologists
- Public Relations Officer, Radiological Society of Trinidad & Tobago
- 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. Richardson-Sheppard**

- Member, Board of Trustees, COSTAATT
- Member, Audit Committee, COSTAATT

#### **Charles-Thomas**

- Member, Governance Committee, Sigma Theta Tau International (virtual chapter)

#### **O. N. Ocho**

- School Representative, Regional Nursing Body, CARICOM
- Member, Nursing Practice Committee, Regional Nursing Body
- Gender Focal Point Representative, Gender and Child Affairs, Office of the Prime Minister
- Chairman, Education Committee, Nursing Council of Trinidad and Tobago
- Member, Governance Committee, Sigma Theta Tau (Omega Kappa Chapter)
- Member, Advisory Committee for the Barbados Community College Nursing programme

### **The UWI School of Nursing (UWISO N)**

#### **C. Richardson-Sheppard**

- Member, Board of Trustees, COSTAATT
- Member, Audit Committee, COSTAATT

#### **Charles-Thomas**

- Member, Governance Committee, Sigma Theta Tau International (virtual chapter)

#### **O. N. Ocho**

- School Representative, Regional Nursing Body, CARICOM
- Member, Nursing Practice Committee, Regional Nursing Body
- Gender Focal Point Representative, Gender and Child Affairs, Office of the Prime Minister
- Chairman, Education Committee, Nursing Council of Trinidad and Tobago
- Member, Governance Committee, Sigma Theta Tau (Omega Kappa Chapter)
- Member, Advisory Committee for the Barbados Community College Nursing programme

### **School of Pharmacy**

#### **D. Ignacio**

- Member, Drug Advisory Committee of Trinidad and Tobago

### **School of Veterinary Medicine**

#### **M. Diptee**

- Board Member and Consultant, Point-a-Pierre Wild Fowl Trust

#### **M. Driscoll**

- President, Trinidad and Tobago Veterinary Association

#### **K.C. Georges**

- Chair, Caribvet Tick and Tick Borne Diseases
- Associate Editor, Transboundary and Emerging Diseases
- Member, Antimicrobial Resistance Working Group, Ministry of Health
- Member, National Zoonoses Committee, Ministry of Agriculture, Lands and Fisheries

- Member, Project Monitoring and Steering Committee to oversee the implementation of the Dog Control Act and plan for dog control in Trinidad, Ministry of Local Government

**S. M. Suepaul**

- Member, Antimicrobial Resistance Working Group, Ministry of Health

**A. Persad**

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

**A.C. Phillips**

- Member, Management Committee of the Caribbean Fisheries Training and Development Institute (CFTDI) - Ministry of Agriculture, Land and Fisheries
- Guest Editor, Veterinary Sciences
- World Organisation for Animal Health (OIE) Focal Point, Aquatic Animal Diseases for Trinidad and Tobago. Appointed by the Ministry of Agriculture, Land and Fisheries

**C.A.L. Ora**

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



**FACULTY OF SCIENCE & TECHNOLOGY**

**Department of Computing and Information Technology**

**M. Hosein**

- Reviewer: *The International Journal of Disability, Development and Education*

**D. T. Kieu**

- Reviewer:
  - *Information Sciences*
  - *Journal of Systems and Software*

- *IEEE Transactions on Information Forensics and Security*
- *The Computer Journal published by Oxford University Press*
- *Journal of Visual Communication and Image Representation*
- *Signal Processing*
- *IET Image Processing*
- *Multimedia Tools and Applications*
- *Security and Communication Networks*
- *KSII Transactions on Internet and Information Systems*
- *Signal Processing: Image Communication*
- *Digital Signal Processing*
- *International Journal of Pattern Recognition and Artificial Intelligence*
- *IEEE Signal Processing Letter*
- *Displays*
- *IEEE Journal of Biomedical and Health Informatics*
- *IET Information Security*
- *IET Electronics Letters*

**Department of Mathematics & Statistics**

**K. Rahaman**

- Examination Moderator for CAPE examinations in Applied Mathematics
- Examination Moderator for CAPE examinations in Integrated Mathematics

**Department of Physics**

**D. P. Sharma**

- Member, Institute of Electrical and Electronics Engineers, IEEE, USA, (2010-2019)

**S. Haque**

- National Outreach Coordinator (NOC), International Astronomical Union (2019-2021)
- Moderator, CSEC Physics 2020 examinations

**Department of Chemistry****D. Beckles**

- Chief Examiner in Environmental Science (CAPE), Caribbean Examinations Council
- Reviewer, *Journal of Environmental Management*
- Reviewer, *Environmental Research*
- Editor, *Bulletin of Environmental Contamination and Toxicology*
- Admissions Interviewer for International Students, Harvard University
- Member, American Chemical Society

**M. Forde**

- Member, American Chemical Society
- Member, Royal Society of Chemistry
- Member, Departmental Curriculum Review Committee
- Member, Departmental Safety Committee
- Chair, Faculty of Science and Technology Library Committee
- Reviewer, *Journal of Catalysis*
- Reviewer, *Journal of Applied Catalysis*
- Reviewer, *Arabian Journal of Chemistry*
- Chair, Technical Expert, Regional Project Team For Paints, Trinidad and Tobago Bureau of Standards

**N. Jalsa**

- Member, American Chemical Society
- Member, Royal Society of Chemistry
- Member, Society for Glycobiology
- Reviewer, *Catalysis Communications*; *Journal of Chemical Education*; *Cognition, Technology & Work*; *Safety Science*; *Organic Letters*; *Natural Product Research*
- Member, Chemists without Borders
- Scientific Observer Representative for Trinidad and Tobago at the 2019 International Chemistry Olympiad, Paris, France

**A. Kumar**

- Member, Academic Board Sub-Committee on Co-Curricular Committee
- Member, Faculty Curriculum Committee

- Member, American Chemical society
- Member, Royal Society of Chemistry
- Member, Faculty Prizes Committee
- Member, Faculty Advisory Committee
- Member, Departmental PG Research Committee
- Member, Post Graduate Liaison Committee
- Member, Departmental Curriculum Reform Committee
- Reviewer, *Journal of Coordination Chemistry* (Taylor & Francis)
- Reviewer, *Journal of Spectrochimica Acta* (Elsevier)
- Reviewer, *Journal of Molecular Structure* (Elsevier)
- Reviewer, *Inorganica Chimica Acta* (Elsevier)
- Reviewer, *Arabian Journal of Chemical Society* (Elsevier)
- Reviewer, *Applied Organometallic Chemistry* (Wiley)
- Reviewer, *Bulletin of the Chemical Society of Ethiopia*

**L. J. Lalgee**

- Member, American Chemical Society
- Member, Biochemical Society

**T. Mohammed**

- Member, Trinidad & Tobago Bureau of Standards (TTBS) Laboratory Accreditation Council
- Technical Laboratory Auditor
- Member, Technical Committee on Minamata Convention

**R. Pingal**

- Member, Past Scouts 2ND Bonne Aventure Scout Group

**Y. Powder-George**

- Member, Royal Society of Chemistry
- Member, American Chemical Society
- Member, American Society of Pharmacognosy
- Member, Phytochemical Society of Europe
- Member, Society for Medicinal Plant and Natural Product Research
- Member, International Society for Ethnopharmacology
- Member, Society of Chemical Industry (SCI)

**G. Singh**

- Fellow of the Royal Society of Chemistry
- Member, American Chemical Society
- Reviewer
  - *New Zealand Marsden Fund*
  - *American Petroleum Fund*
  - *EPSRC*
  - *Austrian FWF der Wissenschaftsfonds*
  - *J. Org. Chem*
  - *Org. Lett*
  - *Chem. Rev.*
  - *Synlett*
  - *Polymer*
  - *ARKIVOC*
  - *Journal of Heterocyclic Chemistry*

**R. Taylor**

- Co-chair, Local Organising Committee: Commonwealth Chemistry Conference 2020 (Royal Society of Chemistry)
- Chair, Organising Committee: Biennial Regional Conference and EXPO 2019 on Chemical Science, Technology and Industry
- Session Chair, Symposium: Materials for Multifunctional Windows, Materials Research Society (MRS) Fall Meeting 2018
- Journal Reviewer, *Scientific Reports* (Nature)
- Journal Reviewer, *Liquid Crystals* (Taylor and Francis)
- Journal Reviewer, *Spectrochimica Acta Part A: Molecular and Biomolecular Spectroscopy* (Elsevier)
- Journal Reviewer, *Journal of Molecular Structure* (Elsevier)
- Journal Reviewer, *Zeitschrift für Naturforschung B* (A Journal of Chemical Sciences)
- Journal Reviewer, *Catalysis Letters* (Springer)
- Executive Secretary, CARISCIENCE 2014 – 2019
- Member, Materials Research Society (MRS), 2018 – current
- Member, International Liquid Crystal Society (ILCS), 2016 – current

- Member, American Chemical Society (ACS), Inorganic Chemistry Division, 2009 – current

**A. Wilson**

- Associate Member, Royal Society of Chemistry
- Member, American Chemical Society
- Member, Faculty Academic Advising Committee
- Member, Faculty Prizes Committee
- Reviewer, Therapeutic Delivery
- Conference Secretary, First Biennial Regional Conference and EXPO 2019 on Chemical Science, Technology and Industry
- Member, Society of St. Vincent de Paul, OLoL Conference

**N. Singh**

- Member, AMMRL (Association of Managers in Magnetic Resonance Laboratories)
- Member, ISMAR (International Society of Magnetic Resonance)

**Department of Life Sciences**

**J. B. Agard**

- Review Editor (Small Islands), Inter-Governmental Panel on Climate Change (IPCC), Working Group II Impacts, Adaptation and Vulnerability 6th Assessment Report (2018-present)
- Coordinating Lead Author (CLA), Chapter 5 -Global Pathways to a Sustainable Future, Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES) (2016-present)
- Member of Independent Advisory Group (IAG) on Environmental and Sustainability Safeguards Policy, to the Board of the Inter-American Development Bank (IDB), Washington D.C., USA (2015-present)
- Member UNEP Scientific Advisory Panel (SAP), UNEP Global Environmental Outlook (GEO6), Nairobi, Kenya (2015-2018)

**J. Jayaraman**

- Reviewer:
  - *BMC Biology*
  - *BMC Genomics*

- *PlosOne*
- *Frontiers in Science*
- Advisor, UNU-BIOLAC Programme, United Nations Organization

**G. C. Briggs**

- Convenor (Chairperson), CAPE Biology Syllabus Panel, Caribbean Examination Council
- Member, Association for Biology Lab Education (ABLE), USA
- Member, Canadian Society of Plant Biologist (CSBP), Canada
- Member, American Society of Plant Biologist (ASBP), USA

**V. Bowrin**

- Member, Caribbean Academy of Scientists

**B. N. Cockburn**

- Scientific Advisor, Diabetes Association of Trinidad and Tobago (DATT)
- Member, Public Service Examination Board

**Y. S. Baksh-Comeau**

- Council Member, International Pteridological Society
- Member, British Pteridological Society
- Associate Editor, *Living World: Journal of the Trinidad and Tobago Field Naturalists' Club*
- Member, Cabinet-appointed Conservation Wildlife Committee
- Member, Advisory Committee to the Ministry of Community Development, Culture and the Arts on the development of the Trinidad & Tobago museum sector
- Member, Campus Museum Committee, UWI, St. Augustine
- Reviewer, *The Living World: Journal of the Trinidad & Tobago Field Naturalists' Club*
- Chair of the planning committee for the 200th Anniversary of the National Herbarium of Trinidad and Tobago.
- Member, the Herbal Medicine Research Committee
- Member, the Champion Trees Committee, Office of the Prime Minister

**A. E. Deacon**

- Secretary, Trinidad and Tobago Field Naturalists' Club, Trinidad and Tobago
- Associate Editor, Aquatic Invasions and Bioinvasions Records, Regional Euro-Asian Biological Invasions Centre (REABIC)
- Co-editor, Special Issue of 'Aquatic Invasions: Behaviour and Aquatic Invasions'
- Associate Editor, *Living World: Journal of the Trinidad and Tobago Field Naturalists' Club*
- Reviewer:
  - *Oikos*
  - *Animal Behaviour*
  - *Aquatic Invasions*
  - *Living World: Journal of the Trinidad and Tobago Field Naturalists' Club*
- Member:
  - British Ecological Society (BES)
  - Association for the Study of Animal Behaviour (ASAB)

**W. Elibox**

- Reviewer, *Journal of Food Process Engineering*, Wiley, John Wiley and Sons, UK
- Member of the Editorial Board and reviewer for the journal *Tropical Agriculture (Trinidad)*
- Reviewer, international journal, *Open Agriculture*, DE GRUYTER OPEN, Bogumila Zuga, Warsaw, Poland.
- Reviewer, *International Journal of Molecular Sciences*, MDPI AG, Basel, Switzerland

**A.D. Farrell**

- Lead Author for the Intergovernmental Panel on Climate Change (IPCC) Working Group II contribution to the IPCC Sixth Assessment Report, *Climate Change 2021: Impacts, Adaptation and Vulnerability- Chapter 5: Food, fibre, and other ecosystem products*
- Member of the FAO/UN Tobago Subcommittee for 'Improving Forest and Protected Area Management in Trinidad and Tobago'



- Member of the Management Advisory Committee for the Aripo Savannas Strict Nature Reserve, Environmentally Sensitive Areas
- Academic Editor, *PLOS ONE*
- Expert Reviewer for the IPCC Special Report on Climate Change, Desertification, Land Degradation, Sustainable Land Management, Food Security, and Greenhouse gas fluxes in Terrestrial Ecosystems
- Reviewer:
  - *Agronomy*
  - *Caribbean Naturalist*
  - *Postharvest Biology and Technology*
  - *HortScience*
  - *Nature Scientific Reports*
  - *Scientia Horticulturae*
  - *PLOS ONE*

#### J. F. Gobin

- Reviewer, *Frontiers in Marine Science: Deep-Sea Research*. <https://www.frontiersin.org/journals/marine-science#>
- Member, Asa Wright Nature Centre Board
- Board Member, Deep Ocean Stewardship Initiative (DOSI)
- Board Member, REV Ocean Board of Directors of the REV Ocean Science and Innovation Committee.
- Vice-Chancellor's representative to CARICOM's BBNJ Advisory group by the Vice Chancellor, UWI.

#### M. F. Hulme

- Member, Trinidad and Tobago Bioblitz Committee. Leader of Bioblitz Bird group
- Member, Society for Conservation Biology
- Member, British Trust for Ornithology
- Member, Royal Society for the Protection of Birds
- Member, African Bird Club
- Reviewer, *The Living World: Journal of the Trinidad & Tobago Field Naturalists' Club*
- Reviewer, *UMBC Review: Journal of Undergraduate Research*
- Reviewer, *Bird Conservation International*
- Reviewer, *PLOSOne*
- Reviewer, *Basic and Applied Ecology*

#### A. Khan

- Reviewer:
  - *Journal of Pest Science*
  - *Tropical Agriculture Journal*
  - *International Journal of Pest Management*
  - *Natural Products Research*

#### M. G. Rutherford

- Member of advisory committee to the Ministry of Community Development, Culture and the Arts on the development of the Trinidad & Tobago museum sector
- Deputy Chair on the Campus Museum Committee, UWI, St. Augustine
- Reviewer, *The Living World: Journal of the Trinidad & Tobago Field Naturalists' Club*

#### L. V. Rostant

- Member, Asa Wright Nature Centre Board
- Director and Secretary, The Trinidad and Tobago Bat Conservation and Research Unit
- Reviewer, *The Living World: Journal of the Trinidad & Tobago Field Naturalists' Club*
- Associate Editor, *Living World: Journal of the Trinidad and Tobago Field Naturalists' Club*
- Chair, Local Organizing Committee for the inaugural Latin America and Caribbean Congress for Conservation Biology
- Reviewer, *Journal of Caribbean Environmental Sciences and Renewable Energy*
- Reviewer, *Journal Mammalia*

#### J. Rouse-Miller

- Member, International Association for Plant Biotechnology
- Reviewer, *Tropical Agriculture Journal*

#### A. Mohammed

Sitting Member of Stakeholder Management Committees:

- Integrated Management Strategy Arbovirus Committee Meeting (IMSAC)
- Technical Committee For The Low Emission Capacity Building Programme (LECB) for Trinidad and Tobago



## FACULTY OF SOCIAL SCIENCES

### S. Arjoon

- Director, Central Bank of Trinidad and Tobago

### C. Boodram

- Member, Gender Advisory Board, Institute of Gender and Development Studies

### D. Conrad

- Member of the National Scholarship Task Force, Ministry of Education, Trinidad and Tobago

### C. Descartes

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

### T. Esnard

- Journal of International Women's Studies
- Caribbean Educators Research Journal

### M. Gomes

- Vice President, Board of Education, SERVOL Diego Martin Life Centre

### L. Henry

- Senator, Republic of Trinidad and Tobago

### E. J. Johnson

- Member, Parliamentary Committee, Ministry of Social Development, Trinidad

### A. Lewis-Cameron

- Deputy Chairman, Tobago Tourism Agency Limited

### M. Murray

- Director (Alternate), Institute of Banking and Finance of Trinidad and Tobago

### M. Nathai-Balkissoon

- Executive Committee Member, The Safety Council of Trinidad and Tobago

### K. Nathaniel-DeCaires

- Regional Vice President, International Association of Schools of Social Work
- President, North American and Caribbean Association of Schools of Social Work
- President of the Association of Caribbean Social Work Educators

- Vice President of the Association of Caribbean Social Work Educators

### D. Noel

- Director, Board of Governors of the Trinidad and Tobago Heritage and Stabilisation Fund

### B. Ragoonath

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

### I. Rampersad

- Member, Campus Appointments Committee, Open Campus Trinidad and Tobago
- Vice-President, West Indian Group of University Teachers (WIGUT), Trinidad and Tobago

### C. Roach

- Interviewer, US Embassy Foreign Scholarships
- Vice President, FATT Fulbright Association
- Executive Member of Section Boards, The American Society of Public Administration
- Member and Reviewer, Editorial Board for International Journal in Public Administration

### C. Sahadeo

- Trustee, Caribbean Court of Justice Trust Fund

### R. Seepersad

- Member, Steering Committee, National Crime Prevention Programme of the Ministry of National Security, Trinidad



## **FACULTY OF SPORT**

### **S. Bonas**

- Selected to provide massage therapy at the following competitions:
  - World Relays in Tokyo
  - World University Games in Italy
  - Panam Games in Peru



# UWI

THE WORLD  
UNIVERSITY  
RANKINGS

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The prestigious **Times Higher Education (THE) University Rankings** are regarded as the definitive lists of top universities.  
For more on The UWI's ranking performance  
<https://www.timeshighereducation.com/world-university-rankings/university-west-indies>

