



UWI
ST. AUGUSTINE
CAMPUS

CREATING VALUE

annual
report
2019/2020



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ABOUT THE COVER As funding challenges deepen for higher education institutions across the world, we look at the impact of the St. Augustine Campus and the value it creates for the communities it serves.

CREATING VALUE



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The University of the West Indies,
St. Augustine Campus**

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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



The Triple A Strategy

Execution of the plan revolves around three action areas – improving **ACCESS (AC)** by the people of the Caribbean to the University's resources; ensuring **ALIGNMENT (AL)** with the needs of the region; and improving the **AGILITY (AG)** of the University to adjust to the ever-changing environment in which it operates. Within this framework, the St. Augustine Campus has focussed its resources on achieving six specific objectives:



Triple A Strategy
2017-2022

Strategic Objectives of the St. Augustine Campus

- AC1 To be a University for All.**
- AC3 Improving the quality of Teaching and Learning and Student Development.**
- AL2 Increase and Improve Academic/Industry Research Partnerships.**
- AG2 Restore Financial Health to The UWI.**
- AG3 Generate economies of scale and scope for The UWI.**
- AG4 Foster a Creative, Caring, Accountable, Motivated, Professional (CAMP) Team.**

Further, in order to achieve the above, the Campus also embarked on the following strategic initiatives:

Strategic Initiatives of the St. Augustine Campus

- **Curriculum & Pedagogical Reform**
- **Innovation & Entrepreneurship** (Team Lead: Dr Diane Thurab-Nkosi)
- **Internal Process** (Team Lead: Professor Indar Ramnarine)
- **Financial Processes** (Team Lead: Professor Emeritus Compton Bourne)
- **HR Review**

VALUE of a University

For over 70 years the people of the Caribbean have invested in The UWI, and for 60 of those years, the St. Augustine Campus has returned on that investment by creating value for our host country and the region.



“The University of the West Indies to me was an opportunity to change the circumstance of my family (and) to fulfill my childhood dream of becoming a doctor. It facilitated friendships that I know for a fact will last a lifetime. Unique, Welcoming, and Inclusive to all. That’s what UWI means to me.”



Dr Shaquille O'Neal Trotman
Valedictorian,
Faculty of Medical Sciences
Class of 2020

PHOTO BY ATIBA CUDJOE

Message from the Chair

value for the FUTURE

What an extraordinary year! Let me begin by offering my sympathies to those amongst the Campus community and friends of our University who have lost a loved one to COVID-19. To those who were infected, I hope that your recovery was swift and that there are no long-term effects.

Fortunately, the people of Trinidad & Tobago and most of the wider

Caribbean have not experienced the kind of devastation seen in some other countries as a result of this virus. This is a testament to the immense value of the investments made over the years in The UWI, and specifically over the past 60 years, in the St. Augustine Campus. Those investments have been in the areas of research, capacity building and human resource development across every discipline. The latter includes the most obvious: health and medical

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



professionals who have been in the forefront of advising the Government on the most effective ways to control the spread of this virus.

Neither everyone nor every institution will survive this crisis. Our Campus should not take lightly what we have achieved thus far, nor the challenges we will face in the near future. As we step boldly into a world that will be significantly changed in the wake of the pandemic, the decisions facing us today are less about expanding our brick-and-mortar footprint, and more about strengthening our governance structures. The time has come in which we must all realise that without sound governance the very sustainability of our University will be at risk.

It will not be an easy task; especially since significant culture change will be required. However, I am heartened by the innovativeness, grit and resilience exhibited by the Campus Management, faculty and staff at all levels, as recounted in this annual report. This shows a commitment first to our University and ultimately to the people of our region, and so I am convinced that we can do what is required and we will.



Sign of the times. Behind the scenes of the first Virtual Graduation. PHOTO BY ATIBA CUDJOE

The time has come in which we must all realise that without sound governance the very sustainability of our University will be at risk.

Principal's Review

a campus creating VALUE

When the review year started in August 2019, the Campus was looking forward to celebrating its 60th Anniversary. We were laser-focused on putting everything in place to open the St. Augustine Campus at Penal-Debe during the academic year. But just prior to mid-year, we were alerted to the outbreak of a yet un-named virus in Wuhan, China, and had begun to prepare for its possible impact. That said, few could have predicted the extent to which the COVID-19 virus would take lives and up-end economies.

As a Campus, our first priorities were the safety and well-being of our students and staff, and to support the national and regional efforts to arrest the spread of the virus. The related decisions and actions are detailed in the body of this report.



As a Campus, our first priorities were the safety and well-being of our students and staff, and to support the national and regional efforts to arrest the spread of the virus.

Under normal circumstances, this report would be a golden (actually diamond) opportunity to look back at the 60-year history of this Campus, to bask in its achievements and to peer tentatively into some hazy future. However, the COVID-19 pandemic has delivered that far-flung future to our doorstep with warp speed – the ultimate in overnight delivery! And as the events of the past year have proven to the world, time is a luxury none of us should take for granted. There has been much discussion about the changes that this pandemic will bring about for our world as we re-think the way we work, exist in our environment, and interact. In the higher education sector, the focus has been on the likely changes to delivery of programmes – the education and fundamental knowledge transfer function of a university. But there has been little consideration of the other equally fundamental function of a university – that of knowledge creation, commonly known as research. The same research that has helped us survive this global crisis thus far, and which will be integral to creating a safe and sustainable new normal.

How it Started

Over the thousand years or so since the creation of the first institutions that would evolve into what we now

recognise as the modern university. The earliest examples include, *inter alia*, the pre-Columbian Aztec and Inca temple schools, Christian seminaries of early medieval Europe, the Confucian schools of early China, the Hindu gurukalas, and the Islamic madrasas. Many of these schools had the singular objective, elitist by today's standards, of teaching "the high culture, received doctrine, literary and/or mathematical skills of their political or religious masters, with little room for questioning or analysis."¹

The evolutionary path that led to the universities that exist today, was continually shaped by the need to respond to external pressures. Indeed, the complex institutional framework, culture and governance structure of The University of the West Indies is one that originated in the structure of post-medieval European universities which, according to Perkin¹, in seeking to survive the ongoing

conflict between church and state, created the notions of institutional autonomy and academic freedom to question the dogma of the day, whether decreed by pope or potentate.

How it's Going

The challenges to the survival of The UWI in the post-pandemic information-age require an institution that is accessible, agile, and aligned to the needs of its major stakeholders, with a structure that can provide the transparency and accountability that are increasingly demanded by modern society of all institutions – government and business, public and private.

Some four years ago, the St Augustine Campus started its own introspection and review, by



Professor Brian Copeland
Campus Principal

Principal's Review

- Attempting to identify a singularly impactful rationale for the national and regional education system in which it is situated,
- Developing models for a formalised structure for educational delivery,
- Weighing strategies to cost operations and improve operational efficiencies, and
- Identifying the need to create a new branch of activity that engages in innovation and entrepreneurship.

We provide an update on the relevant initiatives in this report, all within the context of the 2017-2022 Strategic Plan.

Of significance to this matter of institutional introspection is the ongoing but long overdue university-wide review of The UWI governance system. This exercise has brought two

intrinsic issues to the fore. The first relates to the need to highlight and ascribe value to the many outputs from institutions like ours. The second pertains to the cultures required to generate these outputs. There is much to discuss on these and other issues. However, for readers to garner maximum benefit from this report, I thought it best to focus a bit on these very important matters.

How a University Creates Value

While the output of **graduates** from the various teaching programmes is by far the most visible and easily identified output, universities also impact society through their research and outreach activities. The significance of these two are generally neither fully recognised nor appreciated by the wider society or, at times, by even university stakeholders - including university academics and support staff. However, the fact remains that a university draws upon the society

in which it is situated and brings to bear its knowledge and expertise to impact on that society in a variety of ways.

A simple analogy may assist in understanding the research function, in particular. One can think of researchers as miners chipping away at the unknown. When new knowledge is discovered, it is stored in a variety of repositories, for example in data bases, reports, recordings, journal publications. Some explore on a mission of **pure research**, primarily out of individual curiosity driven by the "pursuit of knowledge" rather than for the purpose of solving a problem that is of immediate interest to society. Examples of pure research questions may include, *inter alia*, questions about the origin of the Universe, the characteristics of distant solar systems, estimates of the number of chess games there are or on some of the more theoretical aspects of mathematics.

FIGURE 1: 20 Year Output of Graduates 2000/2001 - 2019/2020

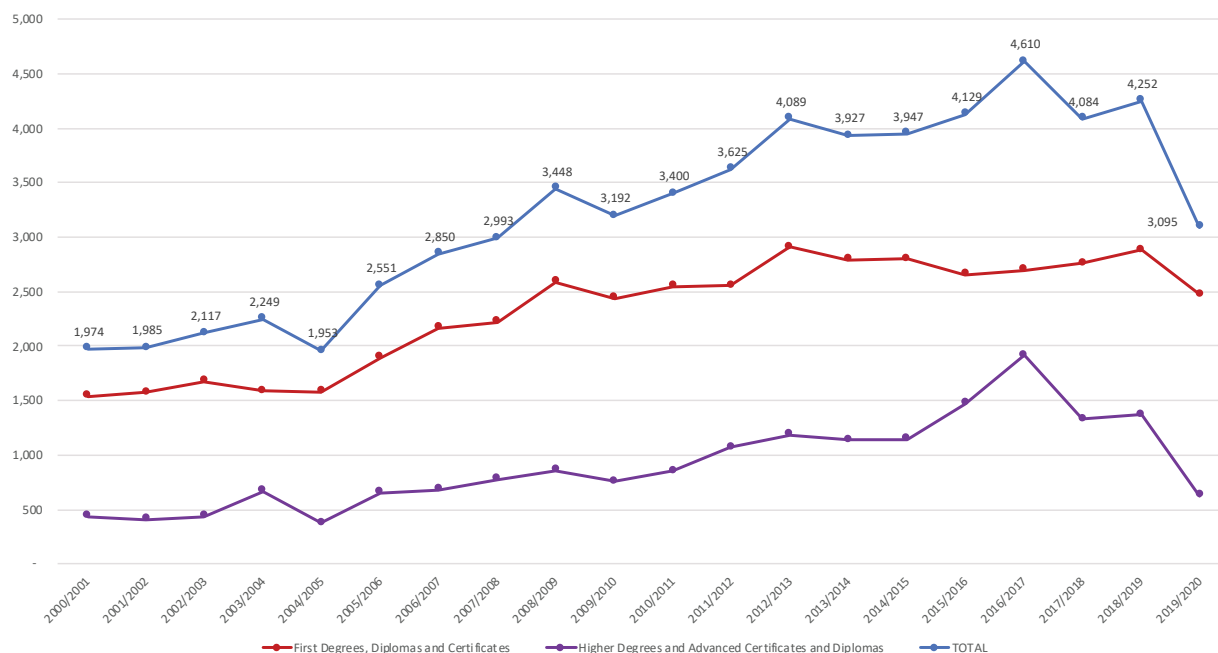


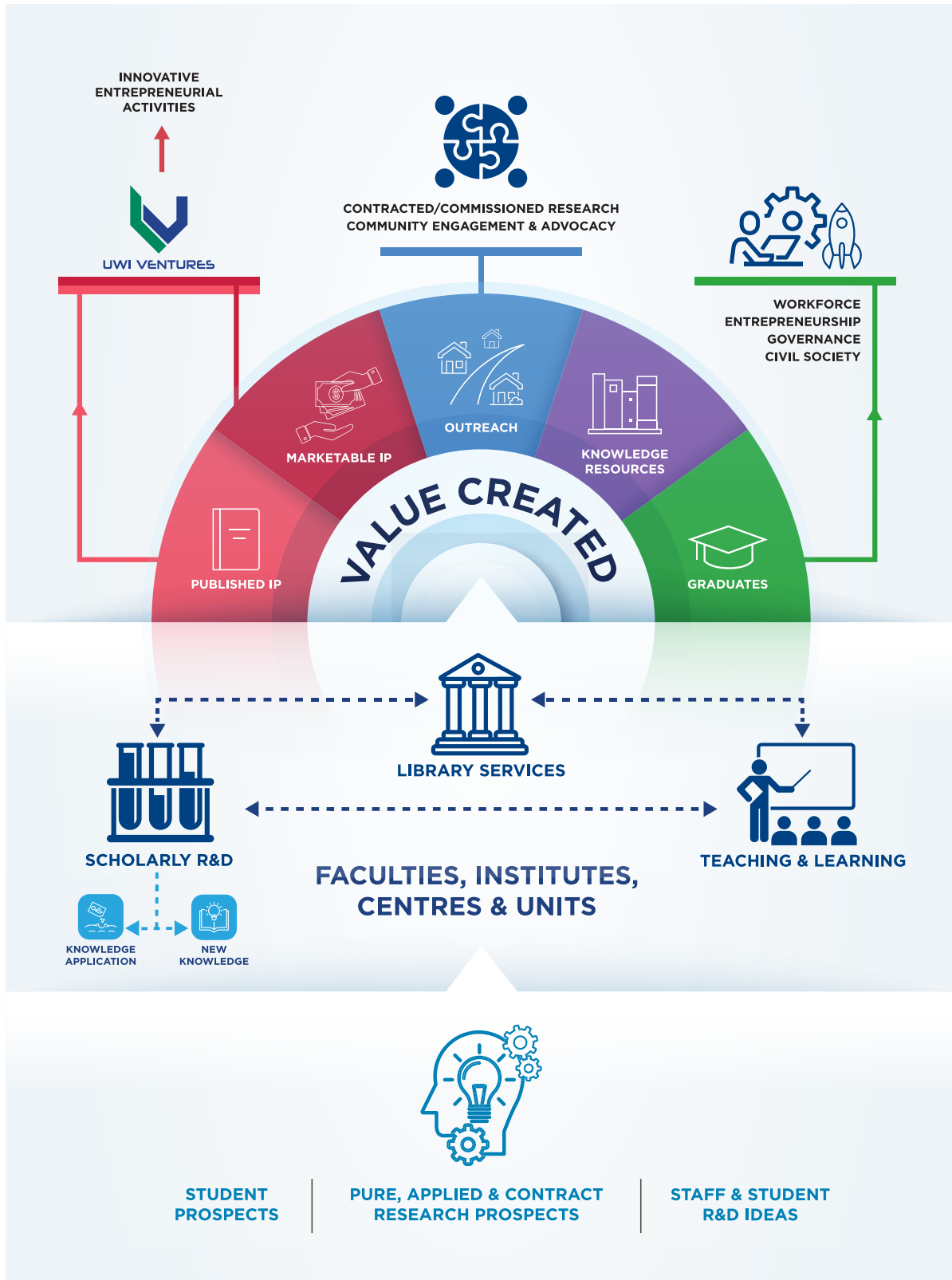
FIGURE 2: How Universities Create Value



The team behind the Innovation and Entrepreneurship Ecosystem led by UWI Ventures Executive Chairman and Professor of Practice, Mr. Gerry Brooks (6th from left) and Director of the St. Augustine Centre for Innovation & Entrepreneurship (STACIE), Professor John Agard (4th from left).

Principal's Review

FIGURE 3: Value Creation at the UWI St. Augustine Campus





From her office in St. Lucia, the newly appointed French Regional Counsellor for Cooperation, Ms. Christel Outreman visited the Campus in January 2020. PHOTO: ANEEL KARIM



H.E. A.K. Sahu, High Commissioner of India also paid a courtesy call to the Campus in January 2020. PHOTO BY ANEEL KARIM

Principal's Review

Today, most researchers embark on a mission of **applied research**; they follow a particular vein in a deliberate and focused manner and with clear sight of an intended outcome to possibly solve a pressing problem. In doing so, they more often than not, as do their pure research colleagues, also explore the knowledge repositories to bring to bear the work of all previous relevant research, pure or applied. Their work spans all disciplines – for example, on more effective teaching methods, improved farming techniques, the social dynamics of economically depressed communities, new algorithms in computer applications, or improvements in engineering design.

University **outreach** activity really speaks to the application of established knowledge administered by experts in directly engaging issues in the community – staff engagement in community affairs, service on state

sponsored commissions, state boards or work with professional organisations in formulating policy. Value is clearly created here but is also difficult to measure.

It needs to be understood that research engagement is the very core of any institution that is called a university. Indeed, The UWI Charter (1972), Article 2(a) states that it is “To provide a place or places of education, learning and research of a standard required and expected of a university of the highest standard, ...” Further, it is largely through university research that society has been “enlightened” and has developed as much as it has in the past few centuries.

Supporting Value Creation

However, in the context of this report, all the above really leads to questions of research financing. From all accounts, traditionally scholarly activity was

primarily financed through the tuition charged to students who, it was assumed, would benefit from the experience and expertise of those who operate at the boundary of knowledge. This accounts for the elitist nature of many older universities, particularly those in the United Kingdom, for example. Since the Industrial Revolution, however, research funding has increasingly diversified to include private funding from industry and commerce seeking to improve their competitiveness or create products anew.

The UWI inherited its DNA from the University of London and it has done well to date. But, even as its predecessor grapples with the same questions of funding and relevance, the time has come for The UWI to engage in discourse with its stakeholders on, for example, who pays for the resources required to generate research output?

It is imperative that UWI and its stakeholders collaborate to reach a common understanding of the value and impact it creates for the public good.



Principal Copeland and Mr. Meghnath Gosein, Corporate Secretary at the Caribbean Industrial Research Institute (CARIRI), and Professor John Agard, Director, STACIE discuss areas of possible cooperation at the signing of an MOU between STACIE and CARIRI. PHOTO: ANEEL KARIM



Mrs Penelope Bradshaw-Niles, Permanent Secretary, Ministry of Energy and Energy Industries (MEEI) visited the Department of Chemical Engineering in February 2020. The Ministry has provided funding of approximately TT\$2.5 million for research. PHOTO: ANEEL KARIM

Why, in the context of a university located in a developing nation, should research be funded if, in particular, the benefit of the research effort is not of immediate benefit? How could research staff performance be best recognised and rewarded? The latter is a question that The UWI and other universities are still grappling with, especially when determining assessment and promotions. **It is imperative that UWI and its stakeholders collaborate to reach a common understanding of the value and impact it creates for the public good.**

Governance – the Cultural Context

The second matter is one that has been simmering over the past two years but which, as readers would see from recent newspaper commentaries across the Caribbean, has virtually exploded since the tabling of the Governance Commission report at Council. In particular, there has been a great outcry

against what many have termed the “corporatisation” of the University – a perception that there is an attempt to force the University to adopt private sector norms and practices in the conduct of its affairs.

The genesis of this apparent schism is nicely summarised in a 2016 article by Harriet Swain entitled “The Business of Running a University”²

“When universities were first created in medieval times, they were mainly communities of ecclesiastical scholars. Now, they are multimillion-pound businesses with complex leadership teams, human resources departments, mission statements, international strategies, communications executives and directors of enterprise.”

In short, universities of today already have the operational characteristics of a modern commercial enterprise.

Much of this schism, stems from a lack of understanding on the part of scholars and our corporate colleagues alike that all modern universities must, of necessity, host **two distinct cultures** at minimum. The **traditional scholarly culture** is, as outlined above, absolutely necessary to mine knowledge for the benefit of society. However, this culture is tangentially different to the corporate culture that continually strives for efficiency in ensuring that the institution is kept out of the red year on year. As has been realised, for example, by corporate entities such as Bell Labs and Google, both steeply engaged in applied research, researchers need a lot more latitude if they are to make the required breakthrough discoveries.

When academics cry out about the need to protect the university culture, as they have for many

Principal's Review

generations, they are really, whether they realise it or not, referring to the scholarly engagement function. Given the value that this function brings to society, it definitely has to be "protected".

At the same time, it must be realised that the criticism arising from the corporates really addresses the **administrative support culture and functions** required to enable the scholarly and teaching functions. What is interesting, in this regard, is a question from one of our corporate sector colleagues – why is The UWI so slow at adopting the methodologies commonly used by the commercial sector, many of which were forged out of scholarly research? Some of the nitty

gritty questions speak to, as has the UWI Governance Commission's report, the length and extensive membership of statutory meetings, the slow address of issues of reputational, financial, and legal risk and the inattention to the need to establish and interrogate meaningful Key Performance Indicators (KPIs) to measure the University's processes.

The St. Augustine Campus – 60 Years of Creating Value

The diamond is the stone traditionally associated with 60th anniversaries. Some of its value stems from its natural strength, beauty, and rarity, but much of the value of any precious stone comes from some societal agreement that they are tangible manifestations

of those invaluable intangibles – longevity, commitment, love. In this report we attempt to show the many ways in which university outputs create value, and specifically, how the UWI St. Augustine Campus has been creating value for the people of the Caribbean in the past, and how we intend to create new forms of value in the future. As discussed above, some value is tangible and easily costed. On the other extreme are those outputs that are as yet intangible and to which a value cannot be easily ascribed. At least not yet.

Our experience with COVID-19 shows us that one never knows how an investment made today could lead to invaluable rewards later. For instance, the investments in a Faculty of Medicine



Principal Copeland samples the hand sanitizers presented by Huawei T&T CEO, Mr Jeff Jin. Huawei is powering the new bmobile-UWI Innovation Lab which was officially launched in September 2019.

at the St. Augustine Campus in the 1980's was frowned upon at the time in some quarters. However, we are reaping the rewards of that investment today in the form of a robust public health system. Similarly, the investments in two recent projects unexpectedly contributed equipment and expertise that bolstered the country's capacity to conduct PCR (Polymerase Chain Reaction) testing. None of these were intended outcomes, but these and other investments over the 60-year history of our Campus have yielded significant value.

Similarly, one never knows where the next great breakthrough will come from, to solve some problem or to make some lucrative innovation possible. In fact, possibility is at the heart of all research, whether pure or applied, and therein perhaps lies its real value.

I close by referencing a statement by Vice Chancellor Beckles that while a university is not a business in the usual sense of the word, it should be run like a business. There are many merits to that argument as I indicated above. However, the stakeholder discourse proposed is all the more urgent given the rising challenge to the University output that is, perhaps most valued by the general population – its graduates.

As Thorp et al commented on higher education in the USA, "Less than 50% of young people believe that a college degree is worth it despite evidence to the contrary. Few schools have fully dealt with the expectation that a college degree should come with both a good education and a good job ... too many students and families feel like there is a disconnect between their needs and the college's purpose.³"

Judging from recent comments on social media and elsewhere, this perception, compounded by the economic challenges induced by COVID-19 and the saturation of traditional job markets, has started to make its way into the thinking of student potentials in the Caribbean. But given the well acknowledged importance of a sound higher education to national development and the need to have a workforce well equipped to meet post-COVID challenges, the schism that has come to the fore needs to be expeditiously addressed. This will allow Caribbean peoples to move quickly to refashion a university system that closes the "disconnect" and meaningfully improves access to those "academically qualified students representative of the socioeconomic and intellectual diversity of our society,⁴" and so maximise the precious human resource potential of the Caribbean.

Brian Copeland

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

When academics cry out about the need to protect the university culture, as they have for many generations, they are really, whether they realise it or not, referring to the scholarly engagement function. Given the value that this function brings to society, it definitely has to be "protected".

¹ Perkin H. (2007), History of Universities. In: Forest J.J.F., Altbach P.G. (eds) International Handbook of Higher Education. Springer International Handbooks of Education, vol 18. Springer, Dordrecht. https://doi.org/10.1007/978-1-4020-4012-2_10

² Swain, Harriet. "The Business of Running a University." The Guardian, 14 May 2016, <https://www.theguardian.com/higher-education-network/2016/may/14/the-business-of-running-a-university>. Accessed on 5 Feb. 2021

³ Thorp, H. and Goldstein, B., *Principles for Governance Reform*, Accessed at <https://www.higheredworks.org/2020/01/thorp-goldstein-governance-reform/>, February 5th, 2020

⁴ Crow, Michael M. et al. *The Fifth Wave – The evolution of American Higher Education*. Johns Hopkins University Press, 2007

Executive Management



Professor Brian Copeland
Principal and Pro Vice-Chancellor



Professor Indar Ramnarine
Deputy Principal



Dr Dawn-Marie DeFour-Gill
Campus Registrar

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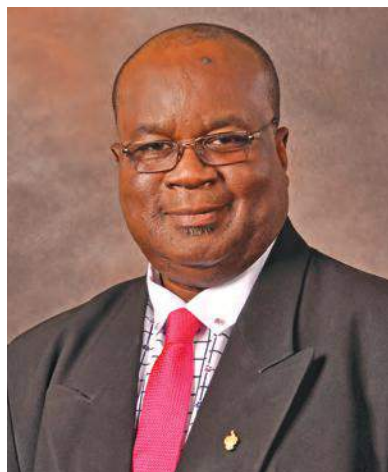


Mrs Andrea Taylor-Hanna
Campus Bursar



Mr Frank Soodeen
Campus Librarian

Adapted from the Deans' Summaries from the 2019/2020 Faculty Report.

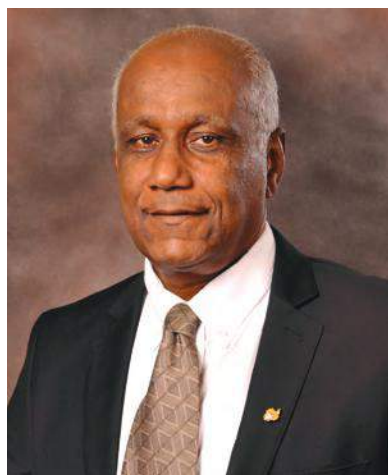


Professor Edwin Ekwue
Dean

Engineering

In the second semester, because of COVID-19, all courses and modules in the Faculty of Engineering were uploaded to myeLearning and taught remotely using online platforms, primarily Blackboard Collaborate (BBC) and Zoom. Virtual labs, virtual field trips, virtual tours and software were provided to students to complete any outstanding labs, field trips, and project reports, and ensure that all required learning outcomes were achieved.

The self-financing MSc Petroleum Engineering programme was conducted at the University of Guyana for the first time, and plans were advanced to transfer the Pre-Engineering Programme from the Open Campus to the Faculty of Engineering at St. Augustine. The Faculty secured the re-accreditation of various undergraduate and post-graduate programmes, and maintained collaborative arrangements with several regional and international institutions.



Professor Wayne Ganpat
Dean

Food & Agriculture

The Faculty of Food & Agriculture rolled out one new MSc in Value Addition for Food and Nutrition Security. Several existing programmes were reviewed and a number of new programmes were approved for introduction in the upcoming academic year. Researchers provided consultancy services regionally to the Governments of St. Kitts and Nevis and St. Vincent and the Grenadines to improve food and nutrition security, and to the Dominican Republic on landslide prevention. Locally, the Faculty continued working with the Moruga Hill Rice Cooperative Society (MHRCS) to support the marketing of hill rice produced by the cooperative.

The Faculty conducted two webinars on COVID-19 and regional food security, and just before the COVID-19 lockdown held a successful Open Day at the South Campus, Penal-Debe, attracting more than 200 secondary school students from across south Trinidad.

The FFA graduated four doctoral students in the period – an excellent achievement for a small faculty.

Faculty Reviews

Adapted from the Deans' Summaries from the 2019/2020 Faculty Report.



Dr Heather Cateau
Dean

Humanities & Education

The academic year 2019/2020 was a watershed year which caused the Faculty to change the way most of its operations functioned. The Faculty had several significant accomplishments despite the pandemic. FHE was able to swiftly move to online modes of teaching with few challenges and to restore most of our operations.

At the start of the academic year, the initial emphasis was on identifying innovative and entrepreneurial projects. The Faculty also continued to develop outreach activities that are directly aligned to the needs of the society. With the emergence of the pandemic, three areas of focus were adopted: areas where there is a demand from students and external stakeholders; areas which are connected to national economic, social and development needs; and based on a belief that the Faculty has a responsibility to lead social transformation in society, attention was also paid to areas where social innovation could be facilitated. Important to note is that the School of Education developed seven research clusters to address learning challenges and other disabilities in the classroom. These are to be complemented by a full suite of courses reflecting the School's broad vision of inclusion.



Professor Rose-Marie Belle Antoine
Dean

Law

Due to the economic concerns of the campus, the Faculty began the academic year revisiting our financial obligations with the aim of ensuring that the work of the Faculty continued effectively and efficiently. This included revisiting our undergraduate and postgraduate programmes to ensure that they had sufficient resources to meet the respective programme needs and expectations.

With the closure of the Campus in mid-March due to the pandemic, despite a few initial hurdles, the Faculty was the first to resume teaching, losing only one day. There was a very high level of coordination and support from the teaching staff as we moved to ensure that no student was disadvantaged by the transition to online classes.

The Faculty integrated activism into our curriculum, research, and alignment strategies largely through successful, pioneering competitive bids for donor funded projects and their assimilation into the Faculty's International Human Rights Clinic (IHRC). Notably, the Faculty was awarded its fourth project under the auspices of the European Union, this one highlighting remand justice with special emphasis on female remandees and domestic violence.

Adapted from the Deans' Summaries from the 2019/2020 Faculty Report.

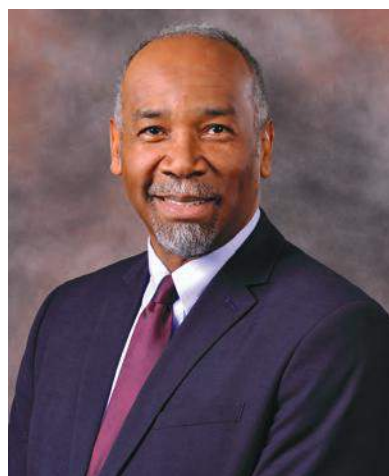


Professor Terence Seemungal
Dean

Medical Sciences

The downturn in Trinidad & Tobago's economy has led to a deficit in income for the Faculty over the past two years and we have had to resort to deficit spending. Nevertheless, Faculty members have responded admirably to this challenge and there has been widespread, across the board "belt tightening". The Faculty was also willing, able and proud to support the Government and people of Trinidad & Tobago in meeting the challenge of COVID-19.

Internally, in response to the COVID-19 restrictions, the Faculty moved to online delivery of our programmes wherever possible. Clinical students were allowed back onto the ward beginning in November 2020. In January 2021, the last group (year 4) commenced their face-to-face, ward-based training in nursing and medicine. The School of Dentistry was heavily impacted by the pandemic because most of their procedures are aerosol generating, but following guidelines issued by the Dental Council of T&T, they have been gradually resuming curriculum delivery consistent with the local public health regulations.



Dr Brian N. Cockburn
Dean

Science & Technology

The Faculty made several adjustments to teaching and learning in response to the COVID-19 restrictions. These included changing the assessment for some courses to 100% coursework; all lectures and tutorials were held virtually via Blackboard Collaborate (BBC); while case studies and virtual field trips replaced in-person activities. Practical lab sessions were quickly redesigned for online or virtual delivery via myeLearning and BBC. The only aspect of the lab courses that could not be completed was the lab skills assessment.

Demonstrators were each assigned to a small group of students to assist with any questions and/or problems on the virtual experiment each week. Lecturers were guided to avoid "overloading" students with too large a number of assessments and were encouraged to monitor students' attendance and participation to help identify those who may be especially vulnerable.

As postgraduate students could only do limited work at the bench, students were advised to focus on other aspects of their degree programmes during the closure of campus. Once the COVID-19 protocols were in place – hand washing stations, limited lab occupancy, and mask wearing – postgraduate students were able to return to their regular activities.

Faculty Reviews

Adapted from the Deans' Summaries from the 2019/2020 Faculty Report.



Dr Acolla Lewis-Cameron
Dean

Social Sciences

At the Faculty of Social Sciences the MSc and Postgraduate Diploma in Public Sector Management, and the MSc Strategic Leadership and Management programmes were revised and a re-designed MSc Financial Economics programme was implemented in 2019/2020.

In October 2019, a new "Structure and Operations" plan was introduced to include a revised Mission and Vision of the Faculty, five areas of focus, a new faculty structure and a Faculty Advisory Board. The revised Vision, "*To be Socially Engaged and Solutions Oriented*", was developed in the context of digital, economical, ethical and social challenges.

In the 2020/2021 academic year, the focus will be on digitisation and innovation. Among other things, the Faculty plans to review all programme offerings, introduce online academic advising, \ a live chat service initially in the Office of the Dean, and reduce the use of the \ Oxford tutorial model by 40% across all courses.



Dr Akshai Mansingh
Dean

Sport

The Faculty of Sport hosted the National Hockey Tournament, the UWI-UNICOM T20 Tournament, four matches in the preliminary round of the 3rd edition of the Courts T20 Grand Slam Tournament, and co-hosted the Ramps Logistics Super Series Invitational T20 Cricket Tournament. The Faculty at St. Augustine also restructured the UWI Women's Cricket Club by extending membership to regional athletes and non-UWI students, and helped train the National Under-17 Female Football Team preparing for the qualifying tournament of the Under-17 World Cup.

The Faculty operates on the Campus through the St. Augustine Academy of Sport which administers the academic programmes, and the Sport and Physical Education Centre (SPEC) which manages the sporting facilities on the campus.



Professor Emeritus Funso Aiyejina
Head, St. Augustine Academy of Sport



University Registrar Dr Maurice D. Smith gives a highly entertaining and informative presentation at a meeting with the St. Augustine Campus executive team in February 2020.

Strategic Highlights

The St. Augustine Campus identified five core strategic areas to guide its operational plan in accordance with the University-wide “Triple A” Strategic Plan:

- **Curriculum & Pedagogical Reform** (Team Lead – Dr Diane Thurab-Nkosi)
- **Innovation & Entrepreneurship** (Team Lead - Professor Jonas Addae)
- **Internal Process** (Team Lead - Professor Indar Ramnarine)
- **Financial Processes** (Team Lead - Professor Emeritus Compton Bourne)
- **HR Review**

Curriculum & Pedagogical Reform (CPR)

Relevant Triple-A Strategic Objectives (and STA Modified Objectives):

AC1 - To be a University for all

(To remove barriers in order to increase access to tertiary and higher education at The UWI)

AC3 - Improving the quality of teaching, learning and student development

(To enhance the quality of teaching and learning and student development to deliver an exceptional student experience to all students enrolled in University courses)

The Campus is driving curriculum and course review and reform that target the required learning outcomes to ensure that future graduates can play a more transformational role in society. A few of the initiatives undertaken during the review period are provided below.

- A structural review of the Evening University (EU) to better and more efficiently serve the target population.
- Development of an Educational Philosophy to guide faculties in the design of their curriculum.
- Development of an Online Course Catalogue/Repository which houses all approved course outlines.
- Definition of the characteristics of “Underserved Community” as it pertains to access of places to academic programmes.
- Pre-requisite assessment and streamlining



Strategic & Statistical Highlights

- Development of a framework for The UWI Academic Enterprise that includes curriculum re-design for a holistic education, review of processes for course design, delivery and assessment, and re-engineering of all processes, including registrarial and bursarial support processes.
- Establishment of an environment that offers a holistic learning experience.
- Enhancing the graduate profile through a revised and more holistic transcript, aligning student expectations with defined graduate attributes and an electronic student portfolio.

In keeping with the above, in 2019/2020 curriculum review exercises were initiated or were underway for at least 10 programmes offered by five faculties – Food & Agriculture, Humanities & Education, Law, Science & Technology, and Social Sciences. Of these, the MSc and Postgraduate Diploma in Public Sector Management, and the Bachelor of Laws (LLB) were approved for implementation in the following academic year.

Co-curricular programmes, internships and service learning continued to be incorporated into the student experience, alongside classroom learning. The co-curricular programme was expanded to 13 courses with the introduction of the Basics of Steelpan plans were set in motion for the introduction of courses in Meditation for Holistic Health and Sign Language.

The Student Administration System completed a review of pre-requisites for each course listed in the faculty booklets commonly used by students in the registration process, to ensure alignment with what has

been approved by the Board of Undergraduate Studies (BUS) and with the information stored in the online Banner Registration System.

Digitisation of administrative processes related to Examinations in particular were fast-tracked thanks in part to the challenges brought about by the COVID-19 pandemic.

Even in the face of the pandemic however, there were new internship opportunities available during the review period in particular to students in the Department of Computing and Information Technology (DCIT), Faculty of Science & Technology, the Faculty of Education and on the Campus.

Innovation & Entrepreneurship

Relevant Triple A Strategic Objectives (and STA Modified Objectives):

AL2 - Increase and improve academic/industry research partnerships

(Increase and Improve Academic/ Industry Research Partnerships: so as to align the UWI core operations (T&L, Innovation & Research) by supporting the entire range of the innovation spectrum from enhancing the competitive advantage of Caribbean businesses to creating new innovation-driven export-oriented businesses).

AC4 - Improving the quality, quantity and impact of research, innovation and publication

(Direct the focus of UWI Research and Development in all disciplines, with more than sufficient quality and quantity, to have meaningful impact regionally and globally in the three dimensions of sustainable development).

In 2017 the Campus put together the elements of an Innovation and Entrepreneurship Ecosystem that establishes an effective pipeline for moving faculty and student ideation to economic impact. The long-term goal envisaged by the Campus is that its efforts would significantly contribute to the creation of a strong and vibrant net foreign exchange earning SME sector across the Caribbean by 2034.

The I&E Ecosystem incorporates four main components: The network of Faculties, the Entrepreneurship Unit (EU) in the Faculty of Social Sciences, the St Augustine Centre for Innovation and Entrepreneurship (STACIE) and UWI Ventures.

The I&E Ecosystem is rooted in the Faculties where students and staff form the creative pool for new product and process ideas. The Faculty Entrepreneurship committees are responsible there for identifying and facilitating the nurturing of projects with strong commercialisation potential.

The Entrepreneurship Unit in the Faculty of Social Sciences provides business development mentorship and advice to guide projects. It also has the role of promoting innovation and entrepreneurship to the Campus community.

STACIE, formerly the Office for Development and Knowledge Transfer, provides all the resources necessary to grow selected projects for market entry, significantly through early-stage financing and intellectual property protection. It partners with Industry, governments and anyone willing to join this mission.

At the point where projects are ready to enter the marketplace, they are corporatised and placed under UWI Ventures which was designed as a holding company for UWI spin-offs and start-ups. In determining project feasibility, UWI Ventures will collaborate with STACIE and the EU to assess investment readiness, financial strategy and investor matching as it develops its portfolio of business start-ups and spinoffs. It must be emphasised that UWI Ventures has a governance structure separate from and independent of UWI given the need for agility and flexibility as a commercial sector entity.

At the time of writing, the ecosystem is fairly well established. The summary status is as follows:

- Key Outputs
 - Spin-offs (will be made subsidiaries of UWI Ventures)
 - UWI Seal It Ltd for the manufacture of asphalt-based coatings & lubricants

- IFCIC Chocolate Company. Approved for incorporation.

Note - these are outputs of projects that were in existence prior to the Ecosystem establishment but were catalysed by its creation. See below.

- Pending Spinoffs
 - Manufacture and sale of the PHI electronic pan.
 - Service provision, sale and licensing of finger printing technology.
- Licenses
 - Asphalt coating and lubricant derivatives to Lake Asphalt of Trinidad and Tobago
 - Face shields to Label House Ltd
 - Patents
 - Granted: Phillips, L., et al., US FINGERPRINT CLASSIFICATION SYSTEM AND METHOD USING REGULAR EXPRESSION MACHINES, US US 2017 /0220836 A1.
 - In prosecution: Anti biotic adjuvant, prostate cancer treatment, cocoa processing equipment.

- UWI Ventures
 - VenturesApp launched: An online digital support platform to register and support inventors, attract investors and track IP from ideation to commercial entry. The App received 50 registrants 1 week after launch.
 - Expressions of interest received to fund projects for commercialisation.
 - Signed MOU with Caribbean Industrial Research Institute (CARIRI) to collaborate on building out the national and regional I&E system.

Other I&E Activities – STACIE and The COVID-19 Collaborative Initiative

During the review period, STACIE was called upon to manage UWISTA’s collaborative COVID-19 response, which included the Engineering and Manufacturing Initiative to produce alternative supplies of personal protective equipment (PPE) and medical equipment which can be manufactured at very short notice, locally and at low cost, while meeting or exceeding globally



FIGURE 4: The Research, Innovation & Entrepreneurship (RIE) Infrastructure

Strategic & Statistical Highlights

accepted industry health, safety and environment (HSE) standards. Proposed items include face masks, face shields, N95 respirators, video laryngoscopes, and ventilators.

A multidisciplinary team was assembled, inclusive of engineers and medical professionals, and a coalition was created with capacities in manufacturing, procurement, funding, and technical expertise. Key partners included the **Ministry of Health (MoH), the Trinidad & Tobago Manufacturing Association (TTMA), the Caribbean Industrial Research Institute (CARIRI), the Trinidad & Tobago Bureau of Standards (TTBS), the Label House Group, MIC Institute of Technology, the National Gas Company (NGC), Republic Bank Ltd. (RBL), the American Chamber (AMCHAM), and Ezone Ltd.**

This also provided an opportunity to create a new industry in Trinidad & Tobago, in line with national economic diversification goals, and so far, the exercise has yielded a second license agreement for the St. Augustine Campus – this time with the **Label House Group** – for the production of face shields. This agreement is the first between the Campus and a small to medium-sized enterprise (SME).

Entrepreneurship Unit

The Entrepreneurship Unit (EU) at the Department of Management Studies addresses critical gaps in the development of entrepreneurial graduates and the commercialisation of UWI research. In the 2019/2020 academic year, the Unit engaged in several activities to boost entrepreneurial skills among students, staff and alumni. The Unit trained Management student groups to create

a Business Model Canvas for developing new or documenting existing business models. Two workshops were delivered on Marketing Basics and Cash Flow Forecasting, and the Unit embarked upon a six-module Entrepreneurship Master Class Series for roughly 30 UWI alumni.

A Coaching and Mentorship programme for students continued using the UWI Ventures Virtual Incubator Platform. This year, applications from more than 50 students were assessed and 18 were deemed ready to move on to the first stage or round of the programme to work through the IP and concept development, further refining their ideas to clarify the value proposition. Sessions were also held with students at the Arthur Lok-Jack Global School of Business (ALJGSB) and staff across the Campus.

The Unit provided coaching services to the Cocoa Research Centre (CRC) to support the International Fine Cocoa Innovation Centre (IFCIC) and developed a Business Partnership Proposal for the CRC to provide cocoa nibs to **Angostura Holdings Ltd.** That proposal was completed just outside of the reporting period in September 2020. Similarly, the Unit worked closely with the Department of Computing & Information Technology (DCIT), Faculty of Science & Technology to develop a draft business plan for the fingerprint classification technology developed on the Campus. That exercise was expected to be near completion by the end of 2020. The fingerprint recognition system takes a digital fingerprint image and applies a new machine learning strategy for extracting the dominant singularity from a fingerprint image. Patents have already been granted in Trinidad & Tobago and the United States of America.

Internal Process Review

*Relevant Triple A Objectives
(Modified STA Objectives)*

AG3 - Generate economies of scale and scope for The UWI.

(To configure the University's internal processes to maintain standards that are required to deliver the expected student experience from prospectus to alumni.)
(To include a review of the strategic enrolment management process system.)

AG4 - Foster a creative, caring, accountable, motivated, professional (CAMP) team

As set out in the University's Strategic Plan, reconfiguration of the University's internal processes is necessary to deliver the expected student experience from prospect to alumni. The Internal Process Review project sub-committee is mandated to complete a detailed review and analysis of the various business processes that could affect student satisfaction. Areas for review included student administrative processes such as Recruitment, Admissions, Examinations, and Graduate Studies.

To date the Committee has reviewed

- the outreach activities of the faculties, methods of advertisement of the various programmes, the online application, processing of applications, and communication of offers
- academic advising and the online registration process
- the determination of payable fees for local students, the payment process, the recently introduced payment plan, the process of financial clearance and the placement of Accounts Receivables, the GATE, means testing and scholarship issues
- the preparation of the examination timetable, preparation of the question papers, the conduct of examinations, the assignment of examiners on the banner system, the functioning of the University and External Examination system, the review and remarking processes, and upload of marks

- the process involved on the request of transcripts, application for graduation and the graduation process.

Recommendations were made regarding recruitment, outreach, online applications, processing of applications, academic advising, registration, improved fee payment and financial clearance, and examinations.

During the review period, the Examinations Section, with the support of the Bursary, implemented an online payment store where, for the first time, local and foreign users had the convenience of using their credit card to pay for frequently requested services such as certified copies of examination documents, transcripts and verification letters, re-markings of examination scripts, courier fees, and certificate replacement. The Section also piloted a secure email platform, e.courier-ca, in Semester I, 2019/2020, for the secure transmission of examination material to and from external examiners.

At the School for Graduate Studies & Research, the Campus Ethics Committee and the Campus Research and Publications Committee streamlined their operations and introduced an online application and approval system which significantly improved the approval turnaround time.

To improve the registration system, the Student Administration System completed a review of pre-requisites for each course listed in the faculty booklets commonly used by students in the registration process, to ensure alignment with what has been approved by the Board of Undergraduate Studies (BUS) and with the information stored in the online Banner Registration System.

Digitisation of administrative processes has been in train for some time, but their widespread implementation was spurred on by the need to work around

the lockdown measures instituted at educational facilities to limit the spread of COVID-19. These processes are discussed in detail in the section of this report that addresses the Campus response to the pandemic, but they included the online submission of theses, the introduction of online oral examinations, electronic forms, and workflows for applications and admissions.

Financial Processes

Relevant Triple A Objectives (STA Modified Objectives)

AG2: Restore Financial Health to The UWI

(To review the financial management system to ensure alignment with strategic goals through the revisiting of our internal Bursarial processes, our relationship with regional Governments and the exploration of different funding models and income generation streams.)

The Financial Review Committee specifically addressed the strategic objective AG2: Restore financial health to The UWI. In reviewing several options towards increasing income for greater financial sustainability, the committee developed an Activity Based Costing (ABC) model to determine the true cost of running a programme based on the following key components:

- Tier 1 Academic and academic related staff cost
- Tier 2 ATS staff cost and other Faculty operating cost
- Tier 3 Support and student services attributed to Faculty
- Tier 4 Administrative and central cost
- Tier 5 Unallocated Faculty cost (the cost of research/public service)

The bases for distribution of various costs include:

- Direct Teaching time
- Number of students enrolled in courses
- Number of courses with students enrolled
- Number of students in Faculty
- Number of staff in Faculty

The exercise revealed that a significant cost of programmes was related to administration and that there was a need to identify administrative areas which impact on students so they could be modified and made more cost effective.

The exercise revealed that administrative costs represented a significant proportion of programme costs and therefore a prime target for strategies for improving financial efficiencies. This will be the focus for future follow-up initiatives.

A pilot exercise was run two years prior at the Faculty of Science & Technology and the methodology was refined, but roll-out of the model to other faculties (except the Faculty of Medical Sciences), and the main administrative units was delayed by the closure of the Campus in response to COVID-19. The ABC costing methodology will be key to future efforts to identify deficiencies in our operational framework and processes, in costing and pricing strategies and in informing all efforts to improve efficiencies across the Campus. The ABC exercise was not carried out at the Faculty of Medical Sciences (FMS), as it is not funded through the Campus Grants Committee (CGC), as are all other Faculties. Instead, the FMS was intensely focused on the development of a strategy for improved financial solvency based on the establishment of the Global School of Medicine, an offshore school based at the St. Augustine Campus at Penal-Debe.

Strategic & Statistical Highlights

Statistical Highlights

The information contained in this section presents a snapshot of enrolment and graduation trends at the St. Augustine Campus over a five-year period as compiled by the Campus Office for Planning & Institutional Research (COPIR).

Enrolment Snapshot 19/20

- Total student enrolment: 16,126 - down 1% compared with the previous year.
- Postgraduate enrolment: 4,827 - down 5%
- Undergraduate enrolment: 11,299

At the undergraduate level, the Faculty of Sport welcomed its first cohort of 22 students and three Faculties experienced growth in undergraduate enrolment – Law (5%), Medical Sciences (7%) and Science & Technology (2%). The total number of undergraduate students remained almost unchanged, rising by less than 1%.

Increases at the postgraduate level in Humanities & Education (16%) and Law (40%) compensated for reduced numbers in the other faculties, but the number of graduate students continued to slide and was still 5% lower than the previous year.

The number of regional and international students remains small in comparison to the total - 801 from Contributing Territories and 441 International students. While these overall figures were down by 2% and 4% respectively, there were small upticks in the number of postgraduate students from Antigua & Barbuda, Barbados, Dominica, the Bahamas and Nigeria. At the undergraduate level enrolment was up among students from Antigua & Barbuda, Barbados, Belize, the Cayman Islands, Montserrat,

TABLE 1: Trends in Campus Enrolment Growth by Faculty 2014/2015 - 2019/2020

	14/15	15/16	16/17	17/18	18/19	19/20	Annual % Difference 18/19 vs 19/20
Engineering	2,643	2,545	2,397	2,178	2,048	1,909	-7%
Food & Agriculture	1,128	1,121	1,059	979	934	853	-9%
Humanities & Education	2,630	2,522	2,371	2,245	2,090	2,119	1%
Law	302	348	394	437	440	481	9%
Medical Sciences	2,763	2,862	2,880	2,738	2,669	2,780	4%
Science & Technology	2,551	2,590	2,728	2,776	2,787	2,807	1%
Social Sciences	6,372	5,981	5,799	5,385	5,381	5,155	-4%
Sport	-	-	-	-	-	22	-
Enrolment Total	18,389	17,969	17,628	16,738	16,349	16,126	-1%

FIGURE 5: Trends in Campus Enrolment Growth by Faculty 2014/2015 - 2019/2020

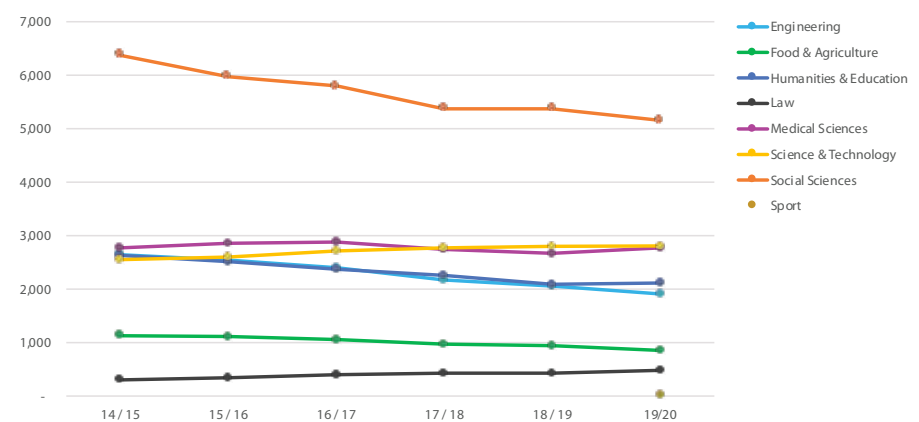
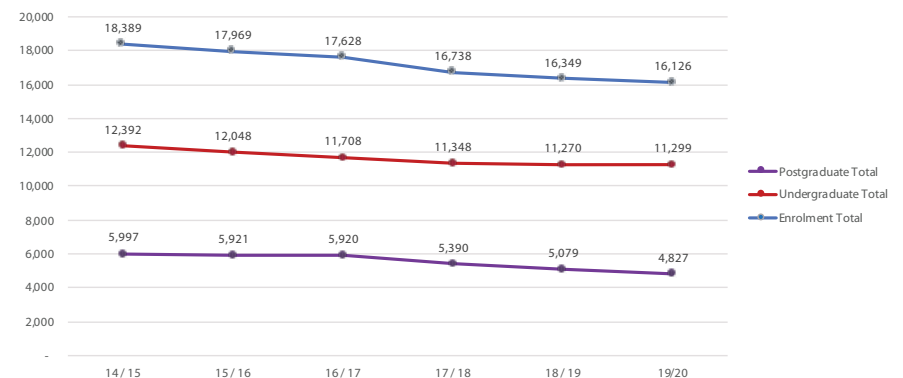


TABLE 2: Trends in Campus Enrolment Growth by Level 2014/2015 - 2019/2020

	14/15	15/16	16/17	17/18	18/19	19/20
Postgraduate Total	5,997	5,921	5,920	5,390	5,079	4,827
Undergraduate Total	12,392	12,048	11,708	11,348	11,270	11,299
Enrolment Total	18,389	17,969	17,628	16,738	16,349	16,126

FIGURE 6: Trends in Campus Enrolment Growth by Level 2014/2015 - 2019/2020



the Bahamas, Botswana, Brazil, China, Colombia, Nigeria, the Philippines and Saudi Arabia.

A look at the enrolment by degree type shows declines for all degree types but increases among students pursuing Postgraduate Diplomas (23%), Undergraduate Certificates (16%) and Undergraduate Diplomas (160%). The gender distribution on the Campus has remained relatively unchanged since 2001, with more than 60% of students overall – 63% in 2019/2020, more than 10,000 students - identifying as female.

The Prospective Student Survey

Higher education enrolment has been declining globally in recent years, often due to increasing uncertainty among prospects about the value of higher education relative to the cost. Locally, demographic changes have led to a shrinking pool of potential applicants, compounded by changes to the Government Assistance for Tertiary Education (GATE) programme, which now requires undergraduate applicants to take a means test to determine the level of funding, and as of 2020, no longer provides funding to new postgraduate students.

COPIR conducted a survey of prospective students – those who were applying in 2020 during the raging pandemic. The 1,518 respondents accounted for 25% of total applicants.

Of the total number of respondents:

- 94% said UWI was their first-choice higher education institution
- 70% were females aged 24 years or younger
- 60% came from households earning a combined monthly income of under TT\$10,000.00
- 90% and above indicated they had access to a computer device, internet connectivity and a suitable space to study
- 61% preferred a blend of online and face-to-face programme delivery
- 47% selected either the Faculty of Social Sciences or the Faculty of Medical Sciences as their first choice



Pre-Pandemic: Incoming students at the start of the DSSD's First Year Experience programme in August 2019. PHOTOS BY ATIBA CUDJOE.

Strategic & Statistical Highlights

Graduation

Snapshot 19/20

- Total graduates: 3,095 students
- Postgraduate degrees, diplomas & certificates: 624
- Undergraduate degrees, diplomas & certificates: 2,471

The number of students who graduated with undergraduate degrees and other qualifications was down 14% and the number of postgraduate graduates dropped by more than half (54%). The result was an overall decline of 27%. This cohort of graduates constitutes the "Class of 2020" whose final year and assessments were affected by the COVID-19 restrictions.

Graduate Tracer Survey

The latest Graduate Tracer Survey conducted by the COPIR was of persons who graduated from the Campus in 2018. The survey found that 68% of respondents were employed as follows:

- 58% employed in the public sector
- 38% employed in the private sector
- 21% were involved in Education, 15% in Health Care & Social Services, and 13% each in Financial & Insurance Services, and Administrative and Support Services
- Excluding Law, graduates tended to find employment within six months

Of the total number of respondents, 4% were self-employed or running their own business and 28% were unemployed. Of those who had not found employment, 38% cited limited job opportunities and 28% could not find a job in their field of study.

TABLE 3: Trends in Graduation Output by Level 2014/2015 - 2019/2020

Faculty	Student Level	14/15	15/16	16/17	17/18	18/19	19/20	Annual % Difference 18/19 vs 19/20
Engineering	PG	173	199	294	178	185	115	-38%
Food & Agriculture	PG	35	39	42	29	38	39	3%
Humanities & Education	PG	400	337	407	408	416	74	-82%
Law	PG	-	6	15	20	16	26	63%
Medical Sciences	PG	87	112	125	118	109	31	-72%
Science & Agriculture	PG	5	3	-	-	-	-	-
Science & Technology	PG	90	71	152	109	100	53	-47%
Social Sciences	PG	356	704	876	465	505	286	-43%
Postgraduate Total		1,146	1,471	1,911	1,327	1,369	624	-54%
Engineering	UG	317	354	315	285	286	269	-6%
Food & Agriculture	UG	170	196	209	215	222	203	-9%
Humanities & Education	UG	397	384	379	342	351	321	-9%
Law	UG	62	90	86	85	104	118	13%
Medical Sciences	UG	609	396	537	669	660	345	-48%
Science & Agriculture	UG	2	3	-	-	-	-	-
Science & Technology	UG	377	379	377	409	435	495	14%
Social Sciences	UG	867	856	796	752	825	720	-13%
Undergraduate Total		2,801	2,658	2,699	2,757	2,883	2,471	-14%
Grand Total		3,947	4,129	4,610	4,084	4,252	3,095	-27%

FIGURE 7: Trends in Graduation Output by Level 2014/2015 - 2019/2020

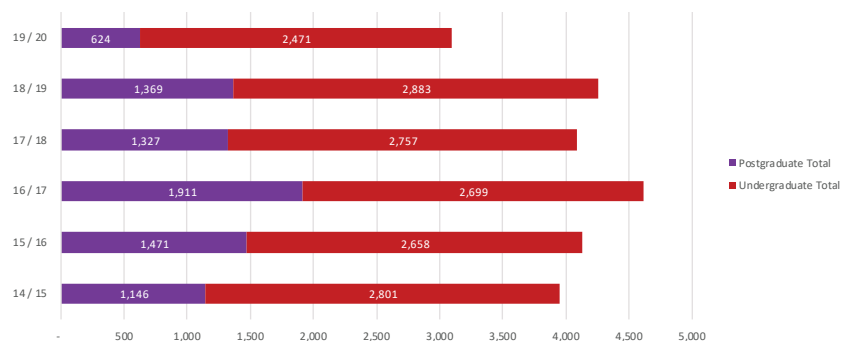
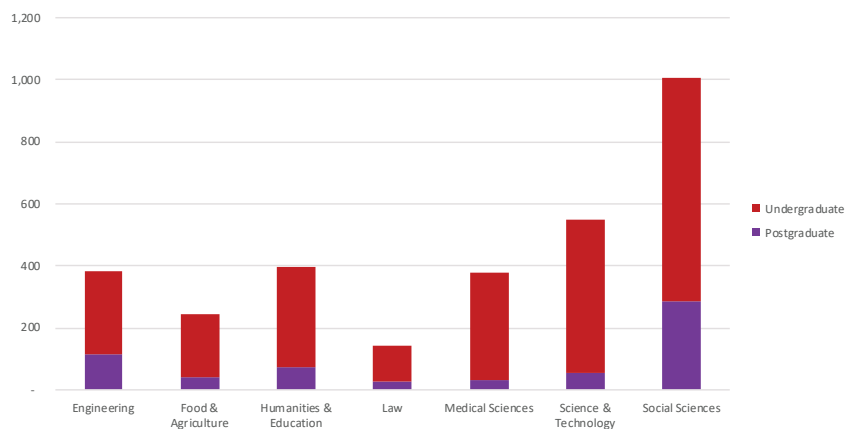


FIGURE 8: Graduates by Faculty 2019/2020



Staff

The number of Academic staff increased by 26% and there was some improvement in the student to staff ratios in three Faculties – Engineering, Science & Technology, Social Sciences and Law, which saw the greatest improvement, moving from a ratio of 46:1 in the previous year to 21:1 in the review period.

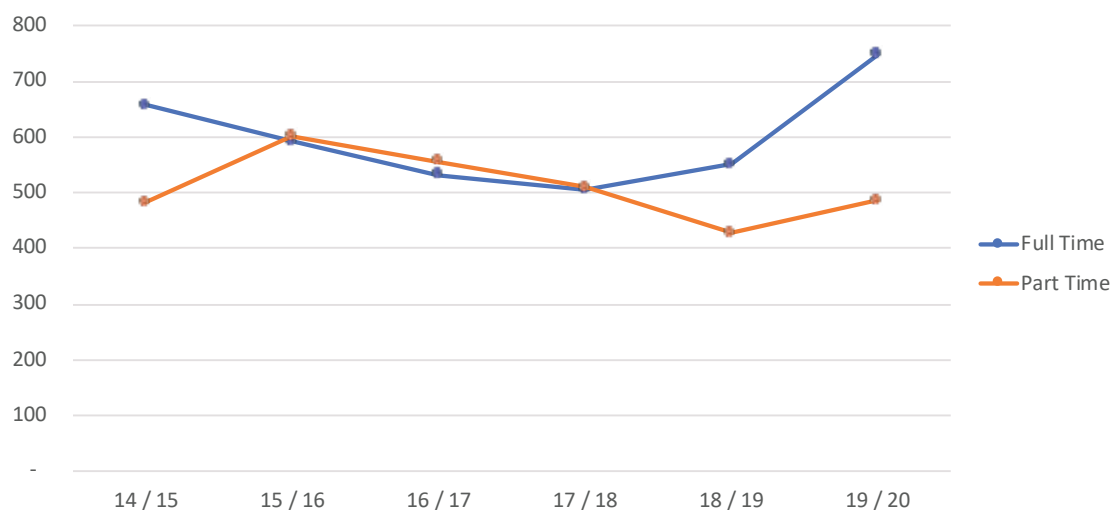
TABLE 4: Trends in Academic (Teaching) Staff Employment: 2014/2015 - 2019/2020

Academic - Teaching Staff Only	14/15	15/16	16/17	17/18	18/19	19/20	Annual % Difference 2018/2019 vs 2019/2020
Full Time	657	592	532	505	551	747	36%
Part Time	483	601	556	509	428	486	14%
Total Staff	1,140	1,193	1,088	1,014	979	1,233	26%

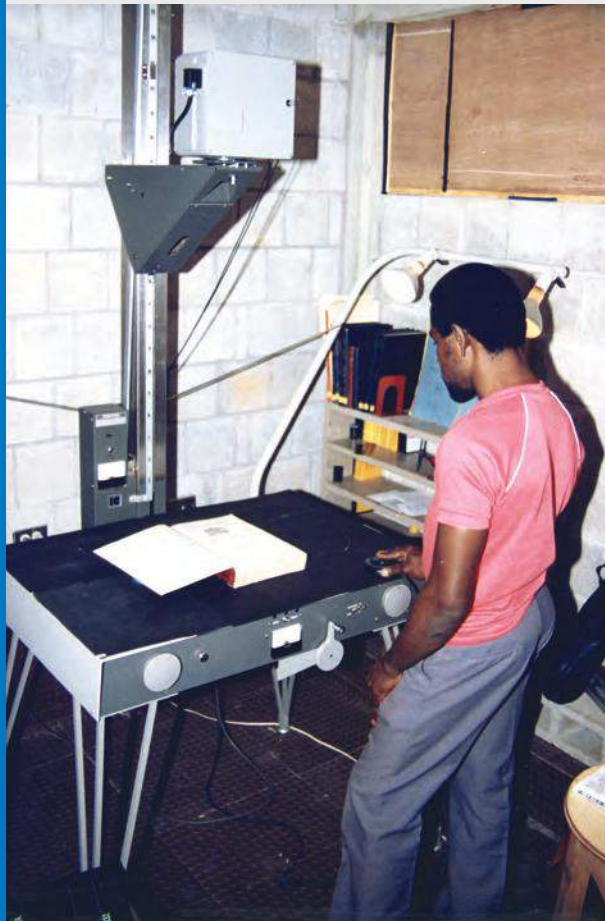
TABLE 5: Employees by Category: 2019/2020

Employee Category	Grand Total	% of Total
Academic (All)	1,284	29%
Academic Support	639	14%
ATS (Administrative)	946	21%
ATS (Service)	382	9%
ATS (Technical)	429	10%
Daily Paid	332	7%
Professional	158	4%
Security	97	2%
Senior Administrative	111	2%
Other	81	2%
Grand Total	4,459	100%

FIGURE 9: Trends in Academic (Teaching) Staff Employment: 2014/2015 - 2019/2020



Moments

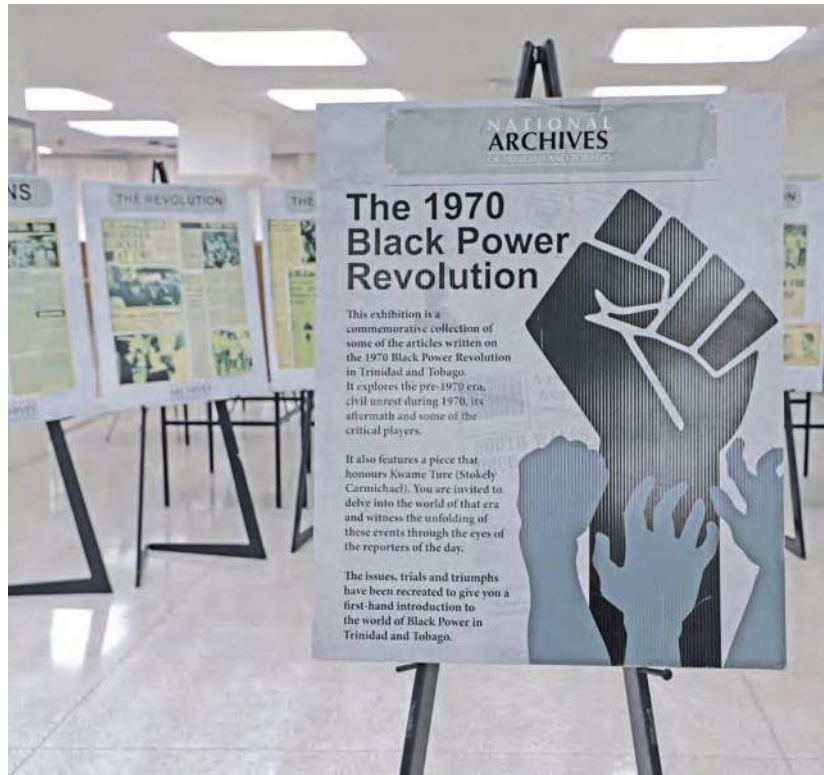


Anniversaries, Awards & Achievements

Anniversaries

Black Power @ 50

In 1970, students at the UWI St. Augustine Campus sparked a social revolution in Trinidad & Tobago. In March 2020 current students and some of those revolutionary alumni gathered to examine the legacy of what is now known as the 1970 Revolution, or the Black Power Movement, 50 years later. The discussion was one of the highlights of the 6th History Fest hosted by the Department of History, Faculty of Humanities & Education in March 2020. The five-day event was themed *The Many Shades of Resistance* and also marked 30 years since the 1990 attempted coup, the 45th anniversary of the Bloody Tuesday labour revolt, and the 100th anniversary of the abolition of Indian indentureship.



Mr Kafra Kambon (left) and Ms Eintou Pearl Springer (right) provided first-hand accounts of the 1970 Black Power Revolution, stirring debate about what transpired and what was achieved.

PHOTOS BY ANEEL KARIM



Capitalism and Slavery @ 75

For over a century, British history recounted the emancipation of slaves in the West Indies as a humanitarian triumph. That story, like the empire it was meant to serve, started to crumble in 1944 with the publication of *Capitalism and Slavery* by Caribbean scholar and statesman, Dr Eric E. Williams. In November 2019, the **CARICOM Reparations Commission (CRC)** in collaboration with **The UWI Centre for Reparation Research** and the Faculty of Humanities & Education hosted an international symposium to examine the lasting impact of Dr Williams and his work. Similar commemorative activities took place in Africa, Britain, and the United States.

The Theory and Practice of Creole Grammar @150

In 1869 John Jacob Thomas, hailed as Trinidad’s first linguist, published his *Theory and Practice of Creole Grammar*, recording the strong French influence on the development of language in Trinidad – the first of its kind anywhere. The UWI, St Augustine Creole Day organised by staff and students of the Department of Modern Languages & Linguistics (DMLL) and the Department of Creative & Festival Arts (DCFA), Faculty of Humanities & Education, commemorated the 150th anniversary of this seminal work, as well as the ground-breaking contributions of Lawrence D. Carrington, and the French Creole/Patois language and culture across the region under the broad theme of “Annou Alé Ansanm” (AAA) – Moving Forward Together.

UWI Fete @ 30

The UWI Endowment and Development Fund’s (UWIDEF) UWI Fete 2020 was held on 26 January 2020. The theme was White Diamonds, in recognition of the 30th edition of the first all-inclusive Carnival fete. As always, funds raised went towards student scholarships and bursaries. The fete was billed as one of the signature events to celebrate the 60th anniversary of the founding of the St. Augustine Campus.

UWI Fete 2020 PHOTOS BY ATIBA CUDJOE.



Anniversaries, Awards & Achievements

Awards & Achievements

National Awards

The recognition of one's countrymen is one of the highest and most satisfying honours that can be bestowed on an individual. Almost every year, current and former staff are thusly recognised, most often for the sterling contributions they have made to the national and regional communities in their spheres of expertise – further highlighting the quality of staff attracted to The University. The Republic of Trinidad & Tobago recognised the following persons during the country's annual National Awards ceremony, which was held in September 2019:

- **Professor Bharath Bassaw** - Current Head, Department of Obstetrics & Gynaecology, Faculty of Medical Sciences. Professor Bassaw was awarded the Chaconia Gold Medal for his valuable work in the sphere of medicine.
- **Professor Emeritus Lawrence D. Carrington** – Former Professor of Creole Linguistics – Educational Research & Development and former head of The UWI Mona School for Continuing Studies, who led the development of the UWI Open Campus. Professor Carrington was awarded the Chaconia Gold Medal for language and development.
- **Dr Maura Imbert** – Former Demonstrator and Lecturer in the Department of Chemistry and Research Assistant, Root Crop Programme, Biological Sciences. Dr Imbert was awarded the Humming Bird Gold medal for her role in astronomy and research.

- **Professor Patricia Mohammed** - Former Head, Institute of Gender and Development Studies and Director, Graduate Studies & Research. She was awarded the Gold Medal for the Development of Women. Professor Mohammed was a pioneer in the development of the Caribbean feminist movement, and in the establishment of Gender and Development Studies at the UWI St. Augustine Campus.
- **Dr Jasmine Stella Ramcharan** - Former Lecturer in Child Health. She was awarded the Gold Public Service Medal of Merit for her role in child development and advances in the field of paediatrics.
- **Dr Lesley Ann Roberts** - Former part-time lecturer who graduated with her MBBS degree from The UWI, Mona Campus. Dr Roberts was awarded the Humming Bird Gold Medal for her role in nephrology and kidney-related research.

Vice Chancellor's Awards for Excellence

The annual Vice Chancellor's Awards for Excellence recognises academic, senior administrative, and professional staff for excellence in teaching, research, service to the university community, and public service, or a combination of areas. In 2019, the following members of staff received awards:

- **Dr Adesh Ramsubhag**, Department of Life Sciences, St Augustine Campus was one

of two recipients of awards for research. Dr Ramsubhag is a microbiologist whose research in applied and basic science has, among other things, yielded several good candidate molecules for drug development, one of which is in the patenting process for controlling antibiotic resistant infections.

- **Professor Ann Marie Bissessar** was recognised for her research and service to the University. As Dean of the Faculty of Social Sciences, Professor Bissessar was credited with overseeing improvements in the financial health of the faculty, increased enrolment, and the introduction of new processes, including those for student matters.
- **Professor Rohan G. Maharaj**, Faculty of Medical Sciences, and his counterpart from the Cave Hill Campus, Dr O. Peter Adams, were awarded for their work as Principal Investigators with the Eastern Caribbean Health Outcomes Research Network (ECHORN) and the Yale Transdisciplinary Collaborative Centre for Health Disparities Research, which focused on Precision Medicine (Yale-TCC). This networking project is helping millions of adults with non-communicable diseases by bringing together health policy and community leader stakeholders from across the Eastern Caribbean, New York, and New Jersey.



UWI Vice-Chancellor Professor Sir Hilary Beckles (centre) with the recipients of the Vice Chancellor's Awards for Excellence.

Other Honours & Awards

- **Dr Joan Latchman**, Seismologist at The UWI Seismic Research Centre (UWI-SRC), received the Caribbean Disaster Emergency Management Agency (CDEMA) Council Award 2019 for her contribution to "knowledge management and learning for comprehensive disaster management".
- **Dr Shirin Haque**, astronomer and Senior Lecturer in the Department of Physics, Faculty of Science & Technology, received the Anthony N. Sabga 2020 Caribbean Award for Excellence in Science and Technology. Among her many achievements was the establishment of an observational

astronomy programme at the St. Augustine Campus in collaboration with the University of Turku in Finland. In 2018, she became the first woman to receive the prestigious CARICOM Science Award.

- In July 2019, the US-based GIS firm Esri, recognised the ongoing work of the **Geospatial Information Research & Innovation (GIRI) Group**. In 2014, this team of staff and students from the Department of Geomatics Engineering & Land Management, Faculty of Engineering embarked upon an ambitious project to map the campus and develop a web-based platform for managing and disseminating the information.

- In June 2020, **The UWI Society of Petroleum Engineers (SPE) Student Chapter** won the 2020 SPE Presidential Award for Outstanding Student Chapter. This award recognises only the top 5% of SPE student chapters worldwide and is based on exceptional industry engagement programmes, operations and planning, community involvement, professional development, and innovation. The following month the UWI SPE PETROBOWL team came 3rd in the Latin America and Caribbean Petrobowl Competition, and went on to compete against teams from 18 other countries in the SPE International Petrobowl competition in Houston.

Anniversaries, Awards & Achievements

Graduation

The biggest Campus events to be affected by the lockdown measures were the six graduation ceremonies, normally held at the end of October. Given the uncertainties related to the pandemic, it was decided that in the best interest of the graduates, their families and the wider community, not only would the ceremonies be postponed to January 2021, but they would be held virtually – broadcast regionally on UWItv and streamed online. These were the first graduation ceremonies in the history of The UWI to be held virtually.

Behind the scenes of the first Virtual Graduation Ceremonies.
PHOTOS BY ATIBA CUDJOE



Valedictorians for the Class of 2020

- **Ms Chikara Mitchell**, Bachelor of Science in Psychology (Special) and Human Resource Management (Minor), First Class Honours – Faculty of Social Sciences
- **Mr Richard Ali**, Bachelor of Science in Human Ecology (Special) with a Major in Nutritional Sciences, First Class Honours – Faculty of Food & Agriculture (also representing Science & Technology)
- **Mr Suraj Sakal**, Bachelor of Laws, First Class Honours – Faculty of Law (also representing Engineering)
- **Mr Keitjé Greaves**, Bachelor of Arts in Musical Arts (Special), First Class Honours – Faculty of Humanities & Education
- **Dr Shaquille Trotman**, Bachelor of Medicine and Bachelor of Surgery (MBBS) – Faculty of Medical Sciences





Honorary Graduates 2020

- **Professor Emeritus Edgar Julian Duncan** (DSc), awarded for his contributions to Caribbean Science and Agriculture and to The UWI;
- **Mr Paul Keens-Douglas** (DLitt), awarded for his contributions to Culture and the Arts
- **Mr Len “Boogsie” Sharpe** (DLitt), awarded for Steelpan Composition, Arrangement and Performance.
- **Mr Dominico Felipe “Don” Martina** (DLaw), awarded for his political pioneering and his contributions to the historical and cultural landscape of Curaçao.

First Virtual Graduation

While the decision to replace the usual face-to-face graduation events with virtual ceremonies was taken to protect the health of staff, graduates and their loved ones, the **Class of 2020** made their disappointment clear on social media – to have successfully completed their studies despite the many unexpected challenges caused by the pandemic, only to be denied the privilege of having their accomplishments recognised by the family, friends and the University Community. The Campus set out to produce a virtual graduation experience filled with all the pomp, ceremony and recognition that our

student graduates and honorary graduates so richly deserved. From the first location scout to the closing credits on the fifth and final ceremony, the production itself took more than 500 man hours spread over less than a month, but as with every graduation, it took the combined efforts and determination of staff from across the Campus to make it a memorable event. You can view highlights of the ceremonies on the UWI St. Augustine’s **YouTube** channel.

Anniversaries, Awards & Achievements

Appointments

New Professors

Three members of staff were appointed to the rank of professor during the 2019/2020 academic year:

- **Dr Raffie Hosein** from the Department of Chemical Engineering, Faculty of Engineering, was appointed Professor of Petroleum Engineering;
- **Dr Judith Gobin** from the Department of Life Sciences, Faculty of Science & Technology, was promoted to Professor of Marine Biology; and
- **Dr Duraisamy Saravanakumar** from the Department of Food Production, Faculty of Food & Agriculture, was elevated to Professor of Plant Pathology.

In addition, the title of Professor Emerita was conferred on the following:

- **Professor Phyllis Pitt-Miller** is the holder of the Trinidad & Tobago Chaconia Medal (Gold) in 1994 for Long and Meritorious Service to Medicine, and is Sessional Consultant in Anaesthetics and Intensive Care at the Eric Williams Medical Sciences Complex. She is a former Dean of the Faculty of Medical Sciences, Head and Professor of Clinical Anaesthesia and Intensive Care and was the first head of the Intensive Care Unit at the Port-of-Spain General Hospital.

- **Professor Zulaika Ali** holds the Trinidad & Tobago Chaconia Medal (Silver) in 2010 and The UWI Vice-Chancellor Award for Excellence for Contributions to Public Service (2012). She served as Director in many areas, including the UWI Telehealth Programme and chaired the Medical Board of Trinidad & Tobago from 2009 to 2010.
- **Professor Patricia Mohammed**, holder of Trinidad & Tobago's Gold Medal for the Development of Women (2019), was the first Head of Gender and Development Studies at Mona, Jamaica and retired as the first Director of the School for Graduate Studies and Research of the St Augustine Campus.

Achievements

Dr Jo-Anne Ferreira, Senior Lecturer in Linguistics at the Faculty of Humanities & Education won the local leg of the "Name ExoWorlds" competition with two patois words to name exoplanet HD 96063B (**Ramajay**) and its star HD 96063 (**Dingolay**). The competition, organised by the **International Astronomical Union** (IAU), called on nationals to name an exoplanet and its star that are visible from the country. Point your telescope to the edge of the constellation Leo, five hundred light years away, and you may just see the billion-year-old exoplanet and its star dancing Trini-style through space.

Pan soloist, **Mr Emmanuel Joseph** of the Faculty of Humanities & Education was the first winner of the inaugural **UWI Got Talent** competition, organised



**Emmanuel Joseph -
winner UWI Got Talent.**
PHOTO BY ATIBA CUDJOE

by The Guild of Students in partnership with the Division of Student Services & Development (DSSD). At the Grand Finale in October 2019, Emmanuel was among 16 talented students and student groups, re competing for the final cash prize of TT\$10,000.00 and almost every Faculty was represented on stage on the final night of the competition.

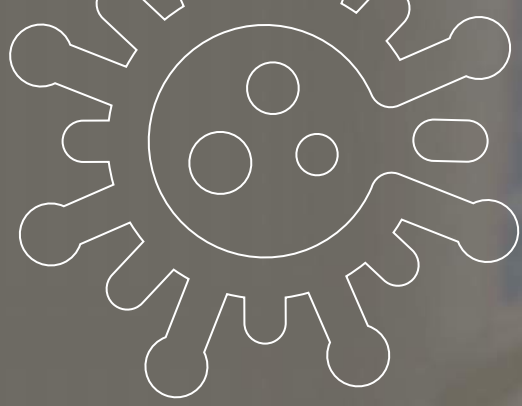
Veterinary School student **Ms Monique Kellman** (Class of 2022) was appointed in October 2019 to a Cabinet Committee to develop Animal Welfare Standards.

In November 2019, Engineering student **Mr Khesan Yannick Ottley** was appointed vice-captain of the Trinidad & Tobago Red Force for the West Indies Regional Super50 one-day cricket tournament. In February 2020, in the fourth round of the 2019/2020 West Indies Championship, he scored his maiden century in first-class cricket.

UWI Law student **Mr Shemar Britton**, was a finalist in Guyana's National Table Tennis championship held in February 2020. By virtue of being a finalist, Britton qualified to participate in the Olympic trials which were scheduled to be held in Mexico later that year.

The **UWI Women's Cricket Club** was promoted from the Championship Division to the Premiership Division, after it was restructured to include regional athletes and non-UWI students. The reclassification will increase interest and boost future student recruitment, as there should now be more opportunities for players to be seen by national selectors.





COVID-19 the STA response



As early as January 2020, The St. Augustine Campus had brought its considerable human and physical resources to bear on the regional and national response to COVID-19. Operationally, by March, staff and students were called upon to make a quick 180-degree transition from a face-to-face institution to one that could function fully online for as long as required. At every step, regardless of the rapid pace of the development of the pandemic, the Campus has based its decisions on the best available science and has pledged its unwavering support to the health, well-being and economic survival of Trinidad & Tobago and the wider region.

What follows are some of highlights of UWI St. Augustine's COVID-19 response in the 2019/2020 academic year, up to August 2020.

For an account of the national response to the first wave of the COVID-19 pandemic, see the article by the UWI St. Augustine Caribbean Centre for Health Systems Research titled *Health Systems' Resilience: COVID-19 Response in Trinidad & Tobago* published in the *American Journal of Tropical Medicine and Hygiene* in August 2020 and available on their website at ajtmh.org

A cross-section of staff captured working on campus as the lockdown eased and a new normal was introduced.

STAFF PHOTOS BY ANEEL KARIM • FACE SHIELD PHOTO BY ATIBA CUDJOE



Regional Support

Experts from various fields answered the call to join the UWI COVID-19 Task Force established in February 2020 to leverage the University's knowledge and expertise to assist the Caribbean in its readiness and response to the virus outbreak. At the time of writing, the following members of the St. Augustine Campus had been added to the team:

- **Professor Christine Carrington** - Molecular Genetics and Virology
- **Professor Christopher Oura** - Veterinary Virology
- **Dr Katija Khan** - Clinical Psychology
- **Professor Terence Seemungal** - Pulmonology
- **Dr Gabrielle Hosein** - Gender

National Support

Manufacture of Key Equipment and PPE

In mid-March 2020, Campus Principal, Professor Brian Copeland challenged a team of engineers from the Faculty of Engineering to come up with a way to produce items in short supply internationally, starting with the following:

- Face shields, n95 face masks for medical personnel, and face masks for citizens.

- UWI-Vent, a ventilator system to assist those with acute respiratory distress syndrome (CARDS).
- Volume manufacturing of the above items.

The project received support from the **Ministry of Health, the Trinidad & Tobago Manufacturers' Association (TTMA), CARIRI**, local manufacturers, and companies such as **Label House, Advanced Foam, Ace Printery, Lensyl Products, Daisy's Exclusive, TYE Manufacturing, MIC, Peake Technologies Ltd., Thermoplas, Electrosign Ltd., and V&S Pharmaceuticals**. The wider business community and members of the general public were called upon to support the project in cash and in kind. The UWI against COVID-19 campaign resulted in partnerships with more than 10 local companies such as **Seven Seas, KC Confectionary, and the Rotary Club**. The campaign raised over TT\$20,000.00 in contributions.

Representation on the National COVID Recovery Task Force

In April 2020, the Honourable Prime Minister Dr Keith Rowley appointed a 22-member **National COVID Recovery**

Task Force including UWI Chancellor Mr Robert Bermudez; Professors of Practice Mr Gerry Brooks (co-Chair) and Mr Winston Dookeran, along with Karl Theodore, Professor Emeritus and Director of the Centre for Health Economics and other distinguished alumni and current and former adjunct members of staff.

COVID-19 Testing

To help increase testing capacity in Trinidad & Tobago, The UWI St. Augustine made available the School of Veterinary Medicine's Molecular Biology Laboratory along with additional PCR machines from its Faculty of Science & Technology's Department of Life Sciences to the Ministry of Health for real-time polymerase chain reaction (PCR) testing for COVID-19.

Contact Tracing

More than 100 nursing students in the District Health Visiting programme were recruited to conduct contact tracing for the Ministry of Health.

Quarantine & Treatment Facilities

In late April 2020, the Government began to allow the gradual repatriation of nationals stranded abroad. The



COVID-19: the STA Response

recently completed UWI St. Augustine Penal-Debe Campus was incorporated into the national network of quarantine and step-down facilities. In early June, the Campus Principal approved the use of Canada Hall and Freedom Hall as step-down facilities for students returning home later that month. Management of all three sites was the responsibility of the State. The UWI's facilities at the Couva Medical & Multi-Training Facility were also given over to the Ministry of Health for the care of COVID-19 patients.

National COVID-19 Communications Campaign

The Campus Marketing & Communications Office (M&C) collaborated with and supported the Ministry of Health in the national campaign to inform the public about the virus. M&C coordinated requests from national media, who required trustworthy, expert information they could present to audiences at home and abroad.

Operational Responses

Incident Management Team Activated

By early March, the Campus Incident Management Team (IMT) was activated and a COVID-19 Response Plan for the Campus had been developed. The IMT

has managed the impacts of natural disasters that affected the Campus, like earthquakes and flooding.

Classes Suspended - Access to Campus Restricted

On Friday 14 March 2020, across the University all classes were suspended in keeping with the directive issued by the Prime Minister of Trinidad & Tobago to close all schools and universities. Remote work for staff began on Monday 16 March. Essential services were maintained on site, inclusive of Campus IT Services (CITS), the Occupational, Health, Safety & the Environment (OSHE) Unit, Health Services Unit (HSU), Halls of Residence staff (hall supervisors, assistants and cleaners), Estate Police Services, and the Division of Facilities Management (DFM). This list was whittled down on 27 March to exclude almost every department except Campus Security.

Converting to Online Teaching

Teaching staff were urged to use the following week to engage in training for virtual teaching/blended delivery, and the name of the first webinar offered on 17 March by the Centre for Excellence in Teaching & Learning (CETL) said it all

about the task facing the Campus – “Moving from Face-To-Face to Online Teaching (In A Hurry)”. Lecturers and administrators met to work out how best to move the 700 programmes delivered on the Campus to an online environment. At the time, just 34% of all courses were being delivered online.

The CETL and the Open Campus shared best practices through virtual instruction to both lecturers and students on using the learning management system (Moodle), and web conferencing software (Blackboard Collaborate). In many cases, lecturers were called upon to re-design their course content, delivery and assessment to fit the new remote environment in a very short space of time. The shift meant a steep learning curve for some lecturers, who had not received training before COVID-19, and even for some of those who had been trained previously but never put it into practice. CITS was called upon to ensure that the IT infrastructure could accommodate the increased load.



The Faculty of Law was the first to take its teaching online on 16 March. The remaining seven faculties followed about a week later. While labs and other practical exercises were suspended, library services and resources were provided online to students and staff. As they made the abrupt transition, common challenges encountered by staff included childcare, creating a suitable work environment at home, access to device, and general discomfort with the new online environment. Students had similar complaints, in addition to unreliable or no Wi-Fi access, and limited access to a device other than a cellular phone.

To address some of these challenges, staff charged with facilitating the administrative aspects of teaching, learning, or assessment were allowed to take their machines home to provide support for continuity through remote work. Depending on the nature of the work, CITS provided VPN access to individual staff members.

Examinations & Matriculation

As the months passed and educational institutions were mandated to remain physically closed to students, examinations for current students were replaced by asynchronous assessments. New students were also affected as the



Lecturers and administrators met to work out how best to move the 700 programmes delivered on the Campus to an online environment. At the time, just 34% of all courses were being delivered online.



COVID-19: the STA Response

Caribbean Examination Council (CXC) announced changes to the conduct of its examinations and the timing of the release of results. The University amended its general matriculation requirements to make offers based on CAPE Unit 1 results while applicants awaited the results of their CAPE Unit 2 exams.

Support for Students

As country borders closed across the world, students who were non-nationals were encouraged to return to their home countries. Those who were unable to do so were accommodated on the Campus's Halls of Residence under the care of the Division of Student Services and Development (DSSD). During the more restrictive periods of the national lockdown, the DSSD coordinated visits to groceries and pharmacies to ensure students could purchase what they needed. Offices on Campus also collected and donated foodstuff to students on hall.

A COVID-19 related fund was also created to provide financial aid to students who were impacted by the pandemic. The fund, amounting to approximately TT\$253,000.00, was donated by the Guild of Students Council and managed by the DSSD's Financial Advisory Services section.

The DSSD's eight departments were required to quickly adapt to the circumstances to continue to deliver quality programming and effective support services to the student population. Foremost was the need to provide psychosocial care and support for students, and to ensure access to the suite of student support service, be it financial aid, counselling, disability support, student engagement, accommodation or otherwise.

Business Continuity Policy & Guidelines

On 25 March, the Campus administration issued COVID-19 Business Continuity & Policy Guidelines. The document is publicly available online and provides details on measures to minimise the risk of infection on the campus while ensuring that the institution can continue to serve its stakeholders and remain economically viable in the face of the measures to stem the pandemic.

Return to Work Policy

The period of remote work imposed from the end of March was relaxed somewhat in mid-June of 2020. Human Resources, the Occupational, Health, Safety and the Environment (OSHE) and Marketing & Communications

developed a Return to Work Policy and framework that was disseminated to all staff. The policy included measures for regular sanitisation of office spaces, and to support socially distanced work areas. Managers were given the flexibility to roster on-campus work and to make special provisions for staff with health concerns or who are the primary care givers for young children or elderly relatives. Prior to the return to Campus, maintenance checks were done on equipment and facilities by the OHSE Unit and the DFM. The Campus provided face coverings to employees; 45 handwashing stations were installed outside high traffic spaces, as well as protective screens where necessary. Additional personal protective equipment (PPE) was provided to employees as their jobs required.

The Health Services Unit (HSU) and the Human Resources section conducted COVID-19 related workshops for staff. One workshop entitled "Cleaning and Disinfecting Your Facility" trained custodial staff to follow proper COVID-19 protocols when cleaning their departments. Another workshop on "Managing your wellness during the COVID-19 pandemic" was available to all staff.

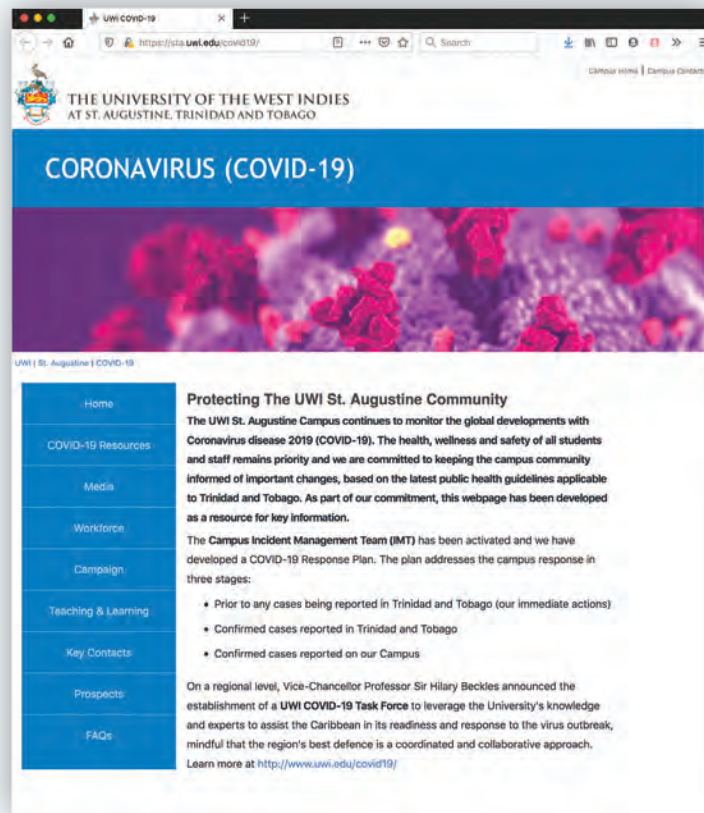


Communications & Outreach

Regular, Open & Trusted Communication

From the very start, the Executive Management team recognised the importance of carefully managing the communications emanating from the Campus. The Communications team at the Marketing and Communications Office (M&C) worked with colleagues across the Campus – from Executive Management to departmental teams – providing guidance and support on how best to communicate with staff and students to instil trust and avoid panic. The Campus relied on its well-established platforms – website, social media and direct email – to share updates with staff and students, as well as traditional media such as news releases, press advertisements and *UWI Today*.

Between February and August 2020, the Communications team issued 25 COVID-related statements and updates on behalf of the Campus directly to staff and students. Almost half were issued in March 2020 alone, because of the almost daily developments in the progress of the pandemic locally, requiring that related decisions be urgently and clearly communicated. These can all be found on the [COVID-19 website](#) established by M&C and Campus IT. Thirty-six short videos were produced to provide additional pandemic-related advice on finances, mental health, food security, the gender-related impacts of the pandemic, and on the virus itself. These were made available on Facebook and YouTube, where they received some 6,000 views over a six month period.



Virtual Events

All face-to-face gatherings were suspended on 12 March, less than a week before one of the most important statutory gatherings on the Campus calendar – the annual meeting of the Campus Council. The Events team at M&C, working with Campus IT and the Offices of the Principal and the Campus Registrar, quickly put things in place for the University's first fully virtual Campus Council meeting, ensuring the usual high level of professionalism as well as the safety of all attendees.

While conferences, meetings and ceremonies translated well to the online environment, sporting events like the UWI SPEC International Half-Marathon remained suspended until the relaxation of restrictions.

Student Recruitment Shifted Online

The pandemic hit in the middle of the annual student recruitment drive. Traditional avenues of engagement for entry in the 2020/2021 academic year such as school visits, campus tours, campus open days and physical brochures were replaced by virtual open days, online marketing tools and a heavy reliance on social media. While Higher Education experts predicted a 20% decline in applications, figures from COPIR revealed a combined decline of 8% and just a 1% drop among undergraduate applicants overall.

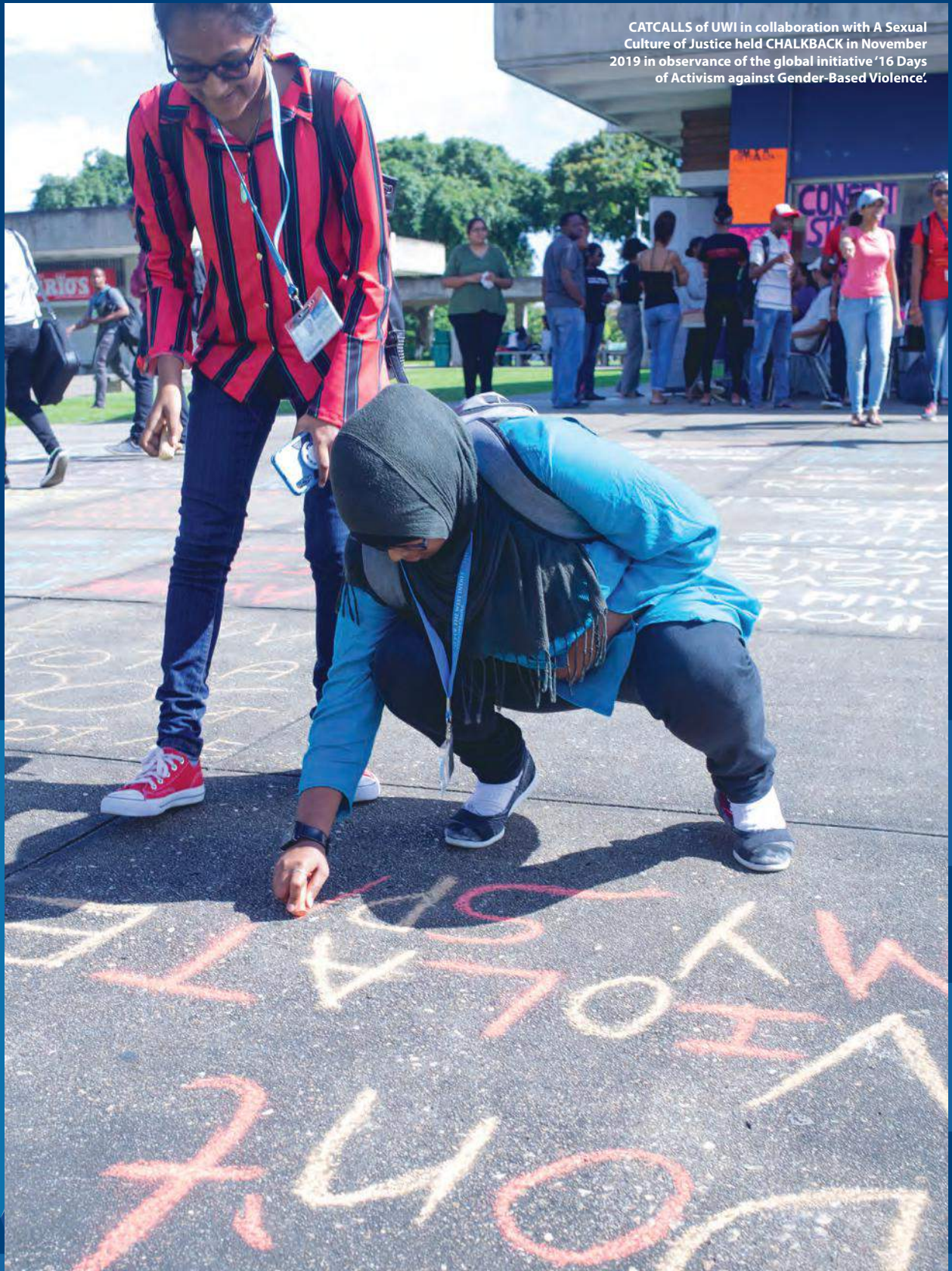
VALUE to the Community

Perhaps the most famous instance of social activism to come from the St Augustine Campus was the Black Power Movement of the 1970's. Led by then President of the Guild of Students, Geddes Granger (later known as Makandal Daaga), students from the Campus launched a social revolution that posed a serious political threat at the time, mobilising marches involving thousands across Trinidad, calling for an end to systemic racism, and demanding a more equitable share of the nation's resources.

Fifty years later, while there has been some cultural progress, the work to create a more equitable society continues and the St. Augustine Campus remains at the fore. For instance, for some years the Institute for Gender & Development Studies (IGDS) has been calling on the Government and the wider public to adopt a Gender-Responsive Budget (GRB) because "every dollar will land on men and women differently". The GRB is part of what is known as a Rights-Based Approach to governmental decision-making and is based on years of multi-disciplinary research.

To learn more about why the region needs a rights-based approach to post-COVID economic recovery, visit the UWI St. Augustine YouTube channel to hear from the Head of the IGDS, Dr Gabrielle Hosein.

CATCALLS of UWI in collaboration with A Sexual Culture of Justice held CHALKBACK in November 2019 in observance of the global initiative '16 Days of Activism against Gender-Based Violence'.





**“Reaching Out” © 2019
Shalise Thomas**

Part of an art display featuring the work of Visual Arts students and renowned artist, Jackie Hinkson, celebrating the 50th anniversary of the Alma Jordan Library.

ACCESS (AC) refers to increasing participation among the underserved locally and regionally, among the Caribbean diaspora, and all others with an interest in higher education on all continents. It includes activities related to programmes, teaching and learning, student development, consulting, research, and public advocacy.

Programmes

No new programmes were introduced during the review period. Instead, Faculties concentrated on expanding the geographic reach of existing programmes, on improving existing curricula based on feedback from students, alumni and industry stakeholders, and on rationalising programme and course offerings based on an analysis of trends in registration levels.

During the review period, the Campus was able to clear some of the backlog of outstanding Quality Assurance Implementation reports. Ten out of 19 reports were submitted to the Academic Quality Assurance Committee (AQAC) with the expectation that the remainder would be completed by the first semester of the new academic year.

In this review year the Faculty of Engineering (FEng) began delivery of the MSc Petroleum Engineering at the **University of Guyana**. The Faculty of Food & Agriculture (FFA) signed a MOU with the **Open Campus** to offer asynchronous delivery of the certificate programmes in Agriculture and Human Ecology, and also established standards for regional accreditation for the BSc Human Nutrition and Dietetics programme. The Faculty of Law received

approval for the curriculum revisions made to the Bachelor of Laws (LLB) programme with implementation scheduled for the 2020/2021 academic year, and the Faculty of Social Sciences received similar approval for its revamped MSc and Postgraduate Diploma in Public Sector Management. Meanwhile, the Faculty of Science & Technology suspended enrolment in the BSc Chemistry due to undersubscription, and a proposal was drafted to rationalise programmes generally in the Department of Chemistry.

Scholarships & Bursaries

Financing is one of the most common difficulties facing students at the St. Augustine Campus. In addition to the Adopt-A-Student programme supported by staff and Hardship Grants,

scholarships and bursaries, many of which are privately funded, make an important difference to the lives of hundreds of students and their families every year, ensuring they can continue with and complete their studies.

The National Gas Company (NGC) made a significant donation of TT\$1 million towards undergraduate and post-graduate scholarships. The funds are being managed by the Division of Student Services and Development (DSSD) and five undergraduate students have benefited to date. Despite the depressed economic climate, Financial Advisory Services staff at the DSSD networked with donors to retain 95% of the scholarships and bursaries. Roughly 350 scholarships and bursaries are available to students, and there were 777 applications of which 300 were awarded.

Expanding Access in Tobago

When the UWI St Augustine Campus at Penal-Debe comes on stream and students can again access the Multi-Training Facility at Couva, the Faculty of Medical Sciences would have established a network of medical training facilities stretching from east to west and north, central and south Trinidad. During this review period the Faculty extended its reach to Tobago.

Despite a delay caused by the pandemic, the Department of Clinical Medical Sciences introduced undergraduate and postgraduate teaching at the Scarborough General Hospital in Internal Medicine, Psychiatry and Paediatrics for 4th year Medical Students doing the MBBS programme. Postgraduate students enrolled in the DM Psychiatry can now also do part

of their training at the Scarborough General Hospital, and in the future postgraduate students enrolled in the DM Paediatrics and Internal Medicine will be able to do part of their training there.

Increasing Inclusivity

This year the Student Life and Development Department (SLDD) of the DSSD launched the accessible vehicle service for students with disabilities providing a readily available means of transportation to move around the campus.

A new admissions policy was instituted at the Faculty of Law to expand access for students with disabilities and two such students were admitted. While the Faculty selects students on a competitive merit basis with a limit of 150 new admissions annually, it



Guyanese students at UWI St. Augustine represented at GuildFest 2019 at the start of the academic year. For a number of years the St. Augustine Campus has also been offering programmes in their homeland in partnership with the University of Guyana.

PHOTO BY ANEEL KARIM

Access

still maintains a quota for applicants from law enforcement and for mature students who may not otherwise meet the selection criteria.

Centre for Excellence in Teaching and Learning (CETL)

Special mention must be made this year of the work done by the Centre for Excellence in Teaching and Learning (CETL). As indicated earlier, before the pandemic the CETL had been responsible for training teaching staff in online teaching methodologies, resulting in some 30% of courses on the St. Augustine Campus being available online or in a blended mode. During this review period, as the COVID-19 pandemic forced a complete transition to emergency

remote teaching and learning, the CETL provided remote access to training resources and materials on various platforms, including a new resource website which was regularly updated with training resources for both faculty and students. Materials included tutorial videos, tip-sheets (user-guides), and webinar recordings on accessing and using IT resources such as my eLearning, Zoom, Turnitin and Blackboard Collaborate. The CETL also delivered approximately 80 live training sessions, mostly in the form of webinars and virtual workshops.

The Centre worked closely with the Campus IT Services (CITS) and the Campus administration to ensure as smooth a transition as possible for faculty and students; with the

Examinations Section to amend examination protocols, advise on the best practices for final assessments, and to train staff to execute their duties in keeping with the new online examination protocols; and worked with the Marketing and Communications Office to prepare a digital campaign to raise awareness and encourage students to provide feedback on their course experiences using the Student Evaluation of Courses and Lecturers (SECL).

In addition, in spite of all the challenges this year, the CETL continued to facilitate the Postgraduate Certificate in University Teaching and Learning (CUTL) programme, from which 28 members of staff graduated.



Dr Margo Burns, former Director of CETL at the UWI/ Guardian Group Premium Open Lecture in 2019. Dr Burns led the CETL from 2016 until she passed away in October 2020.

PHOTO BY:
W. GARTH MURRELL



DCFA students performing at the 2019 Graduation ceremonies.

Activism & Advocacy

The University was created to generate knowledge that would be a catalyst for change in the Caribbean. The transmission of knowledge through activism and public advocacy is an important way of expanding access to the wider population. During this review period, the Campus continued to weigh in on major national and regional concerns such as crime, the environment, economic issues, migration, and gender-based justice. Some actions took the form of press or online articles and releases, or interviews with news media, while others took the form of more direct interventions. Below we feature just some of the actions undertaken by the Campus to build a better world.

Arts-in-Action

A self-funded, not-for-profit unit of the Department of Creative & Festival Arts, Faculty of Humanities & Education, Arts-in-Action (AiA) conducted teacher

training modules across eastern Trinidad for the **BHP** “Safe Spaces” anti-bullying project. They applied their educative theatre methodology to the **Trinidad & Tobago Police Service’s** “Hearts and Minds”— a long-running project to reach members of police youth clubs and schools in the Port of Spain area; and together with the **Office of the Prime Minister (Gender and Child Affairs)**, the AiA hosted “The Blue Chair Series”, an interactive performance workshop to help fight gender-based violence.

Sexual Justice & Migrant Rights

The Institute for Gender & Development studies (IGDS) at St. Augustine’s flagship project this year was the *Sexual Cultures of Justice* project. Activities included the course, *Transforming Each Other’s Advocacy*; ongoing work to document the life stories of working-class LGBTI persons; completion of a National School Survey; various action campaigns in support

of policy and legislative reform; and continued advocacy related to the *Add All Three* campaign. The IGDS also hosted the *Reach for Rights* camp in July 2019, which brought together young people, some from Spanish-speaking migrant communities, to learn more about social justice and the community development work being undertaken by some faculties of the UWI St. Augustine Campus.

Gender Responsive Budgeting

In 2019/2020 the Institute collaborated with the **Office of the Prime Minister (Gender and Child Affairs)** to advance gender mainstreaming across ministries and state agencies. At the Office of the Prime Minister and the **Ministry of Housing and Urban Development**, they trained ministry and state agency staff working in planning, budgeting and research on GRB. The IGDS continues to advocate for GRB because “budgets are about how everyone is affected daily, in their pockets and

Access

their kitchens. GRB goes beyond the numbers to investigate the different needs, experiences, challenges, and access to power of women and men in every dollar they spend, to create equal opportunities and equal benefit from public funds.

Let's Talk History

In order to make sense of the present, you need to understand your past. The Department of History, Faculty of Humanities & Education, introduced its "Let's Talk History YouTube Series" to place some of today's cultural issues into an historical context. Visit the Department's [YouTube](#) channel for an

historical take on Republicanism, the importance of Labour Day, Black Lives Matter, and more.

Seismic Update

According to the Seismic Research Centre (SRC), in 2019/2020 the high level of seismicity seen in recent years in the Eastern Caribbean persisted, although at a somewhat reduced level. The total number of recorded earthquakes was more than 9,400, including more than 3,780 low magnitude volcanic earthquakes occurring in the Dominica area, and more than 1,430 associated with the Kick 'em Jenny submarine volcano. The largest earthquake for

the period occurred north-west of Tobago/south-east of Grenada on April 7 2020 and was of magnitude 5.3. There were six events of magnitude 5.0 and larger and 81 in the magnitude range 4.0-4.9 during the period.

Research conducted at the Seismic Research Centre (SRC) continues to suggest that the global seismogenic system is poised to deliver its largest earthquakes and the mega-earthquakes that have occurred, since 2004 support this conclusion. The SRC continues to take an active role in promoting the development and legislation of Building Codes and their Education and Outreach thrust is being maintained at a high level.



"Mas speaks" according to DCFA lecturer, Dr Joanne Tull. At the 2020 Old Yard, the DCFA examined the traditional Baby Doll mas as portrayed here, in the context of today's issues facing women and marginalised groups, including Gender-Based Violence.

PHOTO BY ANEEL KARIM



2020 Honorary Graduate, Mr Len "Boogsie" Sharp performing for the Virtual Graduation Ceremonies atop the Department of Creative & Festival Arts Building.

PHOTO BY
ATIBA CUDJOE

Engagement Through Sport & the Arts

Sports and the Arts provide other important avenues for the wider community to access the output of the Campus. Below are a few examples from the review year that range from support for emerging sporting talent – regardless of gender – at the community and national levels, to the interactive preservation of cultural artforms.

Building a Sporting Community

The St. Augustine Academy of Sport oversees the academic programmes offered by the Faculty of Sport, as well as the sporting facilities at the St. Augustine Campus, which are managed by the UWI SPEC (Sport & Physical Education Centre). Each year, the facilities at SPEC are made available to surrounding schools, community organisations, sports clubs and national sporting bodies. In the 2019/2020 academic year several sports tournaments were held at SPEC, including the **National Hockey Tournament**.

T-20 cricket continued to find a home at SPEC. In November 2019, the Campus co-hosted the **Ramps Logistics Super Series Invitational T20 Cricket Tournament**, a family-friendly event using cricket to impact society while promoting research. The following month, the Academy of Sport hosted four matches in the preliminary round of the **Courts T20 Grand Slam Tournament**, the only one of its kind in the region which seeks to develop women's cricket and creates the opportunities for players to excel in the international arena. In January 2020, the annual **UWI-UNICOM T20 Tournament** attracted 15 teams, and in July 2020, the Academy was approved to provide a bio-secure training "bubble" for the participating teams of the Hero **Caribbean Premier (CPL) T20 League**.

DCFA Presents ...

The Department of Creative & Festival Arts (DCFA's) "Old Yard" 2020 show attracted a record 1,100 patrons. In 2009 the DCFA, Faculty of Humanities & Education hosted what was once *Viey la Cou* in what is now known as "the Old Yard". The DCFA hosted seven other

performances before the curtailment of in-person events in March 2020:

- A Festival of Movement
- 6th Cultural Research Colloquium (CRC)
- New Directors Forum – A Festival of Plays
- UWI Arts Wind Ensemble presents "Bells of Christmas"
- UWI Arts Percussion Ensemble Global Rhythms Concert
- UWI Arts Chorale King of Kings: Mozart's Coronation Mass Concert
- A Music Recital Featuring UWI Lecturers

Campus Literature Week

The 22nd Annual Campus Literature Week (23-27 March 2020) shifted to a virtual platform and attracted a substantial audience online. The annual event is organised by the students of the Master of Fine Arts Creative Writing programme in the Department of Literary, Cultural & Communication Studies. This year's Writer in Residence was Scottish/Trinidadian Poet, **Vahni Capildeo**, alongside two other up and coming writers – both from Guyana: **Kevin Garbaran** and **Scott Ting-A-Kee**. The readings and more are still [available online](#).

VALUE of Research

Below we share examples of the most important research conducted on the St. Augustine Campus in the review year. This is however, just a small sample. In the accompanying Faculty Report (available online), we feature roughly 1000 more peer reviewed articles, books, book chapters and conference proceedings generated on the St. Augustine Campus during this review year alone. Some are already impacting individuals and communities locally and regionally. Others, when shared with esteemed peers from around the world in journals and at conferences, they add to the global store of knowledge and may someday return to us in another form to add value to our lives in unexpected ways.



Agricultural research in controlled environment.
PHOTO COURTESY THE FACULTY OF FOOD & AGRICULTURE

Alignment

There are five main sources of research funding available at the St. Augustine Campus – the UWI-Trinidad & Tobago Research and Development Impact (RDI) Fund, Innovation Proof of Concept (I-POC) Grants, the Innovation & Technology Transfer (ITT) Fund and the Campus Research & Publication Fund.

Campus Research & Publication Fund

The **Campus Research & Publication Fund** provides seed funding for academic staff and graduate research students to enable them to pursue their research adequately and communicate and publish their results.

In 2019/2020, the Fund approved 114 projects in total and disbursed TT\$2.3 million in funding, broken down as follows:

The Fund received final reports from 50 Academic Staff Members in 2019/2020 and 11 interim reports for ongoing projects. Graduate students submitted 74 final reports and 16 interim reports.

RDI Fund Highlights

The **UWI-Trinidad and Tobago Research & Development Impact (RDI) Fund** encourages researchers at the St. Augustine Campus to

collaborate in unique and resourceful ways across faculties and departments, while also engaging with external, often non-traditional, collaborators and partners. The RDI's 5th Call for Proposals was reopened in June 2020, inviting proposals for projects specifically addressing stakeholder needs related to the COVID-19 pandemic.

The Extended Impact of the RDI Fund

Notable impacts continue to accrue to the completed projects from earlier cohorts. RDI Fund project teams have aggressively pursued more than 200 new local, regional and international partnerships. In addition, while the Fund has granted TT\$17.4 million to the 32 completed projects in its portfolio, these projects have been able to attract four times that amount – more than TT\$70 million in external support, both in cash and in kind, supporting existing as well as new follow-on and spinoff projects.

Boosting the National COVID-19 Response

Thanks to capacity, equipment and expertise acquired during two completed RDI Fund projects led by Professor Christopher Oura and Professor Jayaraj Jayaraman, the Campus was ready to respond to the urgent need of the **Ministry of Health**



Scholarly R&D

Academic Research comes in two main flavours - Pure and Applied - which often influence each other, and can sometimes be difficult to tell apart. For instance, examples of pure research might look like this example from the Faculty of Science & Technology:

Sookoo, M. B., S. R. Gunakala. (2020) "Fixed Point Theorem for Multivalued Quasi-Contraction Maps in a V-Fuzzy Metric Space" *Abstract and applied Analysis, Volume 4 (4), Volume 2020, Article ID 2609316, 7 pages.*

While applied research may look like this example from the Faculty of Humanities & Education: De Lisle, J. et al. *Social Entrepreneurship for Inclusion: The Role of a University-led National Centre in Trinidad and Tobago.* Paper presented at the 2020 annual conference of the American Educational Research Association (AERA). (2020, April [Virtual]).

To see the full breadth and depth of the exciting research taking place on the Campus, download the companion Faculty Report.

TABLE 6: Campus Research & Publication Fund - 2019/2020

	Applications	Approvals	Disbursement
Staff	66	55	\$1,681,503.70
Students	59	59	\$626,376.50
TOTAL	125	114	\$2,307,880.20

(MoH) to ramp up its local COVID-19 PCR (Polymerase Chain Reaction) testing capacity. Not only was the Campus able to set up an official COVID-19 PCR testing site, but The UWI was also engaged by the MoH to train additional testing personnel. This significant boost to the testing capacity of the MoH and the **Caribbean Public Health Agency (CARPHA)** proved critical as Trinidad & Tobago unfortunately transitioned from sporadic to cluster and community spread.

Mainstreaming Trinidad & Tobago Sign Language

Thanks to the work of the Endangered Languages team, led by Dr Benjamin Braithwaite, it is now normal to have important national communications translated live into **Trinidad & Tobago Sign Language (TTSL)**. This has applied for some time to nightly newscasts, and the televised broadcast of the annual budget presentation in Parliament. During the review period, it became the norm to have simultaneous signed translations of the MOH's daily press conferences on the COVID-19 pandemic.

Priming the Commercialisation Pipeline

Continuing to build on insights and opportunities arising out of the Cocoa Research Centre's first RDI Fund project, the University approved a business plan for the formation of one of the University's first spinoffs to commercialise the Centre's IP by providing a suite of products and services to local, regional and international clientele.

Saving Sensitive Swamps

The RDI funded **Caroni Swamp Project**, led by Professor John Agard, has generated a sizeable amount of valuable data which continues to be requested by stakeholders. In the last academic year, inputs from the project team were requested for a **Food & Agriculture Organisation (FAO)** project which is developing a management plan for the swamp. A response to an earlier request led to the designation of the Scarlet Ibis as an Environmentally Sensitive Species and supported the effort to determine the boundaries of the swamp to have it officially designated as an Environmentally Sensitive Area.

Education Intervention

Funded during the RDI Fund's 4th Call for Proposals in 2018/2019, **The UWI Psychoeducational Diagnostic and Intervention Clinic (PEDIC)** is already making a tangible impact in the education sector by providing services to the public such as psychosocial support (counselling), consultations, psychoeducational assessments, reading assessments, and reading intervention. These interventions in academic, social, emotional, and behavioral areas, help to identify conditions such as autism and ADHD, and address barriers to children's learning so that they can achieve their fullest potential. PEDIC also trains educators in assessment, diagnosis and intervention.

The PEDIC has the potential to generate additional revenue while developing a much needed education services sector. In 2019, the **Children's Authority of Trinidad and Tobago** contracted the PEDIC to provide psychoeducational and reading assessments and



The Optometry Unit also had their eyes on education when they provided free eye examinations to students at the Carapichaima RC Primary School in March 2020. PHOTO BY KC MEDIA

Alignment

reading interventions. In 2019 and 2020, the **Ministry of Education** engaged the clinic to train special education instructors and behavioural specialists (2019) and to conduct psychoeducational assessments of 40 potential Secondary Entrance Assessment (SEA) candidates in 2020. The PEDIC offers fixed cost services to the public and has been catering to at least 15 clients per month, including individuals and institutional clients. It continued to provide services online since the pandemic lockdown measures were imposed.

Innovation Proof of Concept (I-POC) Grants

The RDI Fund launched its second call for **Innovation Proof of Concept (I-POC) Grants** during the review period. I-POC Grants are intended to promote the transformation of UWI discoveries and innovations into commercial products and processes for the benefit of the society. It is envisioned that these grants will help to bridge the funding gap identified in academic entrepreneurship, often called “the valley of death”, by supporting the progression from pioneering research results through proof of concept. I-POC grants aim to protect, develop and scale indigenous innovation, inclusive of social innovation and innovation in the creative industries.

A total of TT\$3.3 million was awarded to six new I-POC grantee projects summarised below:

- TT\$885,000.00 (*Team Leader:* Dr Saravanakumar Duraisamy)
Project Title: Development of biopesticides and innovative

biomolecules for an environment-friendly plant health management.
Project Objectives: To develop bio-pesticides based on *Bacillus amyloliquefaciens* and its biomolecules for the eco-friendly management of plant health to facilitate sustainable and chemical-free agriculture.

- TT\$690,000.00 (Team Lead: Professor Christine Carrington)
Project Title: COVID-19: Infectious Disease Molecular Epidemiology for Pathogen Control & Tracking (IMPACT).
Project Objectives: To establish local capacity for rapid generation of SARS-CoV-2 whole genomes so

that viral genomics and related molecular epidemiological approaches can be adopted locally in addressing questions related to COVID-19 mitigation and control

- TT\$650,000.00 (Team Leader: Mr Craig Ramlal)
Project Title: Hospitech: supporting in-hospital COVID-19 response through Technology
Project Objectives: To provide technology-based solutions to key problems identified by medical personnel in the healthcare system due to the COVID-19 pandemic. Two priority products for development have been identified from these stakeholder consultations:



Researcher at the Life Sciences Zoology Museum.
PHOTO BY ATIBA CUDJOE.

- (i) The Autonomous Sanitisation Robot: a terrain machine that automatically traverses and disinfects environments.
 - (ii) A high acuity ventilator system for critical care (the UWI-Vent) is being designed consistent with the required treatment for COVID-19.
- TT\$550,000.00 (Team Leader: Dr Gaius Eudoxie)
Project Title: Circular Farming: An Innovative and Resilient Food Production System for a Changing Climate.
Project Objectives: To establish, showcase and evaluate a scalable **Circular Farming System** at the UWI FFA Agricultural Innovation Park (AIP) and model composting system at the University Field Station (UFS). The interdependent systems will be supported by diagnostic testing and evaluated using a participatory approach. The systems will demonstrate sustainable production and its benefits, including environmental, economic, social and institutional to the wider national farming community, facilitating adoption.
 - TT\$350,000.00 (Team Leader: Dr Abrahams Mwasha)
Project Title: (i) Design, Develop and Test Cross-sectional T-Blocks and T-Bricks, and Cross-sectional Cross Blocks and Cross Bricks.
(ii) Manufacturing, patenting and commercialisation of multi-faced blocks.

Project Objectives: To attain a more efficient method of brick laying using multi-faced blocks.

- TT\$185,000.00 (**Team Leader:** Dr Michael Hosein)
Project Title: A Resilient System for Communication under Disaster Conditions in the Caribbean.
Project Objectives: To design and implement a resilient communication network that can be in place when disasters occur within the Caribbean region.

Innovation & Technology Transfer (ITT) Fund

The Innovation & Technology Transfer (ITT) Fund is managed by the St. Augustine Centre for Innovation and Entrepreneurship (STACIE). The Fund provides grants to UWI staff and students involved in all fields of research to support the progression from proof of concept to investment-ready innovations. It supports both goods and services, helping to attract external investment and transition to commercial development and /or licensing.

During the review period, the ITT Fund supported its second project, **the Antibiotic Adjuvant project**, which is seeking the best possible partnership for development and commercialisation of adjuvant drug compounds. The first ITT-funded project, the **BITREM** project, seeks to develop patented fingerprint technology developed at UWISTA for commercial application locally and internationally.

External Research Funding

External funding is important to sustain research on the Campus. In the 2019/2020 academic year, with assistance from the STACIE, researchers at **the St. Augustine Campus attracted more than TT\$4.1 million** in funding from external agencies. Those projects are summarised below.

- Euro €275,000, TT\$2.1 Million (European Commission):
Project Title: Youth Speak Up (Office of the Deputy Principal)
- Euro €175,000 Or TT\$1.33 Million (European Commission):
Project Title: Addressing Human Rights Abuses of Remand Prisoners with Special Emphasis on Domestic Violence Murder Cases (Faculty of Law)
- USD 58,000 or TT\$387,000 (FAO consultancy):
Project Title: The Promotion of Food Safety and Meat Hygiene in the Poultry Cottage Industry in T&T (Faculty of Medical Sciences)
- USD 50,000 or TT\$320,000.00 (Partnership between The UWI, GEF SGP and CODO and NCPD GEFSGP):
Project Title: Persons with Disabilities (PWDs) as Change Agents for Upcycling Waste Plastics.
The project aims to foster entrepreneurship and innovation among persons with disabilities and with plastic waste upcycling and plastic into prosthetics.

Alignment

- US\$15,836 or TT\$100,000.00
(Caribbean Catastrophe Risk Insurance Facility Segregated Portfolio Company (CCRIF SPC)
Project Title: Role of Quarries in Flooding and Water Transmission under Current and Future Climate Change Lead (Faculty of Food & Agriculture)

In addition to the above, the Faculty of Law won its fourth project, a European Union competitive bid to the amount of Euro €175,000 (TT\$1.6 million). The project will focus on Remand Injustice, with Special Emphasis on Female Remandees and Domestic Violence.

Projects in Progress

There are generally two types of research that take place at any university – pure research and applied research. Where pure research is more likely to be driven by individual curiosity, applied research is often linked to a societal need, making it easier for the public to understand its relevance. Below we feature a few current projects that were highlighted in the press during the review period, and are likely to generate impact in the short to medium term.

Blue Economy: A new way to measure carbon in trees

As countries attempt to cut emissions of greenhouse gases to slow climate change, some are turning to trees to remove carbon dioxide from the atmosphere and offset their carbon footprint. Led by Professor John Agard, Director STACIE and Professor of Tropical Island Ecology, UWI researchers have **discovered a way to measure blue carbon (carbon sequestered**



Mangrove at the Caroni Swamp.
PHOTO BY DION BOUCAUD

in coastal ecosystems) with an accuracy never before achieved.

The methodology was developed with proof-of-concept funding provided by the **British Foreign & Commonwealth Service Office** through the **British High Commission in Trinidad & Tobago**.

Carbon sequestration is a promising method for reducing global climate change and The UWI team developed an innovative method using an imaging laser scanner to capture images of the red mangrove trees along with their complicated prop root system and show them to scale in 3D. Then, using unique software, the researchers were for the first time able to precisely determine the volume and the biomass of the above ground carbon in the prop roots.

As demonstrated in an earlier project sponsored by the **National Gas Company (NGC)**, accurate measurement of carbon sequestration potential has important implications for the development of the regional blue economy as well as for our ability to meet national and regional commitments under the Paris Agreement.

E-mobility Research

The UWI took another step towards becoming a climate-smart university and lead in E-mobility research, when the Faculty of Engineering at the St. Augustine Campus launched its first Electric Vehicle Charging Station in December 2019. The project was a collaborative effort of the Faculty of Engineering with **Massy Motors, BELEC Power & Energy Solutions**



Principal Copeland plugs in an electric vehicle at the new charging station. Looking on are (centre) Mr Jeremy Pagee, Assistant VP at Massy Motors and (right) Dr Sanjay Bahadoorsingh, Senior Lecturer in the Department of Electrical and Computer Engineering. PHOTO BY KC MEDIA.

Limited, the Government Electrical Inspectorate (GEI) in the Ministry of Public Utilities, and the Electric Vehicle Company of Trinidad & Tobago.

It was the first Level Two, 230-volt station in Trinidad & Tobago to be successfully installed and inspected by the GEI. While a typical electric car (60kWh battery) takes just under eight hours to charge, this station allows electric vehicles to fully charge in just over four hours. It would be available for use by students, staff and invited visitors to the Campus.

This project will assist the Faculty of Engineering in conducting further research on E-mobility, including the impact on the nation's power system and the conversion of gasoline and

diesel engines to electrical power. Future plans for this project include employing renewable energy sources to power the electric charging stations.

Earlier in 2019, the **International Association of Universities (IAU)** selected The UWI as its global leader in the mobilisation of research and advocacy for the achievement of a **climate-smart world**. The St. Augustine Campus is also the **Caribbean Centre for Renewable Energy & Energy Efficiency's** hub for E-mobility, and is leading the region in E-mobility research.

Deep Sea Donation

Oil and gas company **BPTT** donated an OUTLAND 2000 ROV (remotely operated vehicle) to the Department of Life Sciences (DLS), Faculty of Science

Alignment

& Technology, at a formal ceremony in September 2019. Professor Judith Gobin, Senior Lecturer and Head of the DLS, was on hand at BPTT's headquarters for the ceremony. She has been collaborating with fellow researchers for several years on deep sea habitats, and her work with fellow marine biologist Dr Diva Amon led to the discovery of 83 species in the almost mile-deep waters off Trinidad. The Department has already working on a pilot project to employ the ROV.

The **bmobile-UWI Innovation Lab powered by Huawei** was officially launched at The UWI St. Augustine Campus on 26 September 2019. Housed in the Department of Electrical and Computer Engineering, the world-class laboratory will propel academic research in areas such as mobile and fixed networks, Optical Transmission, IP Networks, Core and IT, leading to the commercialisation of unique intellectual property. It will also serve as a training ground for students and ICT professionals to hone their skills. When

complete the facility will be outfitted with a full range of equipment from ICT giant, Huawei, and configured to resemble the bmobile network.

Rural Pets Survey

In 2019, the **Land Settlement Agency** (LSA) under Trinidad & Tobago's **Ministry of Housing & Urban Development**, collaborated with the School of Veterinary Medicine in the Faculty of Medical Sciences to focus on animals in rural and marginalised areas. These communities, often located in remote and forested locations, are typically in close contact with the environment, and more importantly with wildlife, many of which are often carriers of infectious pathogens. The Marabella Trainline/Bayshore community was selected for a pilot study to study the **"One Health"** concept through community engagement. One Health is a multidisciplinary, internationalist approach to health for people, animals and the environment.

Strengthening Human Rights

The Faculty of Law continued to implement the project on **Strengthening Trinidad and Tobago's Human Rights Capacity through Innovative Legal Education**, funded by the **European Development Fund** (EDF) in the amount of TT\$1.5 million and administered by the **Ministry of Planning & Development**. This two-year project involves an innovative legal education concept integrating the Faculty's new International Human Rights Clinic and corresponding LLB course, and involving representatives of NGOs, the state, faculty staff, students and practising attorneys within a dynamic programme of research, advocacy, activism, litigation and outreach.

Contract Research

Public and private sector entities often engage the research capabilities of the Campus to find solutions to specific problems. These are detailed in the accompanying Faculty Report available online. Here we highlight a few from the Faculty of Food & Agriculture which



finalised a Letter of Agreement with the **Water and Sewerage Authority of Trinidad & Tobago (WASA)** for the evaluation of wastewater biosolids processing, while the Department of Geography led a regional mapathon with the **Office of Disaster Preparedness & Management (ODPM)**. The FFA also undertook two projects in **Guyana** to help the country maintain its Marine Stewardship Council certificate.

Publications, Conferences, Symposia & Workshops

Research forms the bulk of the output of a university and is typically shared in published articles, peer-reviewed publications and books thus contributing to the global store of knowledge. In 2019/2020, the peer-reviewed research output from the Campus consisted of:

- 203 books and chapters in books
- 195 conference presentations
- 443 articles in refereed journals

Conferences, symposia and workshops are excellent ways to expose peers, stakeholders and the public to the research taking place at any university. A full account of the research output of the Campus is provided in the accompanying Faculty Report online. Below are some of the key fora hosted on the Campus in the 2019/2020 academic year.

Planetary Health Conference

In January 2020, the Faculty of Medical Sciences hosted the Caribbean Planetary Health Conference on **Building Resilient Health Systems for Climate Change in the Caribbean**. Planetary health assumes that human

health and the health of our planet are inextricably linked. With COVID-19 not yet making the nightly news at the time, conference organisers referenced the effects of Hurricane Dorian on the Bahamas, perennial and worsening flooding in Trinidad, and called on Caribbean governments to prioritise policies that would establish green cities, ban Styrofoam, reduce plastics, create bicycle communities, encourage carpooling, foster more sustainable technology-driven agricultural practices, promote the development of energy efficient architecture, and, particularly in Trinidad and Tobago, to kick-start an aggressive reforestation programme.

National Health Financing Conference

The 13th Caribbean Conference on National Health Financing Initiatives, organised by the UWI Centre for Health Economics (HEU) and hosted by the **Anguilla Social Security Board**, brought together health, social security, university and business professionals to collaborate in designing and managing national health financing initiatives. Apart from general country updates, there were presentations on specific topics such as climate change, the cost effectiveness of the HPV vaccine in Guyana, and the effect of ageing populations on health care demands in the region.

CARIFESTA XIV Symposium

In August 2019, staff, students and alumni of the Department of Creative & Festival Arts (DCFA), Faculty of Humanities & Education, led the Campus' participation in the biggest celebration of Caribbean arts and culture – **CARIFESTA XIV**, hosted

in Trinidad & Tobago. The **Ministry of Community Development, Culture & the Arts**, in collaboration with **CARICOM** and the **UNESCO Cluster Office for the Caribbean**, presented the four-day **CARIFESTA XIV Symposium – Journey Round Myself** on the theme “*Crossing Borders. Strengthening Connections. Breaking Boundaries*”. A visual arts exhibit at the **National Academy for Performing Arts (NAPA)** titled **Enter the Picture** featured six recent graduates of the Visual Arts Programme. Their works examined ideas of consumerism, illusions of progress, identity and bipolar disorder. The work of UWI-trained artistes were featured in other disciplines such as film and the performing arts.

Caribbean Development Symposium

Leading regional and international scholars in development, economics and international affairs came together in September 2019 to challenge many long-held ideas and approaches that have underpinned the development of Caribbean countries since independence. The two-day symposium titled “*The Caribbean on the Edge: Rising Above the Orthodoxy of Development Thinking*” was hosted by the Institute of International Relations (IIR) and also served as a tribute to Sir Alister McIntyre, who died in April 2019.

Divided into four themes – the philosophical underpinnings of development, economic integration, development financing and foreign affairs – participants examined issues such as the suitability and risks of economic liberalism for small economies; the questionable benefits of development financing; and the viability of the CARICOM Single Market and Economy (CSME) in its current form.

Alignment

CERM Climate Change Symposium

Following a December 2018 UN climate change meeting (COP 24) the UWI St. Augustine partnered with the **University of Texas, Austin** and the **University of Trinidad & Tobago** (UTT) to form CERM – the CO2 Emission Reduction Mobilisation Project. CERM’s aims are two-fold – to help Trinidad & Tobago reduce its contribution to climate change by dealing with greenhouse gas emissions, and to enhance oil recovery from reservoirs using CO2. Dr Lorraine Sobers, Lecturer in the Department of Chemical Engineering at UWI’s Faculty of Engineering, is the CERM Project Coordinator.

The October 2019 *International Knowledge-Sharing Symposium* looked specifically at developing a national Carbon Capture and Storage (CCS) programme that would create a new clean industry based on storing greenhouse gases underground, thus lessening Trinidad and Tobago’s contribution to climate change. The symposium held at UTT’s Pt. Lisas Campus included participants from several government institutions, the local energy sector, the **World Bank** and the **International CCS Knowledge Centre** and was sponsored by **BHP** and **BPTT**. The summary report of the symposium is available online.

Solid Waste Symposium

In March 2020, leaders in the waste management sector, representing nine Caribbean countries, gathered at the Campus to discuss The UWI’s role in *Achieving Sustainable, Integrated Solid Waste Management Systems in the Caribbean*. Participants focused on the type of research needed to slow the negative effects on water resources,



Professor Wendel Abel, Head, Department of Community Health & Psychiatry at UWI, Mona delivered an engaging lecture on Mental Health Issues in Education at the UWI / Guardian Group Premium Open Lecture Series 2019. PHOTOS BY: W. GARTH MURRELL



ecosystems, and financial resources while creating opportunities to repurpose material for manufacturing or for generating energy. In 2010, researchers found that Trinidad & Tobago produced 700,000 tonnes of waste annually and it was projected that the country would reach a rate of 1.4 million tonnes per year by 2020.

Engineering Cocoa Symposium

The high cost of establishing production facilities such as chocolate factories has often been cited for the past decline of the local cocoa industry and the current slow pace of revival. In August 2019, at its *Engineering Innovations for the Cocoa Industry* symposium and exhibition, the Department of Mechanical & Manufacturing Engineering, Faculty of Engineering, showcased nine pieces of affordable and efficient equipment developed by staff for harvesting, fermenting, pre-processing, processing and finishing cocoa and cocoa products. In all, 13 prototypes and models have been developed under the **2016 Regionally Relevant Cocoa Equipment Project (RRCEP)**, funded by the **European Development Fund (EDF)** through the **Ministry of Education**. The project centred on field research, mechanical design, machine development, fabrication and preliminary testing of prototypes.

World Cocoa & Chocolate Day 2019

Over 30 cocoa entrepreneurs from Trinidad & Tobago met with 12 buyers from Canada, France, Japan, the UK and the US in October 2019 at the *Eighth World Cocoa and Chocolate Day (WCCD8) Expo and Inbound Trade Mission*. WCCD is an annual



Cocoa and Chocolate Expo. (Top) Minister of Trade and Industry and Enterprise Development, Sen. the Hon. Paula Gopee-Scoon greets an exhibitor; (Middle) CRC Director, Professor Pathmanathan Umaharan chats with Minister of Agriculture, Lands and Fisheries, Sen. the Hon. Clarence Rambharat; and (Bottom) the Ministers do a taste test with Principal Copeland. PHOTOS BY ANEEL KARIM



Alignment

celebration of cocoa and chocolate, and the UWI Cocoa Research Centre (CRC) created the Expo to showcase the vast potential the industry holds for local and regional economic diversification. Many of the exhibitors had been trained by the CRC. The event attracted more than 50 exhibitors and 3,000 guests, and facilitated business to business meetings, mini workshops, live entertainment, and for the international visitors, post-event tours of cocoa estates and chocolate manufacturers.



Engaging students at the World Cocoa and Chocolate Expo (top) and at the Math Fair.
PHOTOS BY ANEEL KARIM

Hosted by the CRC, the event was held over two days at the **Hyatt Regency Trinidad** in Port of Spain. This was the first time the WCCD event was held at a venue off campus. Support was provided by the **Inter-American Development Bank – Multilateral Investment Fund (IDB-MIF)**, the **Cocoa Development Company of Trinidad & Tobago**, **National Flour Mills**, the **Caribbean Industrial Research Institute**, **Export Import Bank of Trinidad & Tobago**, the **Agricultural Development Bank**, and **Memory Bank Computers**.



Conference on the Economy (COTE)

The Department of Economics, Faculty of Social Sciences, hosted its annual regional Conference on the Economy (COTE) in October 2019 under the theme *Re-evaluating Strategies for Sustainable Economies*. Pre-conference events included the “COTE Youth Day” in September 2019, which attracted 250 participants from the UWI, secondary schools and the general public.



Math Fair for Secondary School Students

One thousand, three hundred and eighteen (1,318) students and 111 teachers from 43 secondary schools attended the Second Annual UWI Math Fair hosted by the Department of Mathematics & Statistics (DMS), Faculty of Science & Technology, in November 2019. The figures showed a significant increase when compared to the previous year. Event sponsors included the **Trinidad & Tobago Unit Trust Corporation, V.H. Marketing Limited** and **Guardian Life of the Caribbean Limited**.

Webinars

The Faculty of Food & Agriculture (FFA) conducted webinars on *COVID-19 Implications for Food Security* (3 May 2020), and *COVID-19: A Wake up Call for Regional Food Security* (9 May 2020). UWI's School of Education (SoE) tackled the issue of *Educating the Whole Child in Pandemic School Closure and Reopening* (26 May 2020). The School of Veterinary Medicine provided

valuable information on *Animal Lovers and COVID-19* (28 July 2020). UWI researchers provided their expertise to discussions hosted by others, for instance the **Eastern Caribbean Central Bank's** webinar on *Pandemic Universal Health Coverage*, and the *Beyond the Blue Marine Science Virtual Distinguished Lecture and Panel Discussion 2020 Webinar* hosted in July 2020 by the **Institute for Marine Affairs**.

Other Research Highlights

There are products which can legally carry a particular name only if it has been certified that they come from a specific place. That's because it has been proven that the product derives its qualities and reputation from that place. Examples include Champagne, Scotch Whiskey, Parmesan Cheese and Swiss Watches. The Faculty of Food & Agriculture (FFA) is working towards adding Moruga Hill Rice to that list. The Faculty continued partnering with the **Moruga Hill Rice Cooperative Society** (MHRCS) and the **Trinidad & Tobago Intellectual Property Office** (TTIPO) to help acquire **Geographic Indicator (GI) designation**

to support the marketing of hill rice produced by the cooperative.

The FFA also carried out consultancy projects on **Individual Food Consumption Survey and Analysis in St. Kitts and Nevis, and St. Vincent and the Grenadines** to support the implementation of individual 24-hour recalls in St Kitts and Nevis to improve food and nutrition security. The FFA was also engaged to evaluate the risk of floods and the threat of landslides in the **Dominican Republic**.

A US Patent was filed for the novel treatment of Prostate Cancer using extracts prepared from a Caribbean plant has been filed with Dr Diane Ignacio, Lecturer of Pharmacy Practice listed as co-inventor (2019/2020).

The School of Education (SoE) in the Faculty of Education developed a preliminary list of seven research clusters to advance a more inclusive form of education:



One of the prototypes on display at the Engineering Innovations for the Cocoa Industry symposium and exhibition organised by the Department of Mechanical & Manufacturing Engineering.

Alignment

- Language, Literacy & Reading
- Teachers, Teaching, Technology & Paedagogy
- Leadership, Curriculum & Policy Studies
- STEM/STEAM/STREAM/STEMM/ Science
- Inclusion & Confronting Learning Barriers
- Equity, Citizenship & Social Justice
- Childhood & Early Childhood Education

The clusters will be linked to social innovations designed to reach out nationally to stakeholders with learning challenges and other disabilities in the classroom. They are to be complemented by a full suite of courses reflecting the SoE's broad vision of inclusion.

New Books

Dr Laura Roberts-Nkrumah launched a new reference text on *Breadfruit Germplasm Collection*. The book may be used by Ministries of Agriculture and anyone involved in agriculture anywhere in the tropics to identify the diverse characteristics of breadfruit and thus select cultivars which are suitable for the intended purpose. Political commentator and researcher, **Professor Selwyn Ryan** launched his latest publication, *Ryan Recalls – Selwyn Ryan: His Memoirs* in November 2019 at the Alma Jordan Library. **Dr Godfrey Steele**, Senior Lecturer in Communication Studies, released a book titled *Health Communication: Principles and Practices* in September 2019. The text provides medical students and other allied health professionals and practitioners with



Young artists got valuable advice from master watercolourist, Donald “Jackie” Hinkson, DLitt at the Alma Jordan Library’s 50th Anniversary art exhibition.

a framework for understanding and applying communication skills in the context of medical education and health education.

New Library Collection

The UWI St. Augustine’s Alma Jordan Library (AJL) also celebrated the launch of the **Selwyn Ryan Collection**. This is a collection of manuscripts, correspondence, scrapbooks and photographs donated by the professor to the university to be used as research material for students and younger academics. Over his prolific career as a researcher and writer, Professor Ryan has written newspaper columns, academic papers and articles for journals, documenting exciting moments of the contemporary political history of Trinidad & Tobago and the region.

Library Services

The network of Campus Libraries acts as a physical and virtual repository

for the knowledge generated by the Campus while providing access to the best academic resources available globally in every field of endeavour. It is the home of the Intellectual Property HelpDesk and is an integral part of the value creation chain.

The Alma Jordan Library also provides training and other support to strengthen the skills of researchers on the Campus. In 2019/2020 staff deployed the Dataverse application for archiving research data, deployed the UWIScholar Researcher Profiles platform, and trained librarians across The UWI to do the same on their respective campuses. The Library held virtual Thesis Bootcamp sessions for postgraduate students, delivered a series of virtual workshops on navigating online research databases, and focused on the selection and acquisition of electronic versions of essential and recommended sources to support virtual teaching and learning across the Campus.

VALUE of Support

Whether it was the availability of modern, well-maintained and geographically dispersed physical assets; a refined, robust and trusted communications machinery; or a solid information technology backbone; the investments made by the Campus over the decades in its physical and administrative support structures provided the Government and people of Trinidad & Tobago with invaluable support as the nation grappled with controlling the spread of the COVID-19 coronavirus, and added to the country's resilience in the face of the pandemic.



Dormitory block at the St. Augustine Campus at Penal-Debe.
PHOTO BY: NICOLE HUGGINS-BOUCAUD





Canada Hall was off limits as it was incorporated into the national COVID-19 response.
PHOTO BY ANEEL KARIM

Infrastructure & Operational Highlights

UWI St. Augustine Penal-Debe Campus

In early 2020, final preparations were being made for the UWI St. Augustine Campus at Penal-Debe to welcome its first intake of approximately 600 students and staff in September of that year. The **Accreditation Council of Trinidad & Tobago (ACTT)** accredited the site in January 2020, paving the way for select programmes to be offered by the Faculties of Humanities & Education, Medical Sciences, Food & Agriculture, and Science & Technology, as well as a suite of programmes from the UWI subsidiary, UWI-ROYTEC, which was scheduled to relocate its operations from San Fernando to the Penal-Debe campus.

Those plans were put on hold when schools and universities were closed in March 2020 to arrest the spread of the COVID-19 virus. The new facility, which included four dormitory blocks containing 94 beds, was quickly pressed into service by the Ministry of Health as a quarantine facility – part of the national pandemic response. On 24 April 2020, the Penal-Debe Campus welcomed instead its first intake of 70 nationals returning from Suriname, who were quarantined there until they were determined to be virus-free. The **South West Regional Health Authority (SWRHA)** managed and co-ordinated the facility, in collaboration with the **Ministry of Health** and other agencies, including the **Defence Force**.

UWI's medium term strategy for the South Campus remains the

introduction of an off-shore medical school by September 2022 to attract international students.

Couva Medical & Multi-training Facility

Just prior to the COVID-19 lockdown plans were well in progress to move the Schools of Nursing, Pharmacy and Optometry to the Teaching Facility at the CMMF. The physical move for Optometry was essentially completed in time for Semester 2 teaching but had to cease in March due to the pandemic. With the Hospital wing occupied with COVID-19 patients, The UWI allowed on-call doctors access to the ground floor of the Teaching Facility to rest and refresh themselves. The Optometry unit returned to the Teaching Facility once permission was so given by the Ministry of Health. They are still conducting clinical exercises there.

Student Amenities Fund

The Student Amenities Fund (SAF) was officially established at the St. Augustine Campus in Semester I of the 2016/2017 academic year. The SAF is funded in part by an amenities fee of \$500 paid annually by all students except specially admitted and exchange students. In the 2019/2020 academic year, the following projects initiated or completed:

- Replacement of lights at the tennis courts
- Renovation and outfitting the multi-purpose room at Freedom Hall (pool table, tennis board, sofas)
- Installation of 41 additional water coolers around the campus
- Replacement of 11 desktop computers at the student admin bldg and 16 more at the DSSD computer lab
- Installation of 21 greenheart park benches
- Expansion of the SAC (two floor decks), renovation of washrooms, and an upgrade of the security system
- Construction of six canopy bases and installation of six canopies
- WiFi upgrade in Faculty of Engineering
- Construction of walkways

Projects planned for the following year include:

- Construction of covered walkways linking all major buildings on the campus
- Construction of enclosures for shelters
- Installation of a tracking system for all the shuttles including mobile app/monitors
- Paving of the student carpark at the Teaching & Learning Centre
- Replacement of three shuttles

Although the Campus intends to maintain a strong online programme delivery system, surveys indicate that most students would like a blended experience and are looking forward to accessing the physical campus. The campus is therefore using the COVID-19 induced down-time to improve its student facilities.

Other Physical Infrastructure Works

Among other things, the Division of Facilities Management (DFM) renovated the Freedom Hall common room, the decks at the Student Activity Centre, campus sidewalks and canopies. Roof repairs were undertaken at Chemistry Building 4, the Humanities building, and the Learning Resource Centre. A number of electrical works were carried out, including changing AC units at the Centre for Language Learning building and the top floor of the Main Administrative Building, plus 40 smaller units across the Campus.

Substantial electrical works were undertaken during the period. The main 12KV incoming cables were renewed, running from main transformers to the main substation.

The Division of Facilities Management (DFM) began to change obsolete electrical HV switchgear at the main substation, as well as two 20 ton AC Units serving CLL Building, and one 30 ton AC unit serving part of the top floor of the Administration Building. Statutory approvals were obtained for the new Waste Water Plant and site work commenced. The potable water pumps serving the Daaga Auditorium were replaced and the outfitting of the expanded School of Dentistry was completed.

IT Infrastructure & Digitalisation

The Campus IT Services (CITS) reported on 18 different areas of achievement during the review period, the major one being the support provided for the emergency transition to remote teaching and alternative assessment for all courses and programmes. The CITS team developed a Microsoft Teams training programme for staff to support the wider adoption of the Microsoft Office 365 online platform which would facilitate virtual engagement at the St. Augustine Campus. CITS also deployed a cost-effective VPN solution to more than 500 staff members



A student's smart ID card being scanned at a Campus event.

during the COVID-19 lockdown period and completed the installation of the Campus network and data centre infrastructure at the Penal-Debe site.

During the reporting period the CITS unit began engaging vendors to treat with the long overdue upgrade of the physical IT infrastructure. The greatest risk lies with the Campus fibre backbone infrastructure for which installation was completed in 2002 - almost 20 years ago, and which must now be upgraded to enhance campus bandwidth from 100Mb to the current industry speeds of 10/100Gbps.

Digitalisation of Campus operations continued during the early part of the review period and was hastened by the impacts of the pandemic. Among the achievements was the introduction of a platform to process online credit card payments for services provided by the Examinations section, and the testing of a secure email platform for the transmission of examination material between the Campus and external examiners.

The Health Services Unit (HSU) used Zoom and Webex sessions provide medical services to students and an online app was developed which, once approved and launched will provide another avenue for students to connect with the medical team at the HSU. The Pharmacy began work on an online ordering system that would include a delivery service, as well as an online prescription service for students, improved access to telephone counselling, and an electronic cheque collection and notification service for suppliers.

The Publications Team at Marketing & Communications (M&C) continued its collaboration with Campus IT and the Department of Computer & Information Technology (DCIT) to finalise the BeUWI Undergraduate Programme Search App for student recruitment. This created, a rudimentary content database for top level programme information which could be used to populate the web app, as well as the eight SWAY sites produced to replace the printed promotional brochures which could no longer be shared physically in light of the COVID-19 restrictions. The Microsoft SWAY format also provided the flexibility to amend information as needed – an important feature given the daily uncertainties during the early months of the pandemic. The online options allow the marketing and recruitment teams to more accurately measure the level of engagement and if continued could lead to more efficient spending on student recruitment.

Virtual Events

The M&C Events team gained a wealth of experience organising and managing 15 virtual open day sessions which were vital to the recruitment process in the midst of the pandemic, and hosting everything from the UWI's first entirely virtual meeting of the Campus Council to international online conferences. The Events team also conceptualised and managed the production of the five virtual graduation ceremonies celebrating the Class of 2020 – the first of its kind in the 60-year history of the Campus. St. Augustine was the only UWI campus to move its ceremonies

entirely into the virtual realm. The five ceremonies were broadcast live on UWItv in January 2021 and streamed simultaneously online.

By the end of July 2020, various arms of the Campus, supported by the Events team at the Marketing & Communications Office, had hosted more than 30 online events – averaging 10 per month. All recordings are available on the UWI St Augustine YouTube channel. The most popular to date are the two student townhall meetings held in April and August, which have, up to the time of writing, been viewed more than 6,000 times each on YouTube alone.

Given the high interest across the Campus, the team developed and hosted an online training session for more than 100 members of staff titled “Understanding our options in the transition to online events” to provide basic training for staff in managing and promoting online events. The St. Augustine team has also been called upon to share its experience and expertise with peers at our sister campuses.

Campus Security

Given that the Campus was closed for much of Semester II, there was a significant decrease in the number of crimes reported on the Campus – 55% in all. The Campus Security completed the IACLEA Accreditation Project Master Plans and submitted them to the Campus Executive Management team for approval.

Suffice to say that the Security Department continued to operate on-site throughout the period.

The report of the Campus Bursar for the fiscal year ended July 31, 2020 covers the financial operations of the St. Augustine Campus, UWI ROYTEC and the St. Augustine Campus Enterprises Co. Ltd. (SACEL).

In 2015/2016 consolidated funding to support operations was TT\$1,107.2 million. Over the last five years the Campus has steadily managed its budget downwards in response to reductions in government subventions, despite increasing staff costs. Total funding for the financial year ended July 2020 stood at TT\$1,026.9 million. In the current economic environment brought on by the COVID-19 pandemic, the Campus is aware that even more has to be done to maximise efficiency.

The Strategic Theme of the University's 2017 – 2022 strategy is Revitalising Caribbean Development and is being implemented through three thematic areas – Access, Alignment and Agility. In implementing this strategy, the strides made by Campus in these times showcase its spirit of resilience, determination and commitment to our students and our service to the region. The current mantra of *Survival to Success* embodies that determination.

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

Operating cost reduction initiatives:

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

Impact

- 15% reduction in costs over time
- Campus Grants Committee Budget decreased by \$100M over past 4 years.
- Funding for operations is being increasingly funded from the self-financing efforts of Campus

For the year ended July 2020 the consolidated comprehensive income recorded a deficit for the year of TT\$30.5 million. The surplus recorded before provisions for depreciation, employee benefit obligations was TT\$81.7 million, however operations



are not generating sufficient funding to replace its plant, as reflected in the charge for depreciation, or fund the growing pension liability, as evidenced in the charge for employee benefit obligations, hence the deficit recorded for the year.

The impact of the Covid-19 pandemic hampered the operations of University Inn and Conference Centre managed by the St. Augustine Campus Enterprises Co. Ltd. (SACEL). In April 2020 the SACEL Board took the decision to close the operations of the Inn and Conference Centre and retrench the affected staff.

The financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) on the accrual basis as required by IFRS. These are interim financial statements as they are still being reviewed by our auditors PwC. Campus' Audit Committee on February 24, 2021 gave approval for the dissemination of these interim financial statements.

Finances

Income

Total consolidated income for the year ended July 31, 2020 totalled TT\$1,026.9 million reflecting a decrease of TT\$13.5 million or 1.3 % below the previous year.

Funding from Government subventions at TT\$535.6 million have stayed basically flat for the past four years. There are three trends to monitor going forward for their impact on funding, these are Tuition Fees, Special Projects and Commercial Operations.

Tuition and other student fees showed a 2.5% decline when compared to the year ended July 31, 2019. Population demographics shows a declining number for students in the age cohort to enter university. This trend is expected to continue for the next five years. In addition, the changes to GATE support for postgraduate students are negatively impacting the number of applications being received for programmes at that level. It should be noted that at the St. Augustine Campus there has not been an increase in tuition fees for government supported programmes since 2001.

Special Projects and other project income of TT\$70.2 million included the gross income earned by UWI ROYTEC valued at TT\$25.1 million and SACEL of TT\$1.7 million. The comparative

for year 2018/2019 was TT\$87.3 million with UWI ROYTEC's gross revenue totalling TT\$27.4 million and SACEL's TT\$2.8 million.

TT\$13.9 million of this decline came from Campus operations where the immediate impact of Covid-19 may have affected the execution of the required research. UWI ROYTEC's decline in revenue was due to reduced enrolment in foreign accredited programme offerings because of the withdrawal of GATE support for students. In addition, the new limitation of GATE support to only one undergraduate programme will affect UWI ROYTEC's business model for their offering of certificate and associated degree programmes. SACEL's decline in revenue reflects the downward trend in the economy and the result of Covid-19 which resulted in the closure of operations of the Inn and Conference Centre.

Commercial Operations covers the operations of the Bookshop, Central Stores, Multi-media Centre and Student Halls of Residence and the rental of commercial spaces on Campus. Revenue of TT\$24.3 million represents a 26.8% decline over the previous year with the immediate closure of the Campus and its halls of residence on the onset of the pandemic. This decline will persist into 2021.

The full breakdown of income sources is as follows:-

TABLE 7: Campus Income: 2019/2020 & 2018/2019

INCOME	TT\$'000 2020	%	TT\$'000 2019	%
Government Contributions	\$535,615.00	52%	\$533,859.00	51%
Tuition and Other Student Fees	\$80,904.00	8%	\$83,047.00	8%
Special Projects	\$78,530.00	8%	\$97,321.00	9%
Other Teaching Activities	\$256,262.00	25%	\$250,803.00	24%
Commercial Operations	\$24,347.00	2%	\$33,250.00	3%
Investment Income	\$9,122.00	1%	\$10,106.00	1%
Miscellaneous Income	\$42,117.00	4%	\$32,010.00	3%
TOTAL INCOME	\$1,026,897.00	100%	\$1,040,396.00	100%

Expenditure

Total expenditure for the year before depreciation, employee benefits obligations and finance costs totalled TT\$945.2 million, a decrease of approximately TT\$62 million or 6.2%. This decrease in overall expenditure mainly reflects the reduction in staff cost because of the provision for back pay in the previous financial year. Covid-19 has had both a positive and negative impact on overall expenditure. Savings from reduced overseas travel expenses and utilities were absorbed by increase ICT expenditure in software upgrades and maintenance fees required to support on line teaching.

The detailed breakdown of expenditure is as follows:

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 post-retirement health, pension and pension supplementation for its employees. The charge for year 2019/2020 was \$39.2 million with \$78.5 million for 2018/2019. These liabilities are unfunded and not budgeted, and are paid on an 'as you go' basis. In accordance with IAS 19 the cost of re-measurement of the defined benefit contributions for this year resulted in a charge of \$3.3 million to 'Other Comprehensive Income'.

This charge resulted in total comprehensive income reflecting a deficit of \$33.8 million for the year.

TABLE 8: Campus Expenditure: 2019/2020 & 2018/2019

EXPENDITURE	TT\$'000	%	TT\$'000	%
Administrative	\$88,889.00	8%	\$95,441.00	8%
Departmental	\$472,457.00	45%	\$497,250.00	44%
Central	\$44,931.00	4%	\$40,845.00	4%
Special Projects	\$81,575.00	8%	\$97,951.00	9%
Other Teaching Activities	\$228,815.00	22%	\$251,751.00	22%
Commercial Operations	\$24,592.00	2%	\$34,851.00	3%
Provision for Impairment of Receivables	\$3,971.00	0%	-\$10,905.00	-1%
Depreciation, Employee Benefits Obligations	\$112,196.00	11%	\$135,199.00	12%
Total Expenditure	\$1,057,426.00	100%	\$ 1,142,383.00	100%

TABLE 9: Receivables: 2019/2020 & 2018/2019

Provision for Impairment of Receivables	At July 2019	Provision 2019/2020	At July 2020
Government Contributions	\$5,361,248.00	\$(608,077.00)	\$4,753,171.00
Government Scholarships	\$52,567,337.00	\$(16,081,390.00)	\$36,485,947.00
Project Receivables	\$31,218,375.00	\$(1,201,691.00)	\$30,016,684.00
PSIP Advances	\$60,974,368.00	\$379,005.00	\$61,353,373.00
Other Receivables	\$22,676,527.00	\$967,336.00	\$23,643,863.00
Student Receivables	\$6,078,755.00	\$6,139,125.00	\$12,217,880.00
Open Campus	\$56,712,087.00	\$13,677,509.00	\$70,389,596.00
Financial Assets	\$46,359.00	\$699,012.00	\$745,371.00
	\$235,635,056.00	\$3,970,829.00	\$239,605,885.00

Finances

Statement of Financial Position

Gross assets now stand at \$2,443.2 million, an increase of 26.5 % over last year. This is primarily due to the completion of the South Campus which was brought into commission this year. The South Campus was funded by a grant from the Trinidad & Tobago Government of \$534 million reflected in the increase in capital grants in the Statement of Financial Position.

GATE receivables due at \$224.2 million, represents a 32.8 % reduction in receivables GATE over the previous year as the Trinidad and Tobago government sought to provide funding to the Campus to support the payment of the ATSS back pay. The level of government receivables still remains high and

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

Looking Ahead

The Campus Principal and Pro Vice-Chancellor, Professor Brian Copeland, in his presentation of the St Augustine Campus budget to regional governments, opined:

"Universities have a history that stretches back more than a millennium. These schools of higher education all had the singular objective, elitist by today's standards, of teaching "the high culture, received doctrine, literary and/or mathematical skills of their political or religious masters, with little room for questioning or analysis. The University of the West Indies is one that originated in the structure of post-medieval European universities.

In the context of the COVID-induced "new normal", the rapidly changing technology available to educational institutions and the demands by Governments for more accountability from the tertiary level academies they support, there can be little challenge to the view that it is time to resist the temptation to continue random adaptations and, instead, make the hard decision to redesign the university of the future".

The redesign of the St Augustine Campus is being positioned around the following:

Governance restructuring for improved programme delivery and cost control

- Use a variety of techniques to assess financial (Activity Based Costing methodology) and functional efficiencies
- Programme Viability Assessment Committee (PVAC)
 - PVAC will review academic programmes to recommend appropriate action (modification, consolidation, termination)
- Administrative Process Internal Review Committee (APIRC)
 - APIRC will review Administrative units and departments to recommend appropriate action (modification, consolidation, termination)

Campus Grants Committee programmes Tuition Fee strategies

- Automated (Online) Payment
- Tuition Fee Payment Plans
- Tuition Fee Review to align with original 80/20 funding model

Faculty of Medical Sciences income generation strategies

- Full fee-paying students
- School of Dentistry business plan with a focus on foreign student intake
- Launch of the Global School of Medicine – (offshore medical school)

Appreciation

In the continuing exercise of prudently managing the financial affairs of the Campus, the cooperation of the Principal, Deans, Heads of Departments, student body and staff is greatly appreciated, particularly in these trying financial times. Special thanks are extended to the Bursary staff for their continuous commitment to the level of service delivered to the Campus, particularly during this time of COVID-19.



What do we want for the St. Augustine Campus over the next 60 years? We are laying a new foundation and re-defining what success looks like!



Curriculum and Pedagogical Reform (CPR) for rebuilding a functionally effective, purpose-built academic enterprise that shapes individuals into graduates focused and empowered for the new *Caribbea*.

Graduates who are creative, who are seized of a culture of innovation, ready to treat with social issues, improve human circumstances and quality of life, and in sum, form the core of a more resilient society.

Research, Development and Innovation (RDI) aligned to Caribbean needs, global outreach, empowering the UWI Innovation and Entrepreneurship (I&E) Ecosystem for economic, social and ecological revitalisation.

The economic focus is to create spin-off companies (national and regional SMEs), and to strengthen the international competitiveness of existing companies to increase potential for earning foreign exchange.

Internal Process Review to create well-defined, efficient and effective support and enabling processes (financial, HR, administrative), and infrastructure (ICT and physical) that soundly support educational and RDI thrusts; a teaching and learning environment that is non-threatening and provokes creative thought; and a work environment that is fair, less uncertain, and more inclusive.

Financial Processes that reduce reliance on government funding and take into account the true cost of the efficient running of the enterprise.

To find out how you can be part of this exciting future, contact visit: <https://sta.uwi.edu/stacie/>

Comparative Statistics

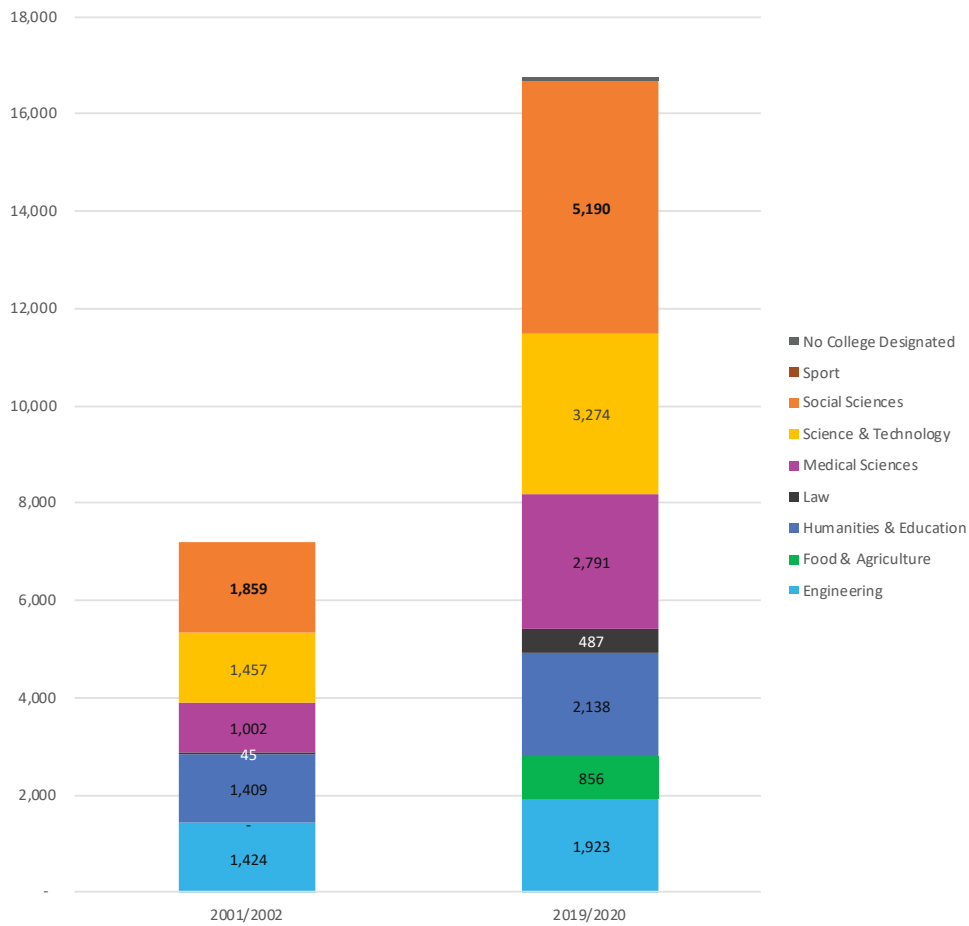
(Online only)

Campus Enrolment by Programme Level and Delivery Mode: 2001/2002 & 2019/2020

	2001/2002	2019/2020	Annual % Difference 2001/2002 vs 2019/2020
Full-Time First Degree Enrolment	4,647	9,942	114%
Part-Time First Degree Enrolment	713	555	-22%
Evening First Degree	-	200	
Not Identified First Degree Enrolment	-	98	
Total On-campus Enrolment in First Degree Programmes	5,360	10,795	101%
On-campus Enrolment in Certificate and Diploma Programmes	430	481	12%
Total On-campus Undergraduate Enrolment	5,790	11,276	95%
Higher Degrees, Advanced Certificates & Diplomas	1,851	4,704	154%
Qualifying Graduate	-	44	
Total On-campus Enrolment	7,641	16,024	110%
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%	6%
UWIDEC & Online Programmes**	418	-	-100%
Off Campus (Affiliated Institutions & other Tertiary Level Institutions)	127	102	-20%
Other Students (Undeclared & Summer, Pre Science , Pre-Health)	-	625	
TOTAL ENROLMENT: On-Campus/Distance/Online/Affiliated Institutions	8,186	16,751	105%

Comparative Distribution of Campus Enrolment by Faculty 2001/2002 & 2019/2020

	2001/2002	2019/2020	Annual % Difference 2001/2002 vs 2019/2020
Engineering	1,424	1,923	35%
Food & Agriculture	-	856	-
Humanities & Education	1,409	2,138	52%
Law	45	487	982%
Medical Sciences	1,002	2,791	179%
Science & Technology	1,457	3,274	125%
Social Sciences	1,859	5,190	179%
Sport	-	22	0%
No College Designated		70	0%
TOTAL	7,211	16,751	132%

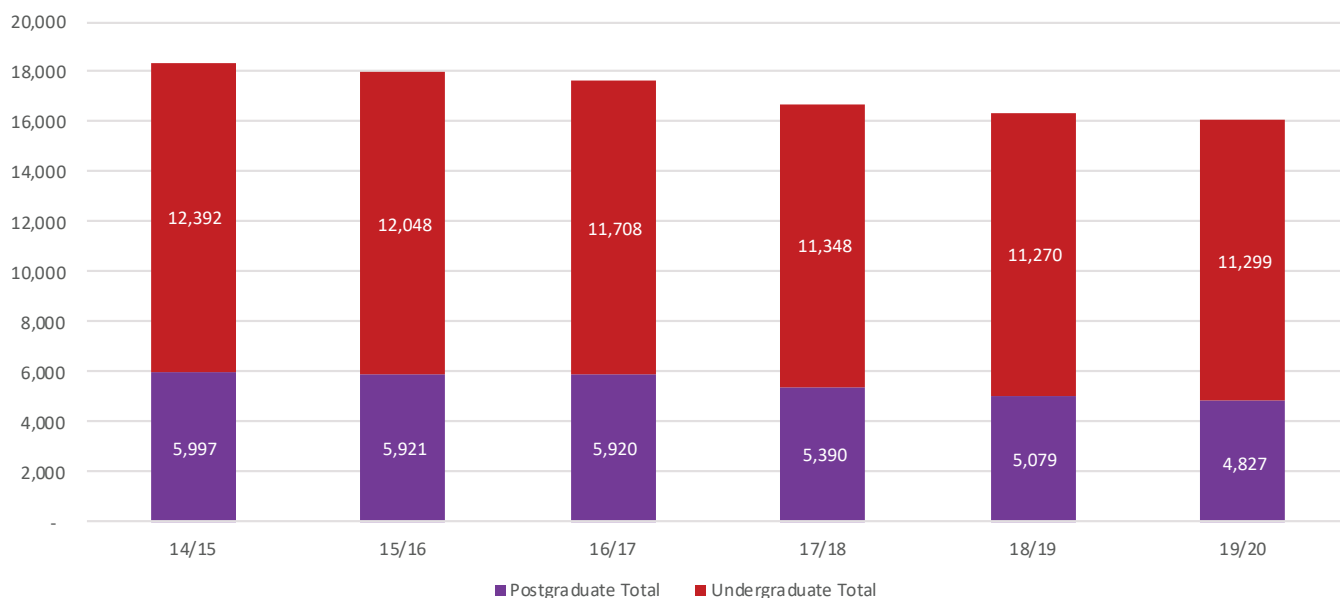


Comparative Statistics

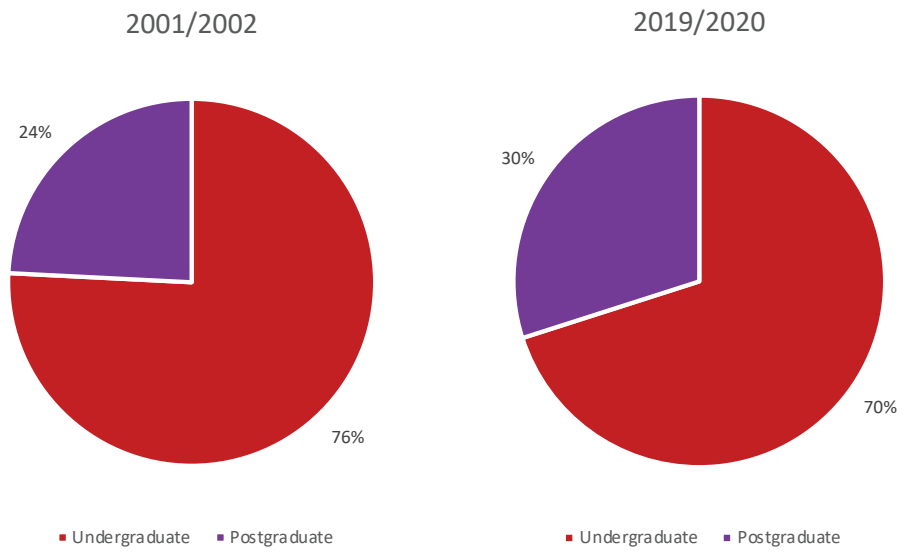
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Comparative Distribution of Campus Enrolment by Degree Type 2001/2002 & 2019/2020

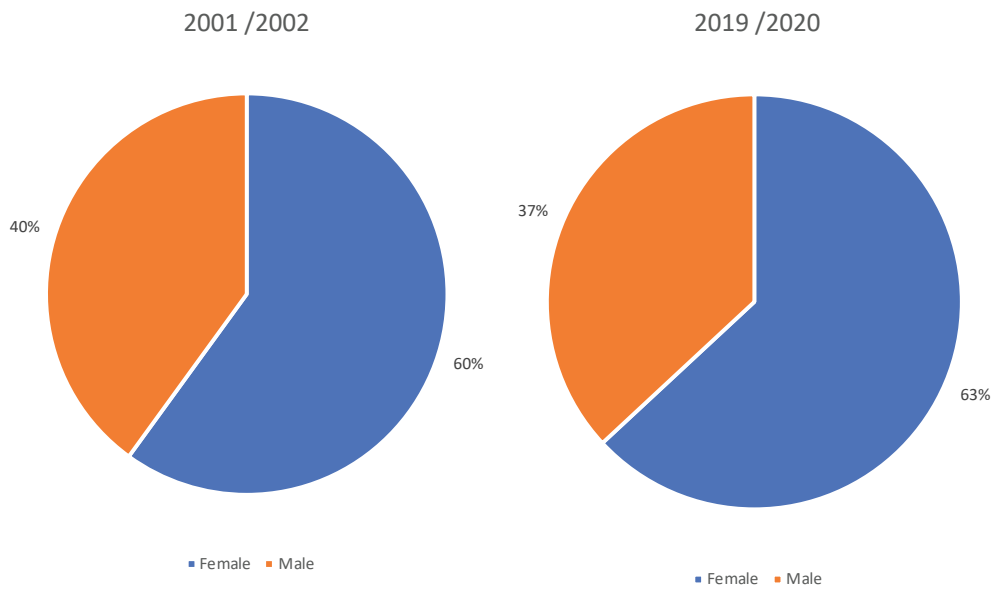
Student Level	Degree Type	14/15	15/16	16/17	17/18	18/19	19/20	Annual % Difference 2018/2019 vs 2019/2020
Graduate	Doctor of Medicine	248	265	268	261	247	209	-15%
	Doctorate	484	531	552	537	516	496	-4%
	Graduate Diploma	478	513	493	530	474	584	23%
	Graduate Certificate	35	51	53	42	40	31	-23%
	Master of Philosophy	428	394	413	387	369	344	-7%
	Qualifying	-	-	51	51	47	44	-6%
	Taught Masters	4,324	4,167	4,090	3,582	3,386	3,119	-8%
Postgraduate Total		5,997	5,921	5,920	5,390	5,079	4,827	-5%
Undergraduate	Certificate	492	503	453	348	317	369	16%
	Diploma	57	48	64	48	43	112	160%
	First Degree	11,791	11,440	11,191	10,952	10,910	10,818	-1%
	Qualifying	52	57	-	-	-	-	-
Undergraduate Total		12,392	12,048	11,708	11,348	11,270	11,299	0%
GRAND TOTAL		18,389	17,969	17,628	16,738	16,349	16,126	-1%



Comparative Distribution of On-Campus Enrolment Between Undergraduate and Postgraduate Levels 2001/2002 & 2019/2020



Comparative Enrolment by Gender: 2001/2002 & 2019/2020

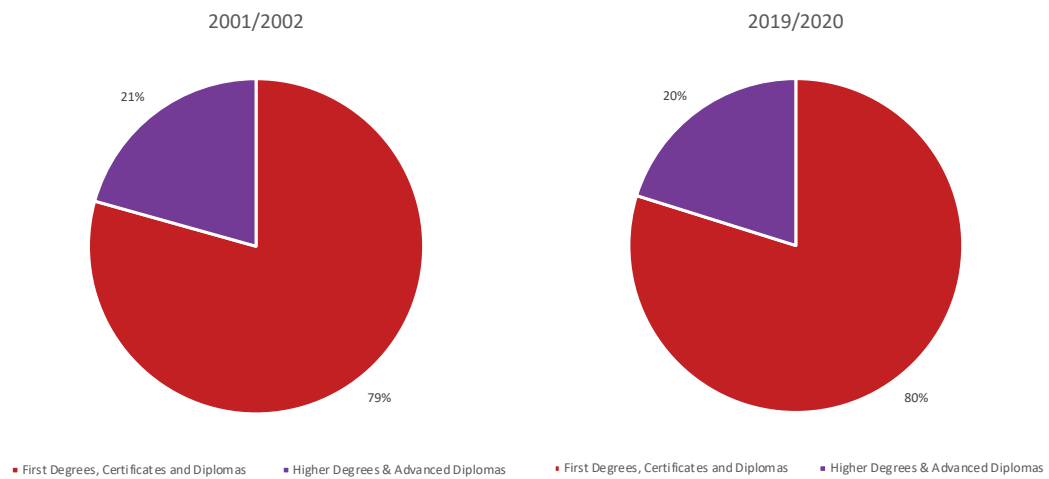


Comparative Statistics

(Online only)

Comparative Output of Graduates: 2001/2002 & 2019/2020

	2001/2002	2019/2020	Annual % Difference 2001/2002 vs 2019/2020
First Degrees, Certificates and Diplomas	1,575	2,471	57%
Higher Degrees & Advanced Diplomas	410	624	52%
TOTAL	1,985	3,095	56%



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 (Caribbean Region), Commonwealth Foundation
- Member, InterAmerican Development Bank (IADB) NextGen Board.
- Member, International Association for Feminist Economics (IAFFE)

CAMPUS IT SERVICES

N. Alladin

- Director, UWI-ROYTEC
- Member, EDUCAUS

C. Craig

- President, Association of Caribbean Higher Education Administrators (ACHEA)
- Member, Organising Committee, Caribbean Network Operators Group (CaribNOG)
- Member, Board of Management of Bishop Anstey High School East and Trinity College East
- Guest Editor, *Journal of Arts Science and Technology*, ACHEA 17th Annual Conference

N. Gowandan

- Invited SME and Item Author, Certiverse
- Member, Educational Technology Committee, ROYTEC
- Exam Developer, The Linux Foundation (Certified IT Associate, Certified Systems Administrator, Certified Systems Engineer)
- Member, Disaster Recovery Institute (DRI) International

M. Raghunanan

- Member, Institute of Electrical and Electronics Engineers (IEEE)
- Member, ITANA/EDUCAUSE New2EA Working Group

G. Thomas

- Peer Reviewer, ACHEA 17th Annual Conference Proceedings, *Journal of Arts Science and Technology*, University of Technology – Jamaica
- Member, EDUCAUSE
- Member, EDUCAUSE Community Groups - Enterprise Architecture, IT Communications, Strategic Planning
- Member, British Computer Society (BCS)
- Member, Caribbean Corporate Governance Institute
- Member, Information Systems Audit and Control Association – ISACA

CAMPUS LIBRARIES

A. Alleyne-Cumberbatch

- Member, Vice President, Library Association of Trinidad and Tobago (LATT, 2019- 2021)
- Member, Co-chair, Association of Caribbean University, Research, and Institutional Libraries (ACURIL) Virtual Health Content Area Round Table (2018 – 2021)
- Member, MedCarib Network, Regional Content Co-ordinator, The Latin American and Caribbean Center on Health Sciences Information (BIREME) (2018 – 2020)

E. Lara

- Director and Member, Board of the National Library and Information System Authority (NALIS, 2016 – Present)
- OCLC Global Council Member from the Americas (2016- 2019)
- Member, The International Federation of Library Associations and Institutions, the Standing Committee on Latin America and the Caribbean (IFLALAC) 2011- 2019

K. Ramtahal

- Executive Council Member and Past President (Guest), Association of Caribbean University, Research and Institutional Libraries.(ACURIL), 2019-2022

Public & Professional Service

(Online only)

CAMPUS PROJECTS OFFICE

H. Aberdeen

- Member of Association of Professional Engineers of TT (APETT)
- Member of Project Management Institute (PMI)

K. Barnett

- Member – TTIA
- Registered Member of BOATT
- Member of Trinidad & Tobago Green Building Council (TTGBC)

M. Dennis

- Member – Fellow- Association of Certified Chartered Accountants (ACCA)
- Member – Safety Committee – St. Thomas Anglican Church
- Member – Church Hall Committee – St. Thomas Anglican Church

J. Gyan-Ali

- Registered Member the Caribbean Procurement Institute
- Registered Member Chartered Institute of Purchasing

P. Musaib-Ali

- Member – Rotary Club of St. Augustine
- Vice Chairman & Acting Corporate Secretary – Heartbeat International of Trinidad & Tobago (Charitable Non-Profit Organization)
- Manager of Regional Distribution Centre (RDC) and Director of Heartbeat International Foundation, Tampa, USA
- Member of World Heart Federation (WHF)
- Member of Association of Professional Engineers of T&T (APETT)
- Registered Member, Board of Engineers of T&T (BOETT)
- Member of American Society of Heating Refrigeration and Air-conditioning Engineers (ASHRAE)
- Member of Project Management Institute (PMI)

A. Reid

- Member - Project Management Institute (PMI)
- Member – Professional Engineers Ontario (PEO)
- Member – Society for College and University Planning (SCUP)

CAMPUS SECURITY

N. L. Corbett

- Institutional Member, International Association of Campus Law Enforcement Administration (IACLEA).
- 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, American Society for Industrial Security (ASIS) International
- 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, the UWI Development and Endowment Fund Committee

J. Huggins

- President, Caribbean Tertiary Level Personnel Association (CTLPA) T&T Chapter
- President Elect, Caribbean Tertiary Level Personnel Association, Regional (CTLPA)
- Regional Coordinator, North America, Central America and the Caribbean / International Mentor, International Association of Student Affairs and Services (IASAS)
- Caribbean Development Bank Project, Disability Assessments in Borrowing Member Countries – Project Co-Lead;

- Country Lead (Trinidad and Tobago)
- Member, American College Personnel Association (ACPA) (Award and Assessment Oversight Committees, Representative for State and International Divisions)
- Member, National Center for Persons with Disabilities (NCPD)
- Member, Persons Associated with Visual Impairment (PAVI)
- Interim President, The UWI Network and Outreach for Disability Education and Sensitization (NODES) -
- Mentor / Mentor Coordinating Team Member, The U.W.I. Alumni Association (T&T Chapter)
- Member, Association on Higher Education and Disability (AHEAD)

K. Lewis

- National Career Development Association (NCDA)
- National Association of Colleges and Employers (NACE)
- National Academic Advisors Association (NACADA)
- Phi Beta Delta - Honor Society for International Scholars
- Golden Key Honor Society

C. Mike

- Member, the UWI Development and Endowment Fund Committee

A. Best-Noel

- Membership Engagement Coordinator, Commission for Global Dimensions in Student Development, American College Personnel Association (ACPA)
- Public Relations Officer, Caribbean Tertiary Level Personnel Association (CTLPA) - Regional Chapter
- Member at Large, Caribbean Tertiary Level Personnel Association (CTLPA) - Trinidad Chapter

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
- Treasurer, UWI Centre for Hotel & Tourism Management Alumni Association

OFFICE OF THE DEPUTY PRINCIPAL

L. S. Joseph-Brown

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

MARKETING & COMMUNICATIONS OFFICE

S. Glasgow

- Executive Member (Director of Events), Public Relations Association of Trinidad and Tobago
- Member, Diabetes Association of Trinidad, and Tobago

W. Gregorio

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

N. Huggins-Boucaud

- 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
- Member, International Association of Business Communicators (IABC)

ANSA McAL Psychological Research Centre (AMPRC)

D. Chadee

- Member, Mediation Board, Trinidad & Tobago (Present)
- *Caribbean Journal of Criminology* (Present)
- *Caribbean Journal of Psychology* (Present)
- *Journal of Theoretical Social Psychology* (Present)
- *International Criminology* (Present)

CENTRE FOR HEALTH ECONOMICS (HEU)

V. Beharry

- Member, International Health Economics Association (IHEA).
- Member, International AIDS Economic Network (IAEN).
- Member, Trinidad & Tobago Economics Association.

P. Edwards-Wescott

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

K. Gittens-Baynes

- Member, International Health Economics Association (IHEA).
- Member, Mixed Methods International Research Association (MMIRA)
- Member, Mixed Methods Research Association (Caribbean)

S. Lalta

- Member, PAHO Technical Working Group on Universal Health Coverage in the Caribbean.
- Member of the 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 of the 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).
- Member of the Cabinet-appointed Board of the National AIDS Coordinating Committee (NACC). July 2018 - present.
- Chair of the Strategic Information Sub-Committee of the National AIDS Coordinating Committee (NACC).

R. McLean

- Chairman, Technical Advisory Committee for the PANCAP/CVC-COIN project for the Sustainability of Services for Key Populations in the Caribbean funded by Global Fund or HIV/AIDS TB and Malaria (GFATM) December 2019 to present
- Member, Technical Advisory Committee of the OECS Regional Coordinating Mechanism for the Project funded by Global Fund or HIV/AIDS TB and Malaria (GFATM) December 2019 to present
- Member, CARICOM Commission on the Economy. 2018 to present
- Member, Sub Committee on Retooling, Remodelling and Restructuring of the Economy – Post COVID-19. Trinidad and Tobago. April to June 2020
- Chairman, National Productivity Council, Trinidad and Tobago. December 2019 – May 2020
- Vice President, Board of Directors, Family Planning Association of Trinidad and Tobago
- Treasurer, Board of Directors, International Planned Parenthood Federation/Western Hemisphere Region (IPPF/WHR)
- Associate Editor, *African Journal of AIDS Research*

C. Metivier

- Member, Resource Mobilization Sub-Committee of the Family Planning Association of Trinidad and Tobago.
- Member, Writing Team for the Roadmap to Recovery for Trinidad and Tobago. (i) Roadmap for Trinidad and Tobago Post COVID-19 Pandemic; (ii) Roadmap for Trinidad and Tobago: Transforming to a New Economy and a New Society. (May-August, 2020)
- Volunteer, Post-Disaster Deployment, Caribbean Disaster Emergency Management Agency. (2020-present)
- Member, Trinidad and Tobago Economics Association.

Public & Professional Service

(Online only)

FACULTY OF ENGINEERING

Department of Chemical Engineering

C. Riverol

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

J. Smith

- Reviewer, *West Indian Journal of Engineering (WIJE)* (2017 -)
- Reviewer, *Journal of the Association of Professional Engineers of Trinidad & Tobago*
- Treasurer, Caribbean Academy of Sciences Trinidad & Tobago Chapter

S. Mujaffar

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

A. Jupiter

- Member, Standing Committee on Energy
- Fellow of the Energy Institute, UK (FEI) and the IOM³, UK, FIMMM

R. Ramsook

- Fellow, Geological Society of London.

R. Hosein

- Member, Energy Task Force
- Fellow, Institute of Materials, Minerals, and Mining, IOM3 (FIMMM)
- Vice-Chairman, El Caribbean
- Member, Formation Evaluation Sub-committee and ATCE Program Committee, Society of Petroleum Engineers

Reviewer of many International Journals including:

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

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 & Tobago Bureau of Standards
- Member, Board of Engineering of Trinidad & Tobago Committee for the Registration of Structural Engineers

A. Mwashia

- Chief Examiner, Caribbean Examination Council (CXC), Caribbean Advanced Proficiency Examination (CAPE) Green Engineering
- Committee Member, Trinidad & Tobago Bureau of Standards (TTBS) Cell Tower Radiation, Internal Air Quality, Engineering Drawings including Symbols

M. Raymond

- Chair, Association of Commonwealth Societies of Architects in the Caribbean ACSAC
- Member, Executive Committee, Commonwealth Association of Architects Academic Validation Panel
- Chair, Caribbean School of Architecture (CSA) Academic Advisory Board
- Member, Government of Trinidad and Tobago, Cabinet Appointed National Tourism Policy Committee

T. Townsend

- Vice President, Association of Petroleum Engineers of Trinidad & Tobago (APETT)
- Chair, APETT Transportation Sub-committee

Department of Electrical and Computer Engineering

A. Abdool

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

R. Adams

- Member, Caribbean Examination Council (CXC), Caribbean Advanced Proficiency Examination (CAPE) Electrical and Electronic Technology Panel

S. Bahadoorsingh

- Co-Chairman, Trinidad & Tobago Bureau of Standards (TTBS) Specification Committee for Electric and Plugin Hybrid Vehicles and Member, High Voltage Code Committee
- Member of Government Electrical Inspectorate Technical Committee
- Director and Treasurer, Multi-stakeholder Advisory Group of Trinidad & Tobago
- Education Liaison Officer, International Solar Alliance (ISA) Trinidad Section
- The UWI St Augustine representative on Emobility, Caribbean Centre for Renewable Energy and Energy Efficiency
- Member, 5th Board of Trustees, College of Science, Technology and Applied Arts of Trinidad & Tobago (COSTAATT)

- Chairman, Government Electrical Inspectorate (GEI) Technical Committee Working Group on Electric Vehicles (EVs);
- External examiner for The University of Trinidad & Tobago (UTT), Information and Communication Technology (ICT) Programmes (Dip. Software Engineering, Dip. Computer, Network and Telecommunication Engineering, BSc. Computer Engineering and MSc. Information and Communication Technology)

A. Joshi

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

K. Mallalieu

- Deputy Chairman, Telecommunications Authority of Trinidad & Tobago
- Chairman, Telecommunications Authority of Trinidad & 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, National Institute of Higher Education, Research, Science and Technology (NIHERST)
- Member, Ministry of Education (MoE) Scholarships Selection Committee
- Member, Trinidad & Tobago Bureau of Standards (TTBS) Lab Accreditation Committee
- Member, Ministry of Trade and Industry Advisory Committee on Metrology
- Chairman, Joint BOETT/APETT Continuing Professional Development Committee
- Reviewer, *IET Circuits, Devices & Systems Journal*

S. Roche

- Director, National ICT Company Ltd (iGovTT)
- Leader, Expert Working Group on Digital Terrestrial Television Switchover and Television Whitespace Management under Harmonised Caribbean Spectrum Management Project
- Academic Representative on Caribbean Telecommunications Union – initiated Spectrum Management Task Force
- Reviewer for several IEEE & Springer Journals and Conferences

C. Sharma

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

A. Singh

- Treasurer, IEEE Trinidad & Tobago Section

*Department of Geomatics Engineering and Land Management***R. Al-Tahir**

- Associate Editor (Engineering), *FACETS*. Canadian Science Publishing. Ottawa, Canada
- Member, Editorial Board, *American Journal of Remote Sensing*
- Academic Reviewer of many journals

D. Davis

- Court appointed expert witness – Photogrammetric Investigations and Assessments

E. Edwards

- Member, Technical Steering Committee for Land Settlement Agency Comprehensive Social Survey of State Lands in Trinidad
- Member, URISA Caribbean Chapter

C. Griffith-Charles

- Member, International Land Measurement Standards, Standard Setting Committee (ILMS SSC)
- Fellow, Royal Institution of Chartered Surveyors (RICS)
- President Atlantic Region, Commonwealth Association of Surveying and Land Economy (CASLE)
- President, Fulbright Alumni Association of Trinidad & Tobago (FAATT)
- Member, FIG Joint Commission 3 and 7 Working Group on 3D Cadastres
- Academic reviewer of many Journals

M. Mycoo

- Member, International Science Council
- Member, International Scientific Advisory Committee, United Nations Educational, Scientific and Cultural Organization's Intergovernmental Science Programme of the Management of Social Transformations (MOST);
- Coordinating Lead Author, Intergovernmental Panel for Climate Change Small Islands Chapter, Sixth Assessment Report. 2018 onwards
- Expert Reviewer, Intergovernmental Panel for Climate Change Special Report on the Ocean and Cryosphere (2019);
- Member, Future Earth Coasts, Regional Engagement Partner 2019-2024.
- Member, United Nations Habitat University Partnership Initiative (UNHPI) (2013 to present);
- Member, Working Group, New Urban Agenda and Regional Action Plan for Latin America and the Caribbean, United Nations Economic Commission for Latin America and the Caribbean, 2017 onwards
- Member, Caribbean Resilience and Recovery Knowledge Network (CRRKN) 2019.
- Academic Reviewer, *West Indian Journal of Engineering and WIRES Climate Change*

B. Ramlal

- Member, Editorial Board, *West Indian Journal of Engineering*, UWI, St. Augustine;
- Deputy Chair, UN-GGIM Americas Academic Network
- Representative of UN-GGIM Academic Network on UN-GGIM Global Working Group on Geospatial Data Sharing Policies, 2019 – Present

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 and Expert Reviewer, IPCC Sixth Assessment Report;
- Academic Reviewer, *International Federation of Surveyors*.

*Department of Mechanical and Manufacturing Engineering***A. Adeyanju**

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

J. Bansee

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

J. Bridge

- Member, Publication and Editorial Board, *West Indian Journal of Engineering*

B. Chowdary

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

E. Ekwue

- Chairman, Publication and Editorial Board, *West Indian Journal of Engineering*, ISSN 0511-5728.
- Reviewer of many Journals including *Biosystems Engineering*.

C. Maharaj

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

R. Murray

- Member, National Boiler Examiners Board

C. Pemberton

- President, The Society of Caribbean Engineers

K. Ramlal

- Co-Chair, The Pan Exams (Graded Examinations in Solo Steelpan Performance)
- Registrar, Graded Examinations in Solo Steelpan performance
- Co-editor for ongoing project to develop new syllabus, repertoire, and examination materials for grades Preliminary – Grade 8 Pan Exams (Graded Examinations in Solo Steelpan Performance) for Tenor Pan, Double Pans, and Cello Pans.
- Served as an examiner for The Pan Exams (Graded Examinations in Solo Steelpan Performance)

J. Remy

- NGC Music Scoring and Arranging Programme
- Editing of new editions of Pan Exam Books: Preliminary – Grade 8
- Many new compositions for Pan Examinations
- Member, editing team of the Pan Exams Board to revise the sight-reading, musicianship, and viva voce components of the Pan Examinations
- Adjudicator, National Music Festival Pan classes (March 2020)

S. Sharma

- Co-Chair, Pan Exams Board
- Examiner, Graded Examinations in Solo Steelpan Performance
- Coordinator, Musical Arts Unit of DCFA
- Member, editorial team currently revising Pan Examinations syllabus
- Adjudicator, National Music Festival, Piano classes (March 2020)
- Member, editorial team for the NGC Steelband Panorama Scores Project

S. Maharaj

- Musical Director, Shiv Sangeet School of Music

K. De Las

- Judge, the final round of the NGC Mr. and Ms SanFest talent competition (13th November 2019)
- Judge, preliminary round of the Young Kings and National Calypso Queen competitions (4th January 2020)
- Board Member, The Pan Exams- Graded Examinations in Steelpan Performance
- Judge, Young Kings Calypso Competition (11th February 2020)

J.A. Tull

- Member, Caribbean Development Bank CIIF (Cultural and Creative Industries Innovation Fund) Advisory Panel
- Chairman, Caribbean Development Bank CIIF (Creative Industries Innovation Fund) Advisory Panel for Visual Arts & Fashion Technology Platform
- Chairman, Caribbean Development Bank CIIF (Creative Industries Innovation Fund) Advisory Panel for Emergency Relief Grants
- Member, Advisory Board of the series Dancehall: A Reader on Jamaican Music and Culture by Sonjah Stanley-Niaah. The Press UWI
- Member, Caribbean Studies Association (CSA)

M. Pearce

- Panel Chair, Caribbean Aesthetics, for the CARIFESTA XIV symposium.

*Department of History***L. Bonate**

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

B. Brereton

- Chair, Trinidad & Tobago Nominating Committee for ANSA McAL 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
- Specially Invited Advisory Member, Education Committee, Commonwealth Association of Museums
- Consulting Editor and Member of Advisory Board, CO Caribbean (Caribbean Digitization Project, 2019-2021)
- Member, Education Sub-Committee, Post Covid-19 Road to Recovery Committee, June 2020
- Member, Caribbean-Canadian Museum Exchange Committee
- Member, Editorial Board, *Journal of Caribbean History*
- Affiliate, UWI Centre for Reparation Research, 2019 – Present

G. Matthews

- Member, Association of Caribbean Historians
- Member, Society for Caribbean Studies, United Kingdom
- Secretary, District Advisory Board, Church of the Nazarene, Trinidad & Tobago
- Editor, History in Action

D. Mc Collin

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

A. Ramsay

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

S.A. Singh

- Chair, Organizing Committee. CAPE/ CSEC Workshops 2018/2019
- Member, Association of Caribbean Historians
- Member, Editorial Committee, History in Action

J. Teelucksingh

- Member, 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
- Review Editor, *Journal of Caribbean History*

Public & Professional Service

(Online only)

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 & Tobago Organisation for People of African Descent"

Department of Literary, Cultural and Communication Studies

S. Burke

- Member Technical Advisory Team, Policy Unit of the Ministry of Community Development, Culture and the Arts on the development, on the Draft National Cultural Recognition Policy of Trinidad & Tobago (August 2019 - March 2020)
- Resource person for CARICOM Regional Dialogue on Culture in a COVID-19 Environment (May 2020)

G. Steele

- Editor, *The Journal of Human Communication Studies in the Caribbean* (The JHCSC)
- Member, Communication - Technical Advisory Committee, Caribbean Public Health Agency (CARPHA)

Department of Modern Languages & Linguistics

B. Braithwaite

- Reviewer, Sign Language Studies, Linguistic Society of America Winter Conference; 2021, Caribbean Review, Gender Studies, Marsden Fund (<https://www.royalsociety.org.nz/what-we-do/funds-and-opportunities/marsden>).
- Director, Caribbean Yard Campus, 2018 - present
- Board Member, Trinidad & Tobago Association of Sign Language Interpreters, 2018 - present
- Director, Lloyd Best Institute of the Caribbean, 2017 - present
- Independent Director, Deaf Empowerment and Advancement Foundation, 2010 - present

S. Chinien

- Associate Member, CLARE/ CELFA (Centre d'Études Linguistiques et littéraires Francophones et Africaines) Research Group, Université Bordeaux Montaigne, Bordeaux, France since November 2007

R.S. Evans

- Executive Member, Society for Caribbean Linguistics (SCL), 2018 - 2022
- Consultant, Judicial Education Institute, Knox Street, Port of Spain, Trinidad and Tobago, 2019 - present

J.A. Ferreira

- President, Society for Caribbean Linguistics (SCL).
- Caribbean Examinations Council (CXC) – Consultant (Portuguese), 2019
- Ad hoc Member of the United States Agency for International Development (USAID) Community Resilience Initiative (CRI) Multi-Stakeholder Coordination Committee (MSCC) and its Language and Linguistics Sub-Committee, 2019-2020

H. MacIntosh Simon

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

E. Maitrejean

- Member, Board of Directors, Alliance Française of Trinidad and Tobago, May 2019 to present
- Council Member, The American Association of Language Professionals (TAALS)
- Advisory Board Member for Mexico, Central America and the Caribbean of the International Association of Conference Interpreters (AIIC)

K. Matthews

- Public Relations and Social Media Officer for the Speech-Language Audiology Association of Trinidad & Tobago (SLAATT), 2018 - present
- Alternate SLP representative for the Occupational Therapy Speech-Language Pathology (OTSLP) Board of Trinidad & Tobago to the Council of Professions Related to Medicine (CPRM) in Trinidad & Tobago, 2018 - present

P. Palma Rojas

- Foreign Language Editor, The Caribbean Examinations Council 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

N. Roberts

- Member: Multi-stakeholder Board for the Community Resilience Initiative (CRI) (Funded by USAid and Democracy International)

E. Walcott-Hackshaw

- Board Member, University of the West Indies Press

FACULTY OF LAW

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

School of Medicine – Clinical Surgical Sciences

B. Bassaw

- Immediate Past University Examiner of Obstetrics and Gynaecology (second 3-year stint as University Examiner)
- Assistant Editor, *Journal of Obstetrics and Gynaecology*
- Reviewer for manuscripts for journals such as *British Journal of Obstetrics and Gynaecology*

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

D. Dan

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

S. Juman

- Member, National Health Research Conference Committee

R. Maharaj

- Public PET-CT Access Committee Member to approve PET scans used in public health system. Oct 2020 to present.
- Secretary, Caribbean Chapter of the Americas Hepato-Pancreato-Biliary Association

M. Mencia

- Executive Member, Orthopaedic Society of Trinidad & Tobago
- Member, CAAM-HP Educational Programme Section III Subcommittee
- Member:
 - General Medical Council
 - Royal College of Surgeons of England
 - British Orthopaedic Association
 - British Orthopaedic Specialist Association
 - Medical Protection Society
 - Trinidad & Tobago Medical Board
 - American Academy of Orthopaedic Surgeons
 - American Association of Hip and Knee Surgeons
 - Sports Medicine Association of Trinidad and Tobago.
 - Society of Surgeons Trinidad & Tobago

D. Murray

- Medical Referee under the Workmen's Compensation Act

R. Arozarena Fundora

- Reviewer, Otolaryngology of the *Caribbean Medical Journal*

J. F. Paul

- UNDP Advisor
- Advisor to Ministry of Health, Trinidad & Tobago for National COVID Response
- Member, Executive Management Team, North Central Regional Health Authority (NCRHA)
- Executive Member, Trinidad & Tobago Emergency Medicine Association

S. Persaud

- Vice President/President Elect, Caribbean Urological Association
- Member, Standards and Accreditation Committee, Caribbean College of Surgeons
- Member, Endourology Committee, Academy of the International Society of Urology (SIU)

C. Quan Soon

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

M. Ramdass

- Member, Medical Board of Trinidad & Tobago
- University Representative, Medical Board of Trinidad & Tobago for CME establishment.
- Chair, Tobago Regional Health Authority Task Force
- Member, CAAM-HP review committee
- Chair, Tobago Task force Committee

T. Seepaul

- Vice President, Caribbean Association of Orthopaedic Surgeons

K. Singh

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

A. Ramnarine

- Vice President, Trinidad & Tobago Emergency Medicine Association

*School of Medicine - Department of Pre-Clinical Sciences***C. V. F. Carrington**

- Member, The University of the West Indies COVID-19 Task Force (Feb 2020 – present)
- *Adhoc* provision of expert advice on COVID-19 to Ministry of Health of Trinidad & Tobago (Apr 2020 – present).
- Trinidad & Tobago Representative, Board of Governors, International Centre for Genetic Engineering and Biotechnology (Aug 2017 – present).
- Associate Editor, *Virus Evolution* (Oxford University Press).

B.S. Nayak

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

F. F. Youssef

- Strategic Partner, Tennis Association of Trinidad & Tobago. Provide consultancy and training services in sport psychology and mental skills training for parents, players and coaches (2019-present)

*School of Medicine - Department of Para Clinical Sciences***Y. Clement**

- Chair, Faculty of Medical Sciences COVID-19 Therapeutics Review Committee
- Member, CAAM-HP Accreditation Subcommittee – Educational Programmes

R. J. Edwards

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

S. Umakanthan

- Peer Reviewer, *British Medical Journal* (BMJ)
- Honorary Consultant Pathologist in Anatomical Pathology, North Central Regional Health Authority, Eric Williams Medical Sciences Complex

A. J. Vaillant

- Member, International AIDS Society
- Member, Association of Marine Laboratory of the Caribbean
- Member, American Society for Tropical Medicine and Hygiene
- Founding Member, Cuban Society for Immunology
- Reviewer, *Science Domain International* (a member of Publons)

*School of Nursing***O. N. Ocho**

- Member, Advisory Committee for the Barbados Community College Nursing programme, 2019/2020
- Member, Governance Committee, Sigma Theta Tau Omega Kappa Chapter, University of the West Indies, Faculty of Medical Sciences, The UWI School of Nursing, Mona, 2019/2020

*Caribbean Centre for Health Systems Research and Development (CCHSRD)***D. Simeon**

- Chair, Research Sub-Committee of the (Cabinet-appointed) Senior Joint Planning Committee, Trinidad & Tobago
- Chair, Research Ethics Committee, Tobago House of Assembly
- Chair, Bioethics Committee, South-West Regional Health Authority, Trinidad & Tobago
- Member, National Stem Cell Ethics Committee, Ministry of Health, The Bahamas
- Treasurer, Bioethics Society of the English-speaking Caribbean.
- Pan Caribbean Partnership against HIV/AIDS (PANCAP):
 - Chair: Priority Areas Coordinating Committee (Technical Advisory Group)
 - Deputy-Chair: Executive Board
- Chair, Coordinating Committee of the Caribbean Community of Practice for Health Policy and Systems Research
- Member, Editorial Board, *West Indian Medical Journal*
- Associate Editor, *Caribbean Medical Journal*

Public & Professional Service

(Online only)

- Chair, Planning Committee for Inaugural (2020) National Health Research Conference for Trinidad & Tobago
- Member, Steering Committee; African Caribbean Cancer Consortium (AC3)

S-A. Hunte

- Member, Research Sub-Committee of the (Cabinet-appointed) Senior Joint Planning Committee, Trinidad & Tobago
- Member, Planning Committee for the 2020 Trinidad & Tobago National Health Research Conference
- Member, Working Group, Trinidad & Tobago National Health Research Agenda

FACULTY OF SCIENCE & TECHNOLOGY

Department of Chemistry

D.M. Beckles

- Chairperson, National Mirror Committee for Biodegradable Products, Trinidad and Tobago Bureau of Standards.
- Chief Examiner, CAPE Environmental Science, 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

G-A. Bent

- Member, Caricom Regional Organisation of Standards and Quality (CROSQ)

M. Forde

- Member, American Chemical Society
- Member, Royal Society of Chemistry
- Reviewer, *Journal of Applied Catalysis*
- Chair, Regional Project Team for Paints (Solvent Borne Paints Standard), Trinidad and Tobago Bureau of Standards
- Executive Board Member, Commonwealth Chemistry (UK based non-profit organisation)
- Director, Divine Temple of Light (non-profit organisation)

N.K. Jalsa

- Founding Member, Trinidad and Tobago Chemical Society
- 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*; *Medicinal Chemistry Communications*; *Journal of Food Measurement and Characterization*; *European Journal of Organic Chemistry*; *International Journal of Environmental Research and Public Health*; *Current Drug Discovery Technologies*; *The Journal of Supercritical Fluids*; *Asia-Pacific Journal of Chemical Engineering*
- Scientific Observer Representative for Trinidad and Tobago at the Remote 2020 International Chemistry Olympiad, Istanbul, Turkey

A. Kumar

- Member, American Chemical Society
- Member, Royal Society of Chemistry
- 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. Laljee

- Member, American Chemical Society
- Member, Biochemical Society
- Founding Member, Trinidad and Tobago Chemical Society

T. Mohammed

- Lead Auditor, Trinidad & Tobago Bureau of Standards (TTBS)
- Member, Laboratory Accreditation Council
- Member, International Laboratory Accreditation Cooperation
- Member, Project Management Institute
- Member, National Association of Corrosion Engineers
- Member, Association of Professional Engineers of Trinidad & Tobago
- Founding Member and Committee Member, Trinidad and Tobago Chemistry Olympiad
- Founding Member and Vice President, Trinidad and Tobago Chemical Society.
- Member – Upstream Effluent

Management Working Committee, Environmental Management Authority, February 2020

- Regional team member for the implementation of the Minamata Convention February 2017
- Team Member – TTBS National Mirror Committee for Biodegradable Products, January 2020
- Team Member, TTBS Regional Project Team on standards for paints, April 2017
- Chair, CROSQ Regional Technical Sub-Committee – Sodium Hypochlorite Solutions – Specification (RTC 4/SC 5) September 2020

R. Pingal

- Member, Past Scouts 2ND Bonne Adventure Scout Group

Y.L. 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)

R. Ramsewak

- Member, American Chemical Society
- Member, American Association for the Advancement of Science
- Reviewer, *Journal Molecules*
- Reviewer, *Journal Natural Product Communications*
- Reviewer, *Journal of Agricultural and Food Chemistry*
- Reviewer, *Journal of Chemical Crystallography*

N. Singh

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

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

- Journal Reviewer
- *Nanotechnology for Energy Applications* – specialty section of *Frontiers in Materials*, *Frontiers in Energy Research* and *Frontiers in Nanotechnology* (Frontiers)
- *Scientific Reports* (Nature)
- *Liquid Crystals* (Taylor and Francis)
- *Spectrochimica Acta Part A: Molecular and Biomolecular Spectroscopy* (Elsevier)
- *Journal of Molecular Structure* (Elsevier)
- *Zeitschrift für Naturforschung B* (A Journal of Chemical Sciences)
- *Catalysis Letters* (Springer)
- Professional Membership
- Materials Research Society (MRS)
- International Liquid Crystal Society (ILCS)
- American Chemical Society (ACS), Inorganic Chemistry Division

A. Wilson

- Member, American Chemical Society
- Member, Society of St. Vincent de Paul, OLoL Conference
- Reviewer, *Therapeutic Delivery*

*Department of Computing & Information Technology***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*
- *EEE Signal Processing Letter*
- *Displays*
- *IEEE Journal of Biomedical and Health Informatics*
- *IET Information Security*
- *IET Electronics Letters*

K. Khan

- Reviewer:
- *IEEE Transactions on Industrial Informatics*
- *Taylor and Francis Information Security Journal: A Global Perspective*
- *Springer Nature*
- *Springer Journal of Neural Computing and Applications*
- *British Journal of Mathematics & Computer Science* (BJMCS)

P. Mohammed

- Reviewer, *Springer Nature npj Science of Learning Journal* 2020

*Department of Life Sciences***V. Bowrin**

- Member, Caribbean Academy of Scientists

B. N. Cockburn

- Scientific Advisor – Diabetes Association of Trinidad and Tobago (DATT)
- Chair, Public Service Examinations Board

A. E. Deacon

- Scientific Advisor, IUCN Red List assessments for Trinidadian freshwater fauna
- Associate Editor, Aquatic Invasions and Bioinvasions Records, Regional Euro-Asian Biological Invasions Centre (REABIC)
- Editor, *Living World: Journal of the Trinidad and Tobago Field Naturalists' Club*.
- Reviewer: *Aquatic Invasions; Biological Invasions; Cybium; Living World: Journal of the Trinidad and Tobago Field Naturalists' Club; Oikos*.
- Member: British Ecological Society (BES), Caribaea Initiative and 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, *Journal of Tropical Agriculture* (Trinidad)
- Reviewer, international journal, *Open Agriculture*, DE GRUYTER OPEN, Bogumila Zuga, Warsaw, Poland.
- Reviewer, international journal, *International Journal of Molecular Sciences*, MDPI AG, Basel, Switzerland.
- Reviewer, international journal, *Folia Horticulturae*, The Journal of Polish Society for Horticultural Sciences, 29 Listopada 54, 31-425 Krakow, Poland.

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, FAO/UN Tobago Subcommittee for 'Improving Forest and Protected Area Management in Trinidad and Tobago'

- Member, Management Advisory Committee for the Aripo Savannas Strict Nature Reserve, Environmentally Sensitive Areas
- Academic Editor, *PLOS ONE*
- Expert Reviewer, 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* and *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.
- VC appointed Member, CARICOM's Biodiversity Beyond National Jurisdiction Advisory group
- Member, REV Ocean Board of Directors, REV Ocean Science and Innovation Committee

M. F. Hulme

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

J. Jayaraman

- Reviewer: *BMC Biology, BMC Genomics, PlosOne, Frontiers in Science, Nature-Scientific Reports*
- Advisor, UNU-BIOLAC Programme, United Nations Organization

A. Khan

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

Public & Professional Service

(Online only)

A. Mohammed

- Sitting Member of Stakeholder management committee:
- Integrated management strategy arbovirus committee meeting (imsac)
- Technical committee for the low emission capacity building programme (lecb) for Trinidad and Tobago

S. Rampersad

- Reviewer:
- *Nature Scientific Reports*
- *Australasian Plant Pathology*
- *HortSci*
- *Pathogens*
- *Journal of Phytopathology*
- *Frontiers in Microbiology*
- *Microorganisms*
- *Plant Disease*

L. V. Rostant

- Member, Asa Wright Nature Center Board
- Director and Secretary, The Trinidad and Tobago Bat Conservation and Research Unit
- Reviewer, *Living World: Journal of the Trinidad & Tobago Field Naturalists' Club*
- Associate Editor, *Living World: Journal of the Trinidad and Tobago Field Naturalists' Club*.
- Reviewer, *Journal of Caribbean Environmental Sciences and Renewable Energy*
- Reviewer, *Mammalia*
- Expert Stakeholder Consultant regarding criteria for selecting Indicators/Indicator Species for Monitoring of Caroni Swamp

J. Rouse-Miller

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

Department of Mathematics & Statistics

K. Rahaman

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

A. Mohammed

- Associate, Society of Actuaries

D. Tweedle

- Reviewer, *Taiwanese Journal of Mathematics*

S.R. Gunakala

- Editorial Board Member / Reviewer:
- *International Journal of Heat and Mass Transfer*, Elsevier Publishers
- *ASME Journal of Thermal Science and*

Engineering Applications

- *Indian Journal of Physics* a Springer Journal
- *Journal of Advances in Fluid Dynamics* Springer –Lecture notes in Mechanical Engineering.
- *Journal of Mathematics Science* a Springer Open Journal, Iran.
- *Journal of Mathematics Research* ISSN 1916-9795 (Print) ISSN 1916-9809 (online) Canadian Center of Science and Education. Toronto, Canada.

Department of Physics

S. Haque

- Program Director, NINE hub programme in Radio Astronomy for the Caribbean, National Science foundation (NSF) and National Radio Astronomy Observatory (NRAO)
- National Outreach Coordinator, Office of Astronomy Outreach (OAO), International Astronomical Union (IAU)
- Chair, National Committee for Naming of ExoWorlds HD 96063 and HD 96063B

INSTITUTE FOR INTERNATIONAL RELATIONS

J. Byron

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

G. Chami

- Member, International Studies Association (ISA)
- Member, Caribbean Studies Association (CSA)
- Member, United Nations Association of Trinidad & Tobago
- Member, Executive Committee, Mixed Methods International Research Association, Caribbean Chapter (MMIRA-CC)
- Patron, Queen's Hall

J. Laguardia Martínez

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

K. Niles

- Member, Caribbean Green Economy Action Learning Group
- Member, Trinidad & Tobago Green Economy Action Learning Group
- Member, Road to Recovery Sub-Committee on Remodelling Retooling and Transformation

M. Pawinski

- Member, Department of Global Security and Strategic Studies, Polish Academy of Sciences, Warsaw, Poland (2013-)

M. Scobie

- Member, Caribbean Studies Association
- Member, International Studies Association
- Member, Earth System Governance Science Network
- Member, Future Earth Ocean Knowledge Action Network
- Member, UWI Team of Experts for the CARICOM Regional Advisory Group on Biodiversity Beyond National Jurisdiction.
- Member, UWI Oceans Governance Network of Scholars
- Member, Editorial Boards: *Earth System Governance Journal*; *International Agreements: Politics, Law and Economics*.
- Lead Faculty, Earth System Governance Earth System Governance Project

D. Seerattan

- Member, Central Bank of Barbados Research Review Panel
- Member, Central Bank of The Bahamas Assessment Committee for the T. B. Donaldson Research Competition



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