



**UWI**  
ST. AUGUSTINE  
CAMPUS

# ANNUAL REPORT

2020|2021





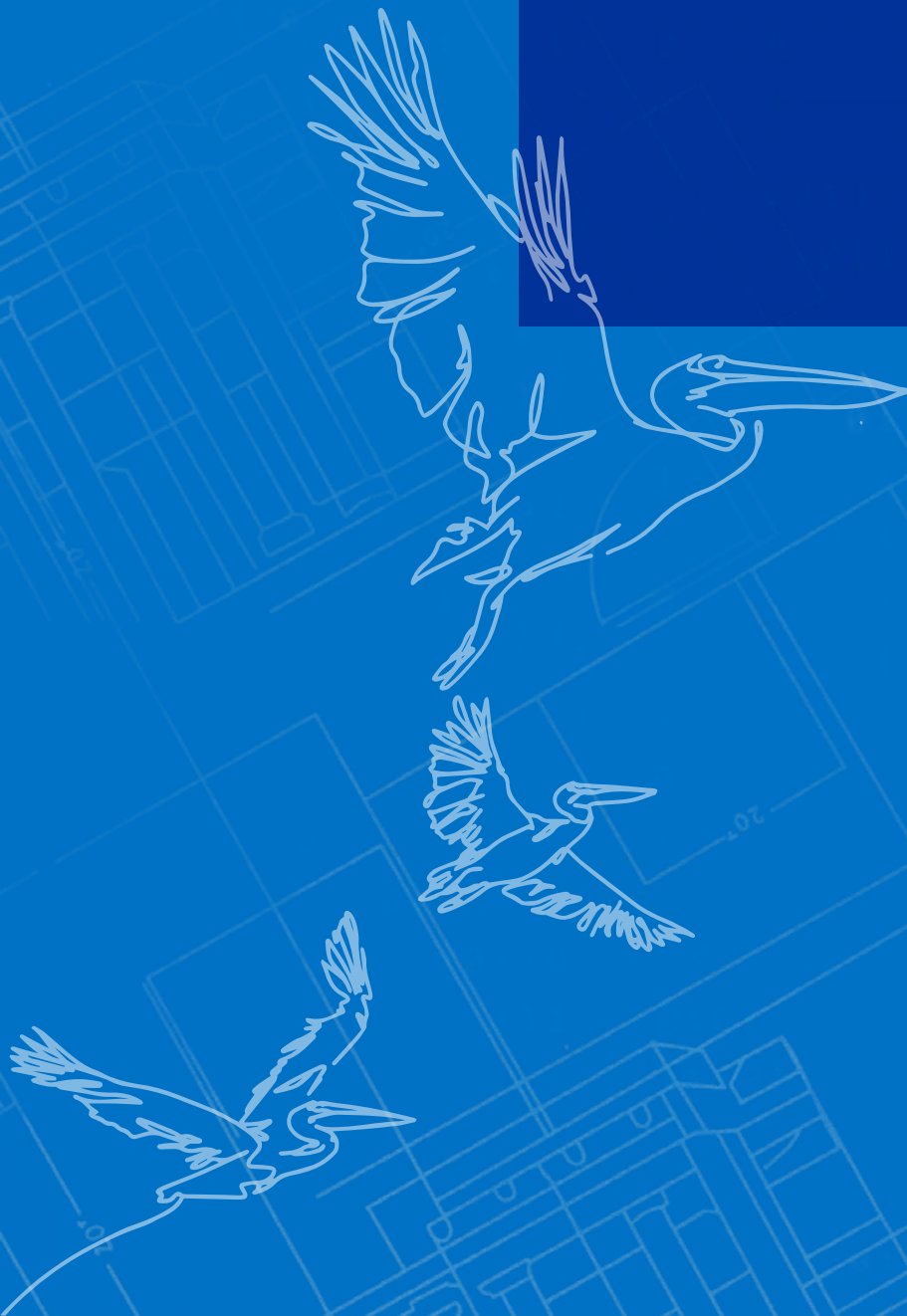
# Future, First Draft

## Our Theme

This 2020/2021 report documents the operations and progress of the St. Augustine Campus during its first full year of being physically locked down, as Trinidad & Tobago grappled with the second year of the COVID-19 pandemic. The Campus quickly implemented a number of changes on an emergency basis. Whether they had been in the pipeline for some time or were new but made necessary by the pandemic, it is accepted that many of these measures will be incorporated into our new normal. But to what extent, and how? For the St. Augustine Campus, the answers will no doubt come in subsequent reports. While the contents of this report give us a clearer view of the future, we know that this is only the first draft.

## Our Cover

In keeping with our theme, Future, First Draft, pelicans, symbols of our university and our campus, are taking flight from a physical world represented by the blueprint of our iconic Main Admin Building, into a new digital future. The cover artwork for these reports was illustrated by **Ms Khaffi Beckles** who graduated from The UWI St. Augustine in 2017 with a BA in Visual Arts. In 2020 she received her MA in Art and Visual Culture Education from the University of Arizona. Ms Beckles is a mixed media artist and creative entrepreneur. Her illustrative work can be described as minimal and contemporary. You can see more of her work on her website, [www.portraitsbykhaffi.com](http://www.portraitsbykhaffi.com)



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# Structure of this Report

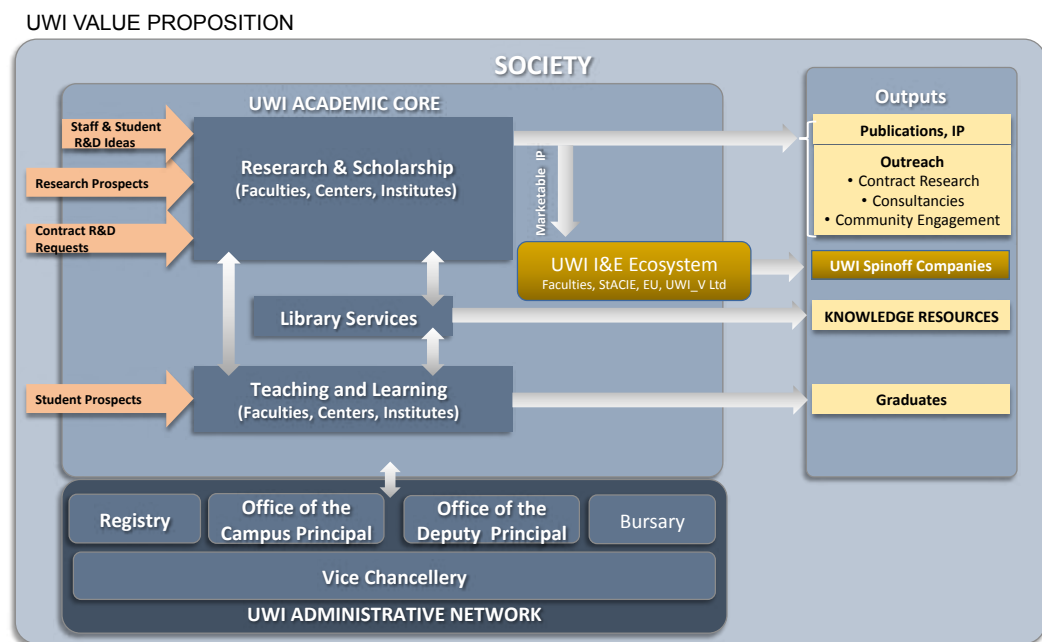
**At the St. Augustine Campus Council meeting of April 2021, the Campus Principal revealed a Campus initiative to adopt a culture that uses process maps to detail the institution's structure and interconnecting workflows, and to create greater transparency for overall efficiency and effectiveness.**

Every attempt has been made to structure the flow of this 2020/2021 Annual Report to align with the top-level process map rendered below, while showing how they advance the objectives set out in the University's Strategic Plan.

Like other universities, there is an Academic Core comprising a Teaching & Learning function to satisfy society's demand for world class educated graduates; and a Research & Scholarship function that creates new knowledge and exploits current knowledge to derive solutions to societal challenges. These are complemented

by a Library function that stores and manages its inventory of knowledge. This core is supported by the Administrative function which includes the Offices of the Campus Principal and Deputy Campus Principal, the Registry, and the Bursary. The UWI Innovation & Entrepreneurship Ecosystem process is unique to the St. Augustine Campus. Its role is to exploit campus-generated intellectual properties (IP) that have commercial potential.

Statistical highlights illustrate the performance of the key functional units identified, in addition to narratives on improvements to operations, significant developments, and a report on progress on the Triple-A Strategic Plan that ends its first 5-year cycle in 2022. We also feature **Notes From a Pandemic** - the pandemic experiences of staff and students that they believe should influence this Future, First Draft.



**Figure 1:** UWI St. Augustine Top Level Process Map

# Mission, Vision & Core Values

## The Triple A Strategy

Execution of the plan will revolve 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:

## 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.

## Vision

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 Centeredness

## Strategic Initiatives of the St. Augustine Campus

- Innovation & Entrepreneurship
- Curriculum & Pedagogical Reform
- Internal Process Review
- Financial Processes
- HR Review

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# Message from the Chair

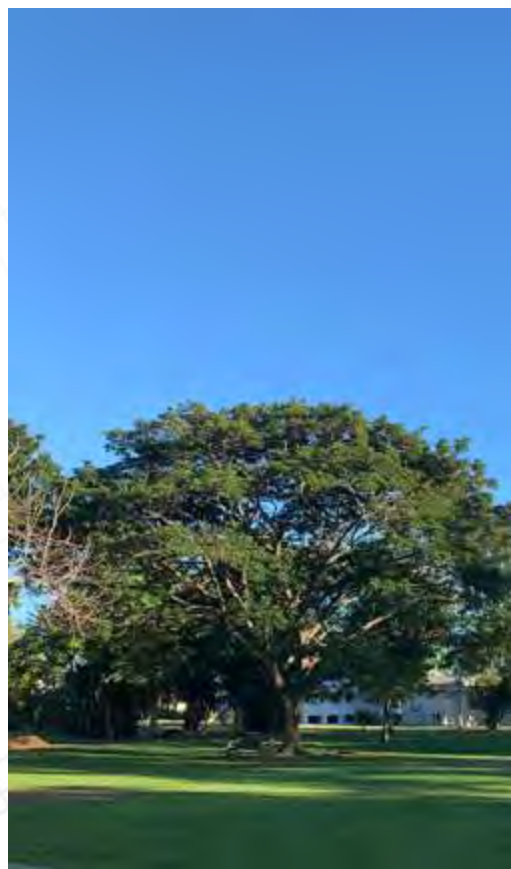
**Two years into a global pandemic with seemingly no end, it is easy to give in to feelings of hopelessness and despair. I am especially concerned about our young people who would have looked forward to various milestones and experiences, only for them to remain figments of their imaginations.**

Yet, in spite of this concern, I am hopeful. Maybe it is because I am currently charged with guiding an institution that serves primarily the youth and whose raison d'être is to shape the future, I am of the view that the young people experiencing what it is to #BeUWI during this pandemic will be a cohort like no other. As separated and alone as they feel right now, this experience will bond them forever and will leave an indelible mark on this generation and profoundly influence those that follow.

Many will emerge with a highly developed sense of independence, self-reliance, and self-motivation, and a desire to re-design what was the pre-pandemic norm. How do we tell a young person who has successfully navigated online school for two or more years that they must sit in an office or a classroom, eight hours a day, five days a week, just because that is what was done before? They will make different choices about the kinds of experiences they would like to have in person and, no doubt, some of them will surprise us. Yet, in spite of this, they may well find that the greatest hurdle facing them is not climate change, killer viruses, or economic inequality, but how to separate fact from fiction, and to simply know who to trust.

I am pleased to see that the St. Augustine Campus is already tackling some of the issues that are likely to define our new institutional normal – hybrid teaching and learning, global outreach and recruitment, digitalised processes and digitised outputs that support easier access, flexibility, and responsiveness. However, we too must carefully protect our brand and cultivate public trust in an age where every utterance and action may be laid bare on the digital landscape for all to see, scrutinise and independently (and often wrongly) interpret.

Not all of the solutions we arrive at now will stand the test of time. We will continue to tweak and adjust to challenges as they arise, with the understanding that what we are doing now, is but a first draft of our future.







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

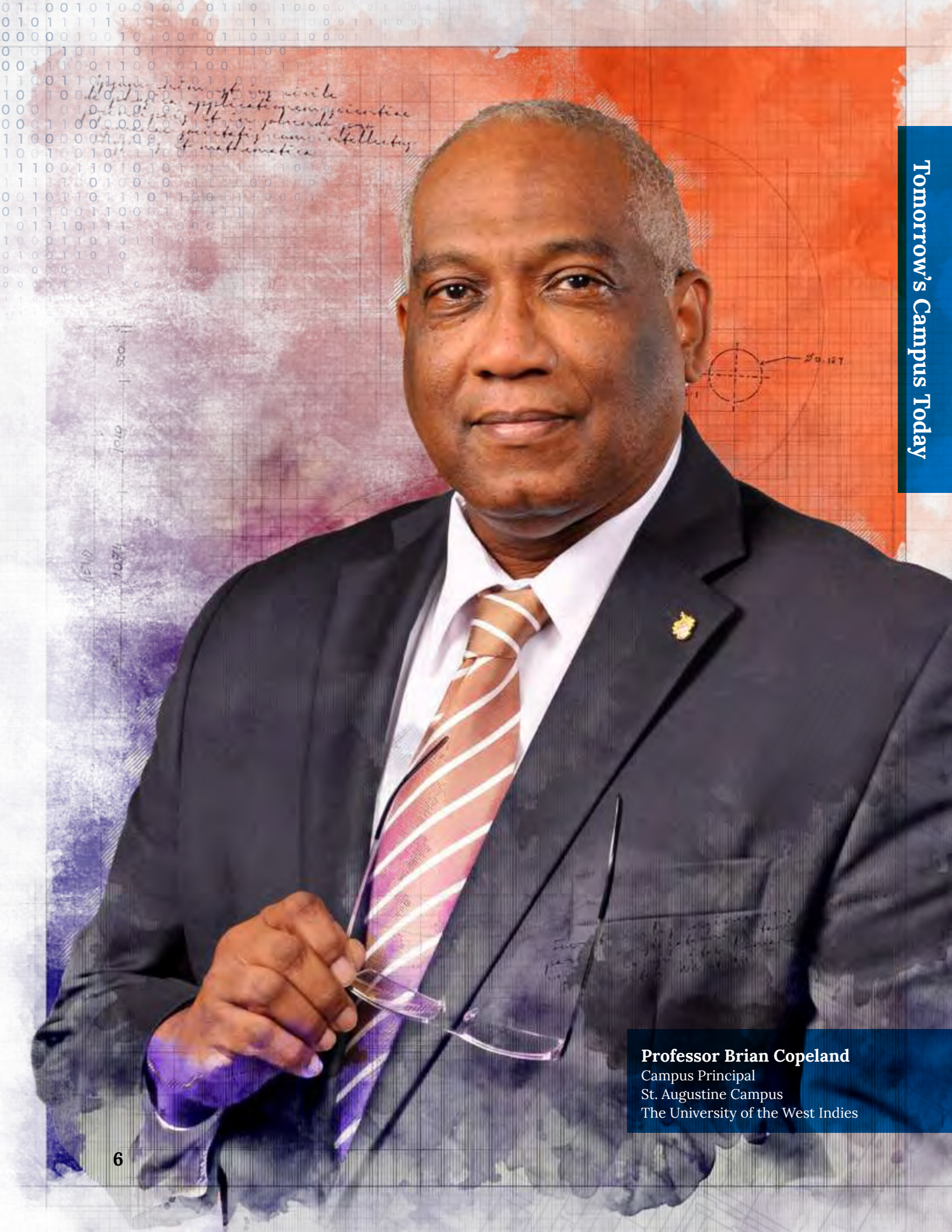
# Tomorrow's Campus Today

## Principal's Review

As Principal of The University of the West Indies' St. Augustine Campus, it is my great pleasure to present this annual report for the fiscal year 2020/2021. The period was the first full year in which the campus operated under the restrictions imposed by the COVID-19 pandemic. In 2019/2020, we

focused on mitigating the damages of the pandemic and putting systems in place to ensure that we could continue our operations, while securing the health and safety of our students and staff. The review year was about maintenance and refinement of these measures.





**Professor Brian Copeland**  
Campus Principal  
St. Augustine Campus  
The University of the West Indies

## Tomorrow's Campus Today (cont'd)

As the pandemic has shown itself to be a persistent crisis, we recognised the risk of lost momentum due to the attrition of morale over time. Responding to crises can be a high-adrenaline activity. Maintaining effective yet difficult practices over many months and mitigating complacency in improving those practices presents a whole different challenge.

I am pleased to say that the campus community, in general, has continued the strong performance that characterised our operations in 2019/2020. The teaching and senior administrative staff continued to serve our students well through online learning, examinations, and campus services provision. The students themselves, despite the many challenges of this new paradigm, have adapted well in pursuit of their programmes. Our administrative, technical, and service (ATS) staff continued to show enormous flexibility in meeting the Campus's myriad needs, even as its physical offices remained, for the most part, closed.

One of the keys to our performance was strong communication with students and staff, as well as an emphasis on mental and emotional health. Through campus "town halls" and other fora, we took part in a two-way exchange with our community. We shared concerns, offered solutions, and gave updates on our status and operations. We emphasised the importance of wellness and the resources available at the Campus's outstanding Health Services Unit (HSU), which not only provides a range of health services, but is also a hub for COVID-19 vaccinations.

Apart from teaching and learning, and the everyday aspects of institutional life, I am pleased by how we have continued to perform our other crucial functions - research, information services, outreach, and policy support. From its inception, The UWI has always been much more than an educational institution as evidenced by our impact on national and regional development. Our

history is closely tied to the history of the post-independence Caribbean, and our legacy is one of direct service, well-beyond the education of the region's human capital.

In 2020/2021, we continued to provide an array of support, both in Trinidad & Tobago and the region, in response to the pandemic. Whether acting as providers of information and expertise in national awareness activities, leading the medical response through treatment and testing, coordinating with other sectors of the society in outreach efforts, collaborating with health officials and local and international stakeholders to develop locally-based medical equipment, and working with policymakers for economic and social planning for life after the pandemic, The UWI St. Augustine was integral to the COVID-19 response.

The Campus is proud of the fact that, through its foresight and proactivity, it was ready and able to respond very quickly to the Vice-Chancellor's clarion call for projects in the Reputation to Revenue initiative, by proposing income earning projects for focused attention. Included in this list are The UWI Global School of Medicine to be located at the Penal/Debe Campus, for which one worst case scenario shows a break-even in four years and profit before tax of over TT\$30 million, and the spin-off company UWI Fine Cocoa Products Ltd. for which one scenario shows a positive cash balance after just two years of TT\$2.3 million. The third project targets a mutually beneficial reengagement with Alumni. Progress has also been made in Teaching and Learning (T&L), significantly in the refinement of the T&L process map and in the improvement of the processes that underpin its operations.

### **A Retrospective on the Future**

Although the pandemic has been an incredibly disruptive force, it has introduced a new urgency to society. Unlike persistent challenges such as climate change, for which the long-term effects are devastating, but hard for many to accept in

the present, COVID-19 has had immediate consequences that necessitate immediate solutions. We have been forced to adapt quickly to limit the damage to this institution and provide the services for which we were established. Disruption led to adaptation, and the improvements we have made in online learning and virtual work will serve this campus long after the pandemic has passed.

COVID-19 has had a detrimental impact on society at large. Significantly, lives and livelihoods have been lost, adding to the trauma of displacement and isolation. However, there is a silver lining - the pandemic has served as a powerful catalyst for change, significantly, in the university's long overdue pivot to a virtual teaching, learning and working environment that reflects the new culture that is absolutely critical for continuity and survival.

Over the last five years, The UWI St. Augustine (and The UWI itself) has been engaged in an evolutionary process of advancement to meet the needs of Caribbean society. From the beginning, The UWI has engaged in growth and development: increased intake of students, expanding programmes, new facilities, the development of a robust research culture, international accreditation, and new relationships with governments and the other sectors of society.

Since 2016, we have sought to make our own unique contribution to The UWI's evolution. This transformation involves a cultural shift aimed at creating a new energy both within the campus and beyond its walls. It involves new incentives for research and

development that not only push the bounds of scientific inquiry but also contributes very directly to Caribbean development. Our efforts, from 2016 to today, focus heavily on creating a paradigm of innovation and entrepreneurship on the campus that can positively impact our society. We have worked (and continue to work) to strengthen our partnerships with governments and the private sector so that we become essential to any and all national discussions and the formulation of solutions for issues of importance to the society.

**"Disruption led to adaptation; and the improvements we have made in online learning and virtual work will serve this campus long after the pandemic has passed."**

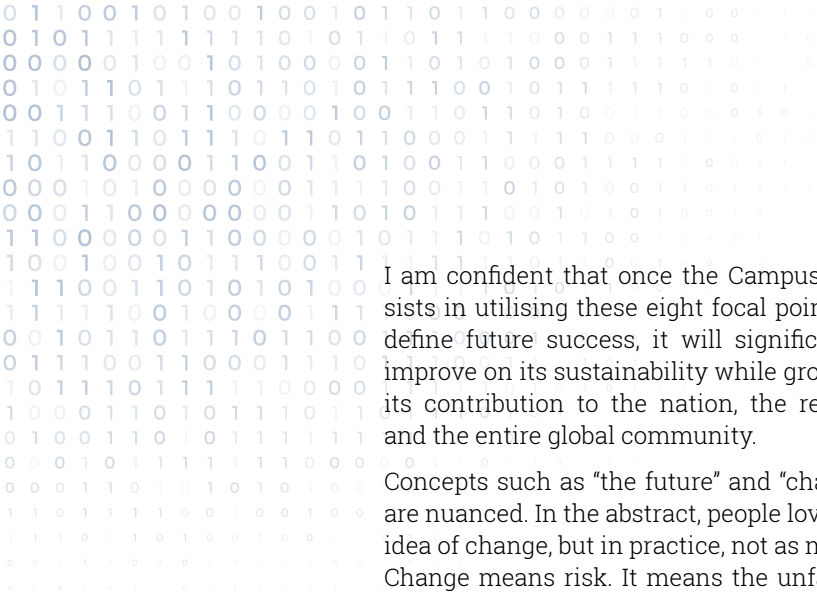
A vital aspect of this agenda is the relationship of the Campus with faculty members. How do we structure their roles and responsibilities so that they can maximise their outputs without being hindered by unnecessary and outdated functions? How do we properly integrate our non-academic professionals? Issues of governance are crucial to the overall development of the forward-thinking, "future UWI" that we want to achieve.

We have chosen the theme "Future, First Draft" for this annual report. This is because much of the work that has been done in 2020/2021 and in the four previous years, has been directed towards shaping the campus to meet tomorrow's demands. It is also because the work is not complete - far from it. However, we have taken some very important steps.

The Campus is quite proud of its reputation of being relentlessly forward looking. Indeed, it has dared to define a post-pandemic picture of itself, summarised as follows:

## Tomorrow's Campus Today (cont'd)

| Focal Points                    | Descriptors   |
|---------------------------------|---|
| <b>Mode of Delivery</b>         | Hybrid with a fit-for-purpose mix of distance and face-to-face.   |
| <b>Market</b>                   | Global<br>Strategic focus on meeting local and regional needs   |
| <b>Deliverables</b>             | <p>Graduates who are equipped to meet the challenges of the “next” world as they are</p> <ul style="list-style-type: none"> <li>■ competent in their chosen field</li> <li>■ endowed with attributes of the ideal graduates</li> </ul> <p>Student support from prospect to alumni<br/>More diverse education “product” range, e.g. micro-credentialing<br/>Impactful and relevant research<br/>Quality public service and outreach</p>  |
| <b>Funding Model</b>            | <p>Guided by business principles<br/>Scholarly and corporate interconnect<br/>Significantly reduced dependence on Government subvention<br/>Governments pay for a well-defined service<br/>Students taking the responsibility for their tuition, but, in recognition of the funding challenge faced by many in the Caribbean,<br/>New and improved alternative funding streams to support students, from direct sponsorship, scholarships, student loans, philanthropic giving (significantly Alumni), and UWI funding from returns from, inter alia, project activity, and commercialisation of “products”</p> |
| <b>Processes</b>                | Comprehensively defined, performance driven, efficient, agile, and effective  |
| <b>Teaching and Learning</b>    | <p>Curriculum primarily driven by market needs and projections<br/>Rigorous systems for quality recruitment, high retention, and graduate employability<br/>Student support systems for personal growth and development, enquiry<br/>Shaped by ongoing outlook</p>  |
| <b>Research and Scholarship</b> | <p>Knowledge creation (research) and knowledge application (scholarship: consultancies, development, innovation motivated entrepreneurship and outreach)<br/>Research primarily focused on IMPACT, driving innovation in all disciplines<br/>Strategic focus on local and regional problems<br/>Staff recognised and rewarded for their scholarship in implementing research output, with a reasonable component targeting entrepreneurial applications</p>   |
| <b>Staff</b>                    | <p>ALL academic staff trained for effective hybrid delivery<br/>Supported by an assessment and promotion framework that embraces fair and transparent processes, appropriately recognising and rewarding staff whose performance in teaching and/or research, development and innovation facilitate the achievement of institutional goals and reputation enhancement</p>   |



I am confident that once the Campus persists in utilising these eight focal points to define future success, it will significantly improve on its sustainability while growing its contribution to the nation, the region, and the entire global community.

Concepts such as “the future” and “change” are nuanced. In the abstract, people love the idea of change, but in practice, not as much. Change means risk. It means the unfamiliar. There are many people filled with stirring language about the need for change who are in fact its opponents.

“People can be very frightened of change,” said Captain James T. Kirk in the film “Star Trek: The Undiscovered Country”. On campus, I am known as somewhat of a fan of Star Trek. My penchant for this particular franchise perhaps arises from the fact that Star Trek and other great Sci Fi works of art that are staged in a possible future, can motivate us through their portrayal of a time in which our potential is more fully realised - or squandered. They show us what can be if we are guided by our imagination, courage, and willingness to work for a better tomorrow.

In closing, I would like to thank the entire Campus community for your perseverance during a very challenging year. It has been at times challenging, particularly when there is need to dismantle hurdles obscured by tradition and history-but, for the most part has been quite rewarding. You showed outstanding stoicism and commitment under adverse circumstances. You adapted to new modes of work and study and refused to falter as the pandemic continued.

I would like to express my appreciation to our partners in the wider society - the government, private sector and civil society. We are grateful for the opportunity to work with you for the benefit of Trinidad & Tobago and the region during 2020/2021 and will continue to do so going forward. Finally, I would like to thank the people of the Caribbean who continue to put their trust in us as the region’s premier institution of higher education and research. Even as we work to make The UWI “future fit”, we do so in continuation of a legacy of service started over 60 years ago.



# Management Team



**Professor Brian Copeland**  
Pro Vice-Chancellor and Principal



**Professor Indar Ramnarine**  
Deputy Principal



**Management Team (cont'd)**



**Dr Dawn-Marie DeFour-Gill**  
Campus Registrar



**Mrs Andrea Taylor-Hanna**  
Campus Bursar



**Mr Frank Soodeen**  
Campus Librarian

# Teaching & Learning

**The development of the region's human capital through training and transfer of knowledge is a core function at The UWI. This includes making programmes as widely available as possible and ensuring that programme development and delivery provide an enriching learning experience for students that ultimately shapes them into graduates who will create value for their countries and communities.**

Like many universities globally, this was one aspect of operations at The UWI that was hardest hit by the restrictions imposed to prevent the spread of COVID-19. It should be noted that some of the measures implemented by the Campus under emergency circumstances had been introduced years ago but it took a pandemic to have them take root. Online teaching is one such feature, with blended course delivery no higher than 34% before March 2020. As with all things, the transition was easier for some than others, and as the pandemic starts to peter out, the Campus is already assessing the measures taken as outlined below to see the extent to which they will form part of the new normal.

**“The number of undergraduate students held relatively steady at 11,273 but postgraduate enrolment declined by 4%.**

## Teaching & Learning Under COVID

Just prior to the start of Semester 1 2020/2021, several virtual meetings were held with various segments of the student body, including the Guild Executives and Councillors, regional, international, and exchange students, to discuss operations for the new Semester. These culminated in [a virtual town hall meeting](#) with the entire student body on August 27, 2020, where the following commitments were made:

### The 10 Campus Commitments to Students

1. The Student Amenities Fee was waived for Academic Year 2020/2021 only.
2. The Student Payment Plan (SPP) would be accessible to all students, not just nationals of Trinidad & Tobago or The UWI Contributing Countries. The SPP facilitates the payment of fees in up to three instalments.
3. All students who were at that time still residing on halls due to the lockdown would continue to be accommodated, although there would be no intake of new residents.
4. Laptops and tablets would continue to be made available on loan from the Campus through a system managed by the Campus Libraries. In the 2020/2021 academic year, 270 devices were loaned to students.
5. Library access (virtual and drop-off service) would continue to be supported by staff working remotely and on-site. Students accessed loans of physical materials off-site at the Sir Arthur Lewis Hall of residence in Tunapuna.

6. Repatriation support would be provided as far as possible to non-national students still in Trinidad & Tobago at the time seeking repatriation, as well as nationals abroad seeking to return.
7. Virtual health and wellness support would be provided through the Health Services Unit (HSU), which would remain accessible by phone and email for emergencies; the Counselling and Psychological Services (CAPS) would continue to offer virtual session; and the Sport and Physical Education Centre (SPEC) would provide online wellness sessions.
8. In keeping with best practice, Teaching Staff would make lectures available to students on a timed basis while teaching and assessment continue in the virtual mode.
9. The 75% Attendance Record regulation was relaxed, although Lecturers retained the right of enforcement depending on the circumstances.
10. The Campus received support from the Minister of Health to continue clinical teaching for Medical students and a policy was developed to guide this process. The Campus also reached out to its regional network to secure clinical opportunities for students who were outside of Trinidad & Tobago at the time.



Photo by Aneel Karim

The Campus successfully lived up to most of its commitments. Some areas, such as CAPS, reported increased access to virtual services compared with on-site services, while SPEC's in-person spin and tennis sessions could be conducted only when protocols allowed.

## Enrolment & Programmes

### Student Enrolment

General enrolment continued its downward trend and slipped a further 1% compared with last year, to stand at 15,931 students. The number of undergraduate students held relatively steady at 11,273 but postgraduate enrolment declined by 4%. Postgraduate students comprised 29% of the total student population, compared with 33% five years ago. 17% of postgraduate students were pursuing research degrees as opposed to taught programmes, down from 19% five years ago.

Bachelor's degrees and taught master's programmes typically attract the bulk of enrolment on the Campus and figures for these remained relatively unchanged. Small increases were recorded for the postgraduate DM (6%), Graduate Certificates (10%) and Undergraduate Diplomas (74%), but there were double-digit declines in other areas such as Graduate Diplomas (-21%), MPhils (-13%) and Undergraduate Certificates (-16%).

## NOTES FROM A PANDEMIC

"The simple fact that we now have online classes (is a positive change that) was non-existent a decade ago; which made attending UWI an unreachable goal. I'm just happy for the opportunity."

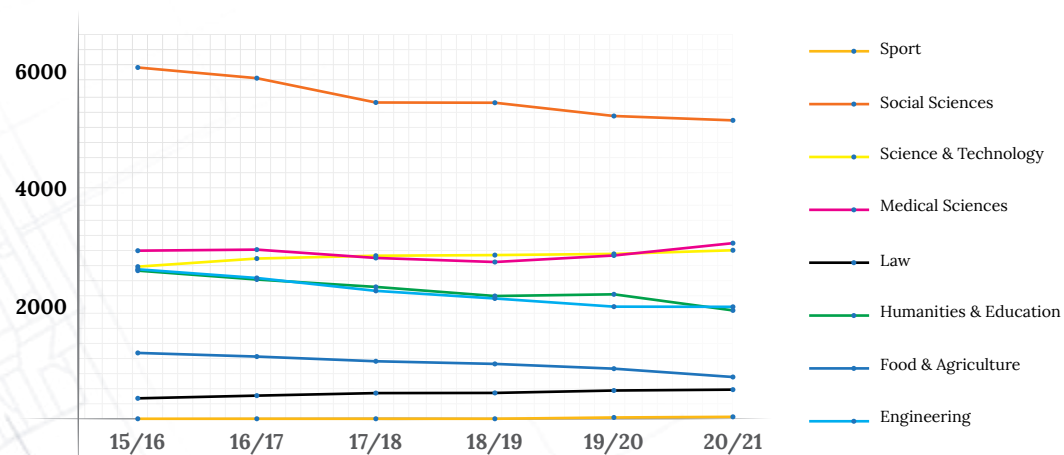
**Ria – Student**

## Teaching & Learning (cont'd)

**Table 1: Five Year Trend - Total Enrolment by Faculty**

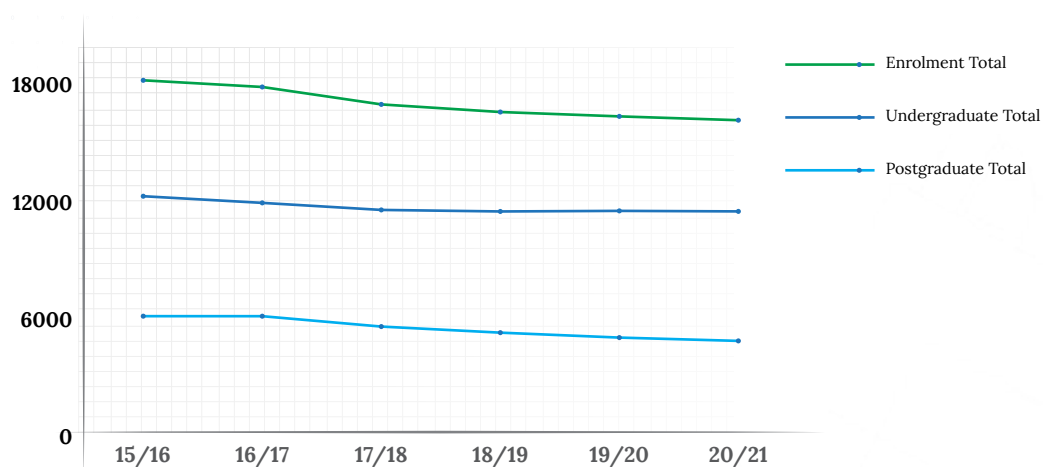
|                                   | 15/16  | 16/17  | 17/18  | 18/19  | 19/20  | 20/21  | Annual % Difference<br>2019/2020 vs<br>2020/2021 |
|-----------------------------------|--------|--------|--------|--------|--------|--------|--|
| <b>Engineering</b>                | 2,545  | 2,397  | 2,178  | 2,048  | 1,909  | 1,906  | <b>0%</b>  |
| <b>Food &amp; Agriculture</b>     | 1,121  | 1,059  | 979    | 934    | 853    | 711    | <b>-17%</b>                                      |
| <b>Humanities &amp; Education</b> | 2,522  | 2,371  | 2,245  | 2,090  | 2,119  | 1,845  | <b>-13%</b>                                      |
| <b>Law</b>                        | 348    | 394    | 437    | 440    | 481    | 496    | <b>3%</b>  |
| <b>Medical Sciences</b>           | 2,862  | 2,880  | 2,738  | 2,669  | 2,780  | 2,990  | <b>8%</b>  |
| <b>Science &amp; Technology</b>   | 2,590  | 2,728  | 2,776  | 2,787  | 2,807  | 2,869  | <b>2%</b>  |
| <b>Social Sciences</b>            | 5,981  | 5,799  | 5,385  | 5,381  | 5,155  | 5,081  | <b>-1%</b>                                       |
| <b>Sport</b>                      | -      | -      | -      | -      | 22     | 33     | <b>50%</b>                                       |
| <b>Enrolment Total</b>            | 17,969 | 17,628 | 16,738 | 16,349 | 16,126 | 15,931 | <b>-1%</b>                                       |

**Graph 1: Five Year Trend - Total Enrolment by Faculty**



**Table 2: Trends in Campus Enrolment Growth by Level 2015/2016 - 2020/2021**

|                            | 15/16  | 16/17  | 17/18  | 18/19  | 19/20  | 20/21  |
|----------------------------|--------|--------|--------|--------|--------|--------|
| <b>Postgraduate Total</b>  | 5,921  | 5,920  | 5,390  | 5,079  | 4,827  | 4,658  |
| <b>Undergraduate Total</b> | 12,048 | 11,708 | 11,348 | 11,270 | 11,299 | 11,273 |
| <b>Enrolment Total</b>     | 17,969 | 17,628 | 16,738 | 16,349 | 16,126 | 15,931 |

**Graph 2: Trends in Campus Enrolment Growth by Level 2015/2016 - 2020/2021**

### Applications & Offers

As the pandemic approached its two-year mark, the number of applications received from prospective students dropped by 7% compared with the past year. Worst affected were the Faculties of Engineering (-11%), Humanities & Education (-15%) and Sport (-12%). Meanwhile, offers from the Campus were down by 13% to 7,168 and the acceptance rate remained relatively stable at 67.6% in 2019/2020 and 67.2% in 2020/2021.

### Academic Programmes

**Table 3: Number of Programmes Offered by Faculty**

| Faculty                           | Undergraduate Programmes | Postgraduate Programmes |
|-----------------------------------|--------------------------|-------------------------|
| <b>Engineering</b>                | 14                       | 71                      |
| <b>Food &amp; Agriculture</b>     | 20                       | 30                      |
| <b>Humanities &amp; Education</b> | 25                       | 40                      |
| <b>Law</b>                        | 1                        | 12                      |
| <b>Medical Sciences</b>           | 8                        | 53                      |
| <b>Science &amp; Technology</b>   | 25                       | 31                      |
| <b>Social Sciences</b>            | 23                       | 48                      |
| <b>Sport</b>                      | 3                        | 0                       |
| <b>TOTAL</b>                      | <b>119</b>               | <b>285</b>              |

## Teaching & Learning (cont'd)

### New Programmes

The following undergraduate programmes were approved for offer during the review period:

- BSc Disaster Risk Resilience for Agriculture
- BSc Midwifery

The following postgraduate programmes were approved for offer during the review period:

- DM Anatomical Pathology
- DM Haematology and Blood Banking
- MSc Food Security
- MPhil/PhD in Renewable Energy Technology

### Programme Accreditation

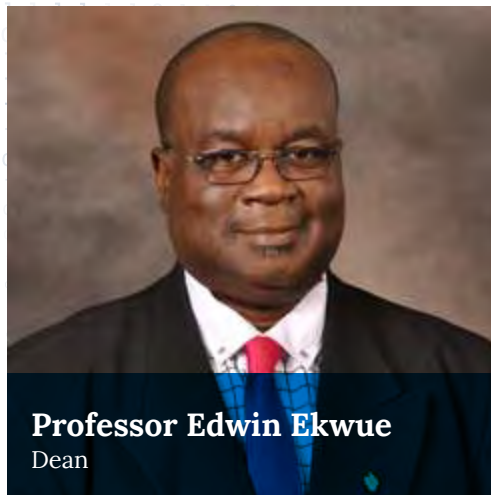
Three programmes at the Faculty of Medical Sciences – the MBBS, Doctor of Dental Surgery, and Doctor of Veterinary Medicine retained their accreditation status, submitting their reports to CAAM-HP in a timely manner in spite of challenges brought about by the pandemic.

## NOTES FROM A PANDEMIC

“Everything in my life has been better since we switched to online teaching from home. Faculty Board meetings should always remain online. I am overall happier and healthier and more productive and organised with my work when working from home and attending meetings and teaching classes online.”

**Kelly – Staff**

# Key Developments by Faculty



**Professor Edwin Ekwue**  
Dean

## Faculty of Engineering

Broader access to Pre-Engineering.

The Department of Chemical Engineering received donations valued more than TT\$44 million to support its programmes.

The bMobile/UWI Innovation Laboratory powered by Huawei was completed and equipped.



**Dr Mark Wuddivira**  
Dean

## Faculty of Food & Agriculture

One new MSc and one new BSc were approved and the Faculty's first fully online programme was developed.

Launched Agro-Environmental Services (AES) to provide soil, water, plant diagnostic, and animal nutrition services to agricultural sector and the public.



**Dr Heather Cateau**  
Dean

## Faculty of Humanities & Education

Virtual symposium held to replace the Carnival Old Yard show.

Language training for professionals working with Venezuelan migrants.

Public webinars on the effect of the pandemic on the Education sector.

## Teaching & Learning (cont'd)

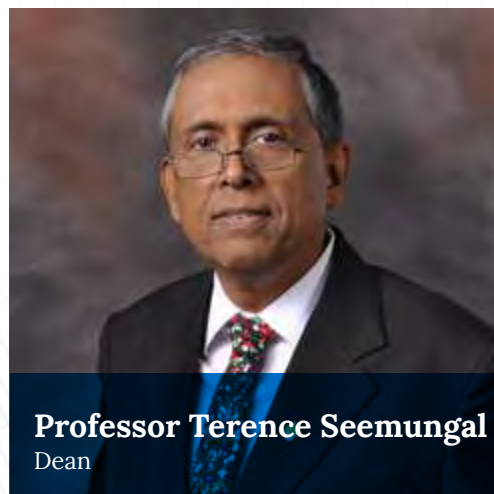


### Faculty of Law

New Dean appointed at Faculty of Law.

Former Dean appointed Pro Vice-Chancellor Graduate Studies & Research.

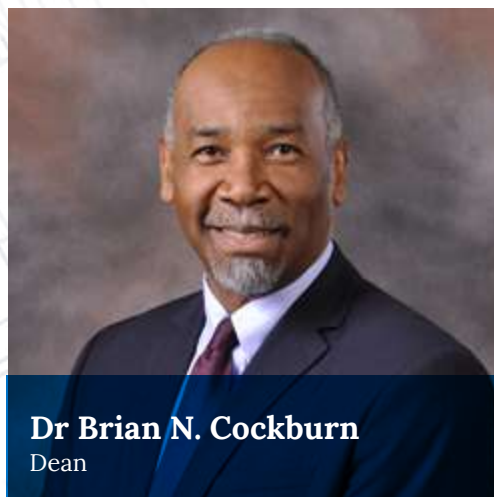
Faculty won million-dollar bid for EU project on Prisoners on Remand.



### Faculty of Medical Sciences

New full-fee-paying January intake was admitted to the MBBS programme.

The UWI FMS continued to assist in conducting PCR testing for COVID-19, educating the public on the virus, and helping policy-makers take evidence-based decisions on controlling the pandemic.



### Faculty of Science & Technology

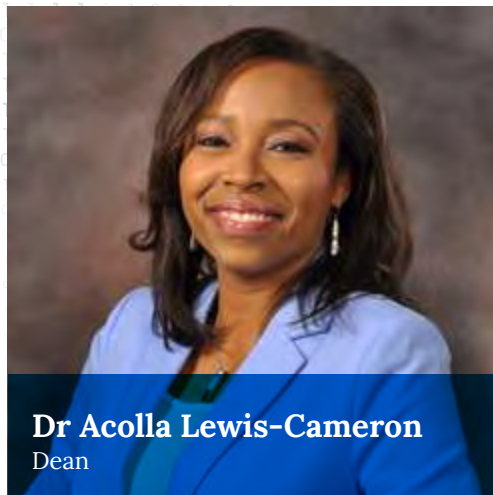
New rapid testing for pesticides developed in partnership with farmers and quality assurance project to help honey exports.

Research Outreach Consulting and Analytical Services (ROCAS) in the Department of Chemistry expanded services to include product development guidance, particularly to small entrepreneurs.

Four out of the five Campus projects with commercialisation prospects originated at FST.



# Key Developments by Faculty



## Faculty of Social Sciences

Digitalised administrative processes with electronic forms and improved student services with a live chat on the faculty's re-designed website.

The Department of Management Studies piloted the use of a module in Banner to improve the accuracy of the academic advising process in Semester 2.

Staff served on the National Task Force on COVID-19 Vaccine Scepticism in Trinidad.



## Faculty of Sport

Faculty experienced a 50% increase in enrolment at the St. Augustine Campus, saw the full rollout of cross-campus online teaching between St. Augustine and Mona.

St. Augustine Academy of Sport (SAAS) provided a bio-secure training venue for teams participating in the Hero T-20 Caribbean Premier League.

Memorandum of Understanding (MOU) signed between the St. Augustine Campus and the Sports Company of Trinidad & Tobago (SporTT), to increase the social impact and accessibility of sport nationally.

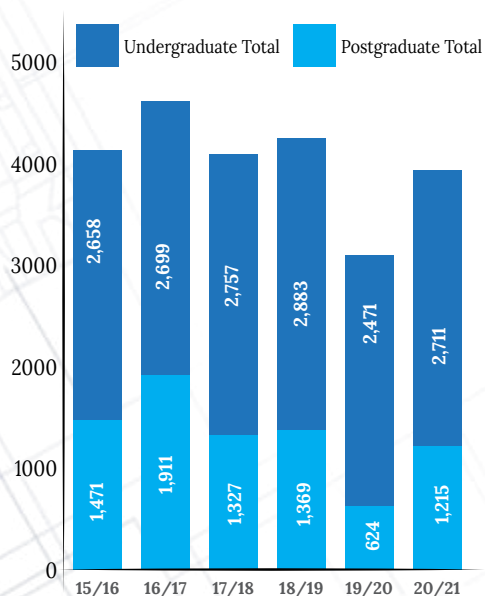
## Teaching & Learning (cont'd)

### Graduation Output

Graduates represent the most visible and easily identifiable university output. Our aim at UWI St. Augustine is to ensure that our graduates, at all levels, are moulded into capable, competent citizens who are employable at a high level, who are critical and creative thinkers, effective with good interpersonal skills, IT skilled, information literate, entrepreneurial and innovative, globally aware but grounded in their regional identity, socially responsible, and guided by strong ethical values.

Graduation numbers in 2021 rebounded by 27% to 3,926, after dipping to just over 3,000 in the previous year – the first graduating class of the pandemic. The rise was due to a 95% increase in graduates from postgraduate programmes, from a low of 624 last year to 1,215, and a 10% increase in those receiving first degrees and undergraduate certificates. In 2021, 30 students graduated with doctoral degrees (PhDs).

**Graph 3:** Trends in Graduation Output by Level 2015/2016 - 2020/2021



**Table 4:** Trends in Graduation Output by Level 015/2016 - 2020/2021

| Faculty                           | Student Level | 15 / 16      | 16 / 17      | 17 / 18      | 18 / 19      | 19 / 20      | 20 / 21      | Annual % Difference 2019/2020 vs 2020/2021 |
|-----------------------------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|--|
| <b>Engineering</b>                | PG            | 199          | 294          | 178          | 185          | 115          | 163          | 42%  |
| <b>Food &amp; Agriculture</b>     | PG            | 39           | 42           | 29           | 38           | 39           | 19           | -51%                                       |
| <b>Humanities &amp; Education</b> | PG            | 337          | 407          | 408          | 416          | 74           | 345          | 366%                                       |
| <b>Law</b>                        | PG            | 6            | 15           | 20           | 16           | 26           | 31           | 19%  |
| <b>Medical Sciences</b>           | PG            | 112          | 125          | 118          | 109          | 31           | 140          | 352%                                       |
| <b>Science &amp; Agriculture</b>  | PG            | 3            | -            | -            | -            | -            | -            | -  |
| <b>Science &amp; Technology</b>   | PG            | 71           | 152          | 109          | 100          | 53           | 100          | 89%  |
| <b>Social Sciences</b>            | PG            | 704          | 876          | 465          | 505          | 286          | 417          | 46%  |
| <b>Postgraduate Total</b>         |               | <b>1,471</b> | <b>1,911</b> | <b>1,327</b> | <b>1,369</b> | <b>624</b>   | <b>1,215</b> | <b>95%</b>                                 |
| <b>Engineering</b>                | UG            | 354          | 315          | 285          | 286          | 269          | 255          | -5%  |
| <b>Food &amp; Agriculture</b>     | UG            | 196          | 209          | 215          | 222          | 203          | 169          | -17%                                       |
| <b>Humanities &amp; Education</b> | UG            | 384          | 379          | 342          | 351          | 321          | 333          | 4%   |
| <b>Law</b>                        | UG            | 90           | 86           | 85           | 104          | 118          | 109          | -8%  |
| <b>Medical Sciences</b>           | UG            | 396          | 537          | 669          | 660          | 345          | 436          | 26%  |
| <b>Science &amp; Agriculture</b>  | UG            | 3            | -            | -            | -            | -            | -            | -  |
| <b>Science &amp; Technology</b>   | UG            | 379          | 377          | 409          | 435          | 495          | 527          | 6%   |
| <b>Social Sciences</b>            | UG            | 856          | 796          | 752          | 825          | 720          | 876          | 22%  |
| <b>Sport</b>                      | UG            | -            | -            | -            | -            | -            | 6            | -  |
| <b>Undergraduate Total</b>        |               | <b>2,658</b> | <b>2,699</b> | <b>2,757</b> | <b>2,883</b> | <b>2,471</b> | <b>2,711</b> | <b>10%</b>                                 |
| <b>Grand Total</b>                |               | <b>4,129</b> | <b>4,610</b> | <b>4,084</b> | <b>4,252</b> | <b>3,095</b> | <b>3,926</b> | <b>27%</b>                                 |

### Strategic Highlights in Teaching & Learning

Two key aspects of the ACCESS pillar of the Triple-A Strategic Plan directly address The UWI Teaching and Learning function. The measures highlighted below sought to not only improve the quality of Teaching and Learning on the Campus (ACCESS objective AC3), but also to make certain professional programmes in Medicine and Engineering more accessible to a broader range of students (ACCESS objective AC1).

#### Curriculum & Pedagogical Reform

The Curriculum & Pedagogical Reform (CPR) Sub-Committee developed a concept paper, Towards Curriculum Reform for Holistic Education. The paper recommended the Campus engage in Curriculum Reflection to effect minor annual changes as part of continuous quality improvement; Curriculum Renewal for more detailed changes, based on research or benchmarking in the context of existing strategic plans; and Curriculum Reform, considered as major curriculum change, triggered by changes in strategic plans or educational philosophy. The Concept Paper was accepted by the Strategic Implementation Steering Committee (SISC), and a process for implementation of Curriculum Reform is to be detailed and circulated for comments to the wider Campus community, along with the Concept Paper. The process mapping exercise undertaken for the CPR is explained in detail in the Strategy Review section of the full online version of this Annual Report.

#### Training for Online Course Delivery

Classes on the Campus were suspended from March 15, 2020. Within one week of closure, staff was prepared to facilitate the remote delivery of teaching and learning in an effective manner. Since the physical campus remained closed to students for the entire 2020/2021 academic year, the Centre for Excellence in Teaching and Learning (CETL), in collaboration with the

Open Campus, continued initiatives to help teaching staff transition from face-to-face to online teaching and learning. Training was given in the use of the Learning Management System - Moodle - branded on the Campus as myeLearning, Blackboard Collaborate, and other web conferencing software to enable synchronous delivery of teaching and learning. More needs to be done to further enhance the skills imparted, albeit in an emergency mode.

#### Student Course Experience Review



The Students' Evaluation of Courses and Lecturers (SECL) tool was introduced in 2010 to provide feedback on students' classroom, learning experiences and learning opportunities. In 2020 it was reviewed, reengineered, and ultimately rebranded and replaced by a Course Experience Review (CER) system to facilitate better understanding on how to improve the course and teaching practices. Further, it was agreed a new evaluation software, Qualtrics, would be used to conduct surveys to be managed by a cross-campus team in keeping with the One-UWI vision. The official launch was scheduled for the end of Semester 1 of the 2021/2022 Academic Year.

#### MBBS Full-Fee-Paying Intake Introduced

Recognising a national, regional and international gap in the marketplace, the Faculty of Medical Sciences welcomed its first intake of full-fee-paying students in January 2021, similar to what has already been established at the Mona Campus. Fifty spots in the Bachelor of Medicine, Bachelor

## Teaching & Learning (cont'd)

of Surgery (MBBS) programme were allotted to this category to facilitate qualified students who were able to meet the requirements to begin their medical sciences degree in Semester 2.

The new January intake of full-fee-paying MMBS students is open to students of all nationalities, and widens access to a professional field with global popularity. Fees continue to be set on a tiered basis, distinguishing between Trinidad & Tobago nationals, nationals of UWI contributing countries, and students from other countries. Students who are part of the government-subsidised September intake are not affected or compromised in any way.

This measure also contributes to the AGILITY pillar of the Strategic Plan as it pertains to restoring the financial health of the institution. (AGILITY Objective AG 2)

## Wider Access to Pre-Engineering

The admission policy for the Pre-Engineering Programme in the Faculty of Engineering was revised to expand access beyond students who needed to improve their CAPE performance to qualify for entry into the Faculty, to others who achieved high grades at the CSEC in Mathematics, Additional Mathematics, and other relevant subjects. The tuition fee for the programme was reduced to make it more affordable.

Pelicans ready to soar. Three of the six valedictorians who represented the Class of 2021 - **Joshua Ramjattan, Selena Mohammed and Rondel Mungal.**



# Research, Development, Innovation & Outreach

**The value of academic research has been borne out by the COVID-19 pandemic. Fields such as medicine, technology, engineering, and agriculture have had direct impacts on the lives of millions globally. Other fields such as law, education, economics, human behaviour, and communications were tested as societies grappled with almost daily changes to how we could live and work, and the related conflicts that arose. Significant mention must be made of the academics and practitioners in the arts and humanities whose works have inspired hope and who will undoubtedly continue to help us define this experience for decades to come.**

Featured in this section is a small sample of the research undertaken at the St. Augustine Campus during the review period – some despite the pandemic, and others inspired by it. There is a deliberate focus here on funding and partnerships as, without these two elements, research activities are severely hampered – if they can take place at all. The Campus is grateful to the many public and private entities and individuals who partnered with us during the period under review and prior. For more examples of the research taking place at The UWI St. Augustine Campus, please see the accompanying [2020/2021 Faculty Report](#) available online. To find a research partner at the St. Augustine Campus, kindly contact the [St. Augustine Centre for Innovation & Entrepreneurship \(StACIE\)](#).



## Research, Development, Innovation & Outreach (cont'd)

### Research

Research that leads to the creation of new knowledge is a significant part of the value created by universities. The value of that research is measured by its output – dissemination in peer-reviewed publications, and the number of times those publications are cited by other researchers which serves as an indication that the knowledge contained therein has been found useful by others in taking ideas further in the field.

The long lockdowns of the country and campus hindered access to research labs and facilities which led to delays for some experimental work and affected productivity in some areas. Still, researchers persevered. A sample of the research conducted on the St. Augustine Campus in the review year is provided below. The accompanying Faculty Report (available online), features hundreds of peer reviewed articles, books, book chapters and conference proceedings generated on the St. Augustine Campus during this review year alone.

### Statistical Highlights

#### Publications

The research output of the Campus is captured in the list of peer-reviewed publications and conference presentations published annually in the accompanying Faculty Report. These represent the contribution of the St. Augustine Campus to the store of world knowledge. During this review period that output was as follows:

|                             |     |
|-----------------------------|-----|
| ■ Books:                    | 12  |
| ■ Book Chapters:            | 98  |
| ■ Articles in Journals:     | 566 |
| ■ Conference Presentations: | 207 |
| ■ Technical Papers:         | 22  |
| ■ Abstracts:                | 33  |
| ■ Monographs:               | 3   |

In addition to the above, the Campus produced 13 instances of creative works, productions, exhibitions, screenings and films, and 10 other professional works.

### Citations

Researchers publish in recognised scholarly vehicles so that they may share their findings with their peers, and they become part of the body of knowledge as their work is cited by others, adding another layer of knowledge that propels the work in a particular field. As such, not only is it important for researchers to be published, but it is important to keep track of the number of times their work has been cited. The Campus is working with the Campus Library and the School for Graduate Studies & Research to reinforce systems and behaviours that would make that data accessible and measurable in a meaningful way. In the interim, some insights are available via Google Scholar, a search engine designed specifically to search for scholarly works that have been made available online.

### Research Projects

Below are examples of the research undertaken across the Campus during the review period.

#### The Psychology of COVID-19

In 2021, a new research lab, “The Certainty of Uncertainty” was established at the ANSA McAl Psychological Research Centre (AMPRC) to investigate how individual’s risk perception of COVID-19, risk propensity and risk perception of the COVID-19 vaccines may affect individual financial, social and health risk-taking. The findings of this study will offer insights into the risk psychology of COVID-19, and thus provide foundational links to how this plays a role in generalised and vaccination behaviour. These findings may inform local health authorities on the best course of preventative action.

### Using AI to Detect COVID-19

The Faculty of Science & Technology contributed to the development of a tool based on Artificial Intelligence that could detect abnormalities caused by the COVID-19 disease. The U-Net architecture-based method achieved a sensitivity of 92%, specificity of 93% and an accuracy of 94%. The paper, "Automatic Detection of COVID-19 Diseases using U-Net Architecture based Fully Convolutional Network" was published in Biomedical Signal Processing & Control in May 2021.

### Migrant Issues

Two postgraduate students at the Institute for Gender and Development Studies (IGDS) engaged with Venezuelan migrant women in Trinidad & Tobago to help share their stories in their own words. The result was an article titled "Reconstructing Racialized Femininity: Stories from Venezuelan Migrant Women". Their paper called for a migration policy that guarantees the rights of migrants. They also recommended training for immigration officers and police officers, to help them understand how to address Venezuelan migrants, especially women, who are particularly vulnerable because of their socioeconomic status and gender.

### UWI Seismic Research Centre Monitors La Soufrière's Eruption

The UWI Seismic Research Centre (SRC) began registering low-level seismic activity from St Vincent and the Grenadines' resident volcano, [La Soufrière](#), in early November 2020. They worked with the Montserrat Volcano Observatory (MVO) and the National Emergency Management Organisation (NEMO) to strengthen its monitoring and measuring capacity, and to communicate factual information about the progression of the seismic activity to the surrounding islands and the wider region.

La Soufrière rumbled awake with an effusive eruption, including magma extrusion and tremors. On April 09, 2021, activity escalated to an explosive eruption, with

clouds of ash and gases diffusing through the atmosphere. An estimated 20,000 persons were displaced, and there were major power outages and shortages of clean water for weeks after. To assist the affected population, The UWI activated emergency protocols to deploy aid and expert help, and to assist in the rehabilitation process. Fundraisers were also promoted to assist the efforts.

Generally, seismicity in the Eastern Caribbean linked to volcanic and subduction processes persisted with more than 23,000 events recorded during the reporting period. Almost 75% of this seismicity was related to the La Soufrière volcano. There were 201 earthquakes recorded above magnitude 3.8. More than half of these were above magnitude 4.0, and the largest (magnitude 6.0) was recorded off the coast of Antigua/Barbuda on March 26, 2021.

That said, the income received from contributing territories continues to be inconsistent and sufficient only for routine monitoring (TT\$5.5 to 11.6 million during the period 2010 - 2021). All other work, including most research, major developments in the network and outreach, were undertaken through grant funding mainly from external sources or from applications to the SRC Departmental Consultancy Fund (DCF). The UWI-SRC is the regional institution responsible for surveillance of and fundamental research into volcanoes and earthquakes for the English-speaking islands of the Eastern Caribbean.

### Building Climate Resilient Health Systems

Following the success of the "One Health One Caribbean One Love" project led by The UWI St. Augustine from 2014 to 2017, the Campus partnered with CARICOM to moderate the health and mortality consequences of climate change. The initiative secured European Union (EU) funding, and the Pan American Health Organisation (PAHO) undertook to act as coordinator. The project entails four key components: adaptation and testing of PAHO/

## Research, Development, Innovation & Outreach (cont'd)

WHO tools to estimate health benefits; comprehensive health chapters in national adaptation plans; improved surveillance capacity of professionals in health sectors; and strong and effective climate change leadership. The UWI St. Augustine is responsible for the latter component and is to establish a fellowship programme that will recruit persons from 15 countries and train them to make active projects of plans and policies.

### From Recycling to Rehabilitation

The Department of Mechanical & Manufacturing Engineering and the Campus Student Life & Development Department together secured US\$50,000 from the United Nations Development Programme (UNDP) to fund the project "Persons with Disabilities as Change Agents for Upcycling Waste Plastics". The project explored ways of recycling waste plastics to create 3D printed prosthetics and assistive devices for persons with disabilities.

### Connecting with Local Farmers on Food Safety & Quality

The Faculty of Science & Technology worked with local farmers to develop new rapid testing method for pesticide levels in green leafy vegetables. Researchers also engaged with local honey producers on research and quality assurance projects aimed at export market goals.

### Finding Business Opportunities for Guyana's Seabob Industry

A project from the Faculty of Food & Agriculture provided an upgraded strategy for Guyana's seabob shrimp value chain that all stakeholders can adopt, based on the broad participatory approach used in data collection. This is expected to increase profitability and sustainability of the artisanal and commercial seabob fisheries over the medium to long term. It is expected that any outputs will be sustainable given that the project successfully brought together a range of stakeholders – public and private interests, and large and small operators


across different sectors. The project was conducted through the Food & Agriculture Organisation (FAO).



The beauty and devastation of La Soufrière.

Photo Credits:

1. Roderick Stewart
2. UWItv

Read more about the experiences of the SRC team and UWI students on the ground in St. Vincent in the [May 2021 edition of UWI Today](#) 





Part of the Hinkson Mural

### Educational Assessments

The Psychoeducational Diagnostic and Intervention Clinic (PEDIC) based in the School of Education in the Faculty of Humanities & Education, continued to expand its client base and increase its impact. The Children's Authority of Trinidad & Tobago awarded the PEDIC a contract for the period 2019-2021 to provide psychoeducational and reading assessments and reading interventions. The Ministry of Education later awarded the PEDIC contracts to train special education instructors and behavioural specialists (2019) and to conduct psychoeducational assessments for 40 applicants who were scheduled to write the Secondary Entrance Assessment (SEA) in 2020. PEDIC's In-School Reading Assessment and Intervention Project was awarded an RDI grant in April 2019. Although COVID-19 forced offices to close in March 2020, preventing in-person assessments, confidential preliminary intakes and feedback sessions resumed with clients via phone or Zoom.

### Books Launched

- **Kostic, A. & Chadee, D. (Eds.). Positive Psychology: International Perspective. UK: Wiley-Blackwell, 2021.**

**Positive Psychology** is a collection of essays focusing on areas such as altruism, positive creativity, science of

well-being, forgiveness, coaching for leadership, cyberpsychology, intelligence, and responding to catastrophes like COVID-19. According to the publisher, "no other book currently on the market addresses such a breadth of issues in positive psychology".

- **Aiyejina, F. (Ed.) Sport Matters – Views from the UWI Faculty of Sport, 2019-2020. UWI Press. 2021**

The book is a collection of articles by staff and associates of the Faculty of Sport originally published in the Faculty's bi-weekly column in the Trinidad Guardian.

- **Pearce, M., Art in the Time of Coronavirus (2020)**

During the coronavirus lockdown in Trinidad & Tobago, artist Donald 'Jackie' Hinkson (DLitt) created a mural 9x45 feet in his limited studio space. **Dr Marsha Pearce**, Lecturer and Visual Arts Unit Coordinator at the Department of Creative and Festival Arts, UWI St. Augustine Campus, invited Hinkson to discuss the new work. The e-publication, [Art in the Time of Coronavirus](#) documents their conversation.

### Conferences, Symposia & Workshops

Online events attract a higher number and broader range of attendees and facilitate faster feedback. The relative ease with which they can be organised at a comparatively lower cost, encouraged a proliferation of impromptu events quickly responding to current issues such as the COVID-19 pandemic and education, even as marquee events such as the UWI Life First Year Experience events were adversely affected.

In 2020/2021, the Projects and Events team at Marketing & Communications designed and executed 128 virtual and hybrid experiences, and provided 141 hours of technical support to ensure a consistently high standard and quality that exceeded expectations. To keep audi-

## Research, Development, Innovation & Outreach (cont'd)

ences engaged during online events, M&C produced suites of multimedia content, inclusive of graphics and video, to support most of these projects. A 23% increase in commissioned content was recorded, highlighting the increasing importance of multimedia in promoting the work of the Campus. Below are just a few examples.



### First Virtual Inaugural Professorial Lecture

**Professor Rahul Naidu** delivered his inaugural professorial lecture in December 2020 becoming the first to do so virtually at the St. Augustine Campus. The Professorial Lecture Series recognises the work of those academics and researchers elevated to that position. Professor Naidu specialises in

Community Dentistry and his lecture asked the question “Promoting Oral Health: Why Does It Matter?”

### Examinations of the Economy – COTE and More

The Department of Economics in the Faculty of Social Sciences held a virtual version of its flagship Conference on the Economy under the theme “Crisis is Opportunity: COVID-19: The Way Forward” from November 25-27, 2020. As is now the norm, it included a Youth Armchair Discussion on the same theme. The Trade and Economic Development Unit (TEDU) conducted 10 virtual “National Conversations” over the reporting period to consider the impact of the pandemic on the national economy in general and the education system in particular; competitiveness, and projections for the 2021 national budget followed by a critical review of same.

### Mas, Language, History, Education & Social Justice

The Faculty of Humanities & Education used the deferral of the 2021 Carnival celebration as “a much-needed opportunity to reflect on the value of Carnival to the society”. Panchayat: The Mas(s) in We Virtual Carnival Research and Arts Symposium took place in February 2021. Day one looked at [Mas, Literature and Identity](#) 📄, followed by [Music and History](#) 📄, on day two, then [Resistance](#) 📄, on day three. All proceedings are available on The UWI St. Augustine’s YouTube channel. The symposium replaced the Old Yard showcase of Carnival traditions hosted annually by the Department of Creative & Festival Arts.

The Department of Literary, Cultural and Communication Studies hosted the 23rd Annual Campus Literature Week in March 2021. The virtual event featured readings from regional and international participants and a live presentation by **Professor Emeritus Gordon Rohlehr** on his memoir, *Musings, Mazes, Muses, Margins*.

The Department of Modern Languages and Linguistics held a conference on Language and Social Justice consisting of conversations about language as a central topic in issues of race, gender, migration, education, human rights, and social inequality.

The Department of History held its annual History Fest in March 2021. Given the current COVID 19 crisis, the theme of the virtual event was “Positioning the Pandemic: Epidemics and Health in the Caribbean”.

The School of Education in the Faculty of Humanities & Education explored issues such as Educating the Whole Child in a Pandemic, Radical Education Reform, and STEM and STEAM in Trinidad & Tobago.

### Race Relations

In light of the hostile messages with racist overtones experienced during and after the August 2020 general election campaign in Trinidad & Tobago, The UWI’s Faculty of

Law in collaboration with the Catholic Commission for Social Justice hosted a virtual National Symposium on August 30 titled [A Time for Healing - Understanding and Reconciling Race Relations](#). The symposium brought together panellists from academia, law, politics, the media, the arts, labour, and youth.

### Diplomatic Dialogues & Webinars

During the first semester of the 2020/2021 academic year, the Diplomatic Dialogues and lectures hosted by the Institute for International Relations had an estimated attendance of between 30 to 60 people. In comparison, attendance at the webinars held once the lockdown of the campus was announced fluctuated between 70 and 164 attendees. Two major webinars held jointly with the Caribbean Policy Consortium - "Governance and Electoral Continuity and Change in the Caribbean: Retrospect and Prospect" (June 2021) and "US-Caribbean relations: Opportunities for Strategic Engagement" (September 2021) attracted 60 and 100 attendees respectively.

The Institute for International Relations (IIR) Open Lecture series in Semester 2 included topics on Global Governance and the Emerging Powers, International Trade and Development, Global Health and Pandemics, Climate Change and Food Security, CARICOM Regional Integration and many more contemporary themes and issues.

### Autism Workshop

The Child Health Unit in collaboration with the Vanderbilt Kennedy Centre's Treatment and Research Institute for Autism Spectrum Disorders (TRIAD) conducted a workshop on TELE-ASD-PEDS training conducted a workshop on [TELE-ASD-PEDS training](#). The TELE-ASD-PEDS is a tool allows health providers to walk parents remotely through several basic tasks with their child, and to watch for the presence of autism symptoms.

The session was held free of charge in July 2021, and attracted 80 participants including paediatricians, psychiatrists, psycholo-

gists, speech therapists, and postgraduate students from Jamaica, Barbados, Saint Lucia, Antigua and the Bahamas. Local Regional Health Authorities were also represented. The last round of training was held in 2019.

### Intellectual Property Alumni Webinar

In July 2021, the Office for Institutional Advancement and Internationalisation (OIAI), in collaboration with the Entrepreneurship Unit, Faculty of Social Sciences, and the Intellectual Property Office of the Office of the Attorney General and Ministry of Legal Affairs, hosted an Intellectual Property webinar. This webinar explored the laws and guidelines of intellectual property for entrepreneurs and innovators. It was open to the general public but specifically targeted UWI alumni.

## NOTES FROM A PANDEMIC

"I do not have to spend money on transport. Lecturers have been pushed into putting more effort into myeLearning therefore more study materials and class recordings have been made available so students who cannot attend a session have access to everything they have missed."

**Karysse – Student**

## Research, Development, Innovation & Outreach (cont'd)

### Caribbean Migrant Farm Workers in Canada

The Department of Behavioural Sciences in collaboration with Justice 4 Migrant Workers (J4MW), J4MW-Windsor Law Migrant Farm Worker Legal Clinic at the University of Windsor and Industrial Accident Victims Group Legal Clinic (IAVGO) hosted a webinar titled "Migrant Farm Labour: Harvesting Resistance in Canada and the Caribbean" in April 2021. Topics included discussions on the systemic vulnerabilities of migrant farm workers within the seasonal agricultural workers' programme.

Among the presenters were persons who have been migrant farmworkers in Canada and shared their experiences.

### RDI Funding for Development & Impact

The UWI/Trinidad and Tobago Research and Development Impact Fund (RDI Fund) was established in 2012 to support projects that address pressing development challenges and that will achieve recognisable and substantive impact in the short and medium-term (three to five years). Although Government funding ceased in 2013, the fund has been sustained and has continued to provide support through astute management.

### RDI Project Status 2020/2021

Following the last call for proposals in June 2020, there were 16 open RDI projects in various stages of development. As at July 2021, TT\$4.9 million had been disbursed to these projects out of the TT\$8.75 million awarded (56%) and 40% had been spent.

The following RDI projects were open in 2020, including those selected when the RDI Fund re-opened its fifth call for proposals in mid-2020 particularly for projects that would directly address stakeholder needs in response to the COVID-19 pandemic.

## NOTES FROM A PANDEMIC

"Online classes (were a positive change). Labs and similar sessions where hands-on tutorials were important, were more challenging however!"

**Paula Anne - Student**



| Project Title   | Team Leader                     | Award (TT\$)       |
|---|---------------------------------|--------------------|
| Sustainable Seeds of Survival: Production, Processing and Marketing of UWI Seed Business  | Dr Wendy-Ann Isaac              | \$500,000          |
| Studies on commercialization of novel phyto-biostimulants derived from seaweeds for sustainable agriculture   | Professor Jayaraj Jayaraman     | \$645,000          |
| Autonomous Transmission Infrastructure Monitoring   | Dr Arvind Singh                 | \$610,000          |
| Unlocking the anticancer potential of selected Caribbean plants   | Dr Diane Ignacio                | \$492,000          |
| Novel Riminophenazines for prophylactic and therapeutic treatment of drug resistant microbial infections  | Dr Adesh Ramsubhag              | \$800,000          |
| The Development of a Travel Demand Model for Trinidad   | Dr Trevor Townsend              | \$400,000          |
| The Environmental Applications of Sodium Alginate Extracted from Sargassum sources in Trinidad and Tobago   | Dr Keeran Ward                  | \$696,000          |
| Product, process and market innovations to support sustainable cocoa sector development for economic diversification.   | Professor Pathmanathan Umaharan | \$800,000          |
| The Development of a Research-based Psychoeducational Diagnostic and Intervention Clinic (PEDIC) at the School of Education   | Professor Jerome De Lisle       | \$500,000          |
| Development of biopesticides and innovative biomolecules for an environment-friendly plant health management  | Dr Saravanakumar Duraisamy      | \$885,000          |
| A Resilient System for Communication under Disaster Conditions in the Caribbean   | Dr Michael Hosein               | \$185,000          |
| Design, develop and test Cross-sectional T Blocks and T Bricks, and Cross-sectional Cross Blocks and Cross Bricks/ Manufacturing, patenting and commercialization of Multi-faced Blocks | Dr Abrahams Mwashha             | \$350,000          |
| Hospitech: Supporting in-hospital COVID-19 response through Technology  | Dr Craig Ramlal                 | \$650,000          |
| COVID-19: Infectious Disease Molecular Epidemiology for Pathogen Control & Tracking (IMPACT)  | Professor Christine Carrington  | \$690,000          |
| Circular Farming: An Innovative and Resilient Food Production System for a Changing Climate   | Dr Gaius Eudoxie                | \$550,000          |
| <b>TOTAL</b>  |                                 | <b>\$8,753,000</b> |

## Research, Development, Innovation & Outreach (cont'd)



**Dr Trevor Townsend**

Read more about his work in the [May 2021 edition of UWI Today](#)

The following project was completed in 2020:

*The Development of a Travel Demand Model for Trinidad*

**Dr Trevor Townsend – Faculty of Engineering**

The primary objective of the study was to develop a system of travel demand models which can be used by decision makers to understand and evaluate the impacts of various policy scenarios in the development and operation of the transportation sector.

The 5th call when reopened resulted in two major COVID-19 related projects.

*Hospitech: Supporting in-hospital COVID-19 response through Technology*

**Dr Craig Ramlal – Faculty of Engineering.**

The main objective is to provide technology-based solutions to key problems identified by medical personnel in the healthcare system due to the COVID-19 pandemic. Two products have been identified from these stakeholder consultations: An Autonomous Sanitisation Robot to sanitise hospital facilities, and a High-Acuity Mechanical Ventilator. Other items identified for

development and local manufacture were CPAP machines, air purifiers, laryngoscopes, aerosolisation hoods, slit lamp breath shields, face shields, face masks, gowns, and N95 respirators.

Another project was capitalised to develop a reusable N95 respirator which can be manufactured locally at low cost, and an elastometric medical respirator that adjusts for the differences in face shapes between men and women and which accommodates the anthropometric characteristics of Caribbean populations. This project is being funded by the High Commission of Canada in Guyana.



**Professor Christine Carrington.**

Read more about her work in the [June 2021 issue of UWI Today](#)

*Coronavirus Genome Sequencing Project*

**Professor Christine Carrington, Faculty of Medical Sciences**

One of the most impactful was the Genome Sequencing Project out of the Faculty of Medical Sciences. Led by Professor of Molecular Genetics and Virology Christine Carrington, researchers at the St. Augustine Campus commenced a project to analyse the coronavirus genomes in infected people, to monitor mutations of the virus and identify the sources from which the virus was being spread. The project, entitled COVID-19: Infectious Disease Molecular Epidemiology for Pathogen Control and Tracking (COVID-19: IMPACT), received an initial grant from the Trinidad & Tobago

Research, Development and Impact (RDI) Fund, and also involved researchers from Trinidad & Tobago's Ministry of Health, the Caribbean Public Health Agency (CARPHA), the University of Oxford, and the University of London.

As the only facility in the English-speaking Caribbean with the capacity for rapid whole genome sequencing for SARS-CoV-2, tests were conducted to detect variants of concern for 17 Caribbean countries through the Trinidad & Tobago Ministry of Health and the Caribbean Public Health Agency (CARPHA). Thousands of samples were sequenced and the effectiveness of the project was demonstrated by its rapid detection, assessment and reporting of the presence of one or more SARS-CoV-2 variants of concern (i.e. Alpha, Beta, Delta, and Gamma variants) in several CARPHA member countries.

This project informed public health policy and communication across the region. Sequence data shared on GISAID contributed to global research aimed at combating COVID-19. GISAID is a global science initiative established in 2008 that provides open-access to genomic data of influenza viruses and the coronavirus responsible for the COVID-19 pandemic.

## NOTES FROM A PANDEMIC

“Many things are being done more efficiently now. Not having timed examinations is good too because coursework is a much better assessment method for most subjects, particularly in the Humanities.”

Elizabeth – Staff

### COVID-19 Partnerships

The Campus engaged with several stakeholders in its contribution to the fight against the pandemic:

#### Trinidad & Tobago Ministry of Health

- Guidance on what medical equipment and PPE is needed and in what quantities
- Testing and approval of all equipment prior to use in national hospitals.

#### Caribbean Industrial Research Institute (CARIRI)

- Testing of air-purifiers, facemasks, N95 respirators
- Collaboration for standards development

#### Pan American Health Organisation (PAHO) and the World Health Organisation (WHO)

- Guidance and assistance with testing of medical equipment and PPE to applicable international standards

#### Trinidad & Tobago Manufacturers' Association (TTMA)

- Partnerships to mass manufacture and export medical equipment and PPE

#### CARICOM Regional Organisation for Standards and Quality (CROSQ) and the Trinidad & Tobago Bureau of Standards (TTBS)

- Development of local and regional standards for medical equipment and PPE

#### MIC

- Assistance with prototyping and manufacturing of medical equipment and PPE

#### American Chamber of Commerce - AMCHAM TT & the Embassy of Canada

- Technical assistance and access to funding for research into medical equipment and PPE

## Research, Development, Innovation & Outreach (cont'd)

### RDI Counterpart Funding

Some 55% of the TT\$59 million of funds awarded to all RDI projects over the life of the Fund thus far, have come from counterpart sources. This funding may come from regional and international organisations, governments, or private entities. For example, the Genome Sequencing Project led by Professor Christine Carrington. The initial funding for the project was TT\$1.2 million from the T&T/UWI Research Development Impact (RDI) Fund, including a grant of TT\$500,000 from the Ministry of Health. Once underway, the project attracted US\$273,456.00 in counterpart funding from the AHF Global Public Health Institute and the Pan American Health Organisation (PAHO). This project is a good example of how RDI support can attract additional external funding.

### ITT - Funding for Innovation

The University of the West Indies St. Augustine Campus (UWISTA) Innovation and Technology Transfer (ITT) Fund provides grant funding to UWI staff and students to accelerate the development of intellectual property (IP). In 2021 there were five projects at different stages of the journey towards commercialisation in some form, utilising just over TT\$3 million in grant funding.

[\*BITREM: Biometric Information Technology using Regular Expression Machines\*](#) 

**Mr Graham Derrick Lewis**, Campus IT Services/Faculty of Science & Technology: TT\$940,000 - 24 months ending 31/03/2021

To develop an enterprise wide, commercially viable biometric solution. In the first phase, this biometric application will focus primarily on fingerprint recognition using the patented REM machine learning technique.



**Dr Adesh Ramsubhag**

*Commercial Assessment and Marketing of IP: Novel Class of Antibiotic Adjuvants to Treat Drug Resistant Bacteria*

**Dr Adesh Ramsubhag**, Faculty of Science & Technology: (TT\$112,000) - 12 months ending 01/05/2021

To market and establish the best possible partnership for development and commercialisation of the adjuvant drug compounds.

*IP Protection for Novel Antibiotic Adjuvants to Treat Drug Resistant Gram Negative Bacterial Infections*

**Dr Adesh Ramsubhag**, Faculty of Science & Technology: (TT\$137,025) - 14 months ending 13/09/2022

To pursue a patent for a new class of antibiotic adjuvant compounds

## NOTES FROM A PANDEMIC

"Zoom meetings actually meant more persons could participate!"

**Marissa – Staff**



*Preclinical Development of Novel Class of Antibiotic Adjuvants to Treat Drug Resistant Bacteria*

**Dr Adesh Ramsubhag**, Faculty of Science & Technology: (TT\$1,000,000) - 12 months ending 01/09/2022

To determine the safety and efficacy of the adjuvant compounds through rigorous pre-clinical testing in GLP certified laboratories.

*PHI Commercialisation: Bridging the Technology Transfer-Commercialisation Gap*

**Mr Jeevan Persad**, Faculty of Engineering: (TT\$993,054) - 16 months ending 30/09/2022

To create capacity to produce and sell PHI units and to understand the market space for the PHI in order to further sales and distribution and/or to establish licensing partnerships.

**Campus Research & Publication Fund**

The School for Graduate Studies and Research oversees the administration of the Campus Research and Publication (CRP) Fund. This fund is open to full-time Academic and Senior Administrative and Professional members of staff and research students of the Campus. In all, 29 staff grants and 30 student grants were approved for the period August 2020 to July 2021.

Of the TT\$1,355,638.13 allocated to staff, 91% went to fund research projects in Medical Sciences (43%), Science & Technology (21%), and Humanities & Education (15%), as well as Engineering, Food & Agriculture and the Social Sciences

The CRP awarded TT\$339,373.64 in Graduate Research (MPhil and PhD) Student Grants, with 71% going to the Faculty of Science & Technology. The awards (83%) were used mainly to fund field work.

**Grants & Consultancies**

Securing grant funding and consultancies can be highly competitive, particularly in the current economic environment. During the reporting period the following research grants were secured as reported by the St. Augustine Centre for Innovation & Entrepreneurship (StACIE) which assists researchers on the Campus with their bids and proposals. Some have already been mentioned above. Below are a few more significant projects.


**The European Union (EU)**

Human Rights Abuses of Remand Prisoners. Funded by the EU (€184,211) through the Faculty of Law.

Harnessing Innovative Technologies to Support Resilient Settlements on the Coastal Zones of the Caribbean (HIT RESET). EU funded (€4.9 million) with UWI as lead through StACIE and in collaboration with Anton de Kom University of Suriname (AdeKUS) and the Caribbean Disaster and Emergency Management Agency (CDEMA).

**Pan Transcription Project 2020**

The National Gas Company sponsors three steelbands, and saw the need to preserve the music of the bands. This consultancy undertaken by the Faculty of Humanities & Education received TT\$75,700 starting in February 2020 with completion carded for July of that year. The assignment was to capture and transcribe the performances of three NGC sponsored bands at Panorama 2020 to produce scores at the beginner, intermediate and advanced player levels. These would target players at different levels of musical competency, including primary and secondary school students and professionals based locally, regionally and internationally. Furthermore, the exercise would preserve these Panorama arrangements for posterity, increase the repertoire of pan music, enable performance of the arrangements outside of Panorama, increase access to pan arrangements globally, and raise music literacy among pan players.

The mastered scores at three levels of player ability are accessible [online](#) 

## Research, Development, Innovation & Outreach (cont'd)

### Natural Gas History Book

This project at a cost of TT\$391,000 was to document the history of the natural gas industry of Trinidad & Tobago from inception to present and to produce a commemorative publication to honour the company's 45th anniversary in 2020. The project began in September 2019 with completion set for December 2021. The book was created to increase awareness of the history of the natural gas industry, its role in shaping the development of Trinidad & Tobago, and NGC's role in both.

### Below Ground Carbon Sequestration Project

This project valued at TT\$100,000 took place from August 2020 to February 2021. Researchers set out to estimate the below ground carbon sequestered through NGC's reforestation efforts which the company commenced in 2005, and has resulted in the replanting of over 100,000 trees of a variety of species on 348 hectares of land to date. The results would allow the NGC, others in the energy industry, policy makers, and the GORTT to add below-ground carbon estimates to the above ground appraisals, thus increasing the estimated amount sequestered. The data would facilitate evidence-based decision-making related to reducing NGC's and Trinidad & Tobago's carbon emissions as the country tries to comply with the terms of the Paris Agreement. Additionally, once researchers establish proof of concept for this type of study there are opportunities for related spinoff projects. It is hoped that this project would lead to heightened interest in and implementation of reforestation initiatives and other climate change mitigation strategies, particularly among industry.

## NOTES FROM A PANDEMIC

"... the tablet loan system through AJL was a great idea."

**Karysse - Student**

### Outreach

#### Academic Advising and Mentoring Symposium

UWI St. Augustine's first Academic Advising and Mentoring Symposium was held in March 2021. The three-day virtual symposium covered topics such as Academic Advising Models, Institutional Culture and Advising Practices; Mentorship thinking and practice; Well-being: Students & Advisors. The 160 participants, inclusive of 27 presenters, represented three UWI campuses - St. Augustine, Mona, and the Open Campus, as well as the Tobago Hospitality & Tourism Institute; Hugh Wooding Law School; University of the Southern Caribbean; Arthur Lok Jack Global School of Business; Sital College of Education; UWI-Roytec; the University of Technology, Jamaica; St Michael's Theological College, Jamaica; and the University of Guyana.

#### Giving Local and Migrant Youth a Voice



Funded by the European Union (TT\$2.6 million), the Youth Speak UP (YSU) project is led by The UWI St. Augustine Campus working with implementation partners - the Coalition Against Domestic Violence, Jabulous, and the Rotary Club of St. Augustine. The project seeks to empower the nation's youth with tools to add their voices to conversations on national development issues, including those of irregular migration and forced displacement.

The programme targets young people between 16-29-years old to participate in a 30-month long programme which constitutes training and education sessions



Police Interaction GBV March - Feb 2021.

ENOUGH! The Institute for Gender & Development Studies continued to speak out against gender based violence. The student group IGDS IGNITE joined a protest outside parliament in February 2021, following the separate killings of two UWI graduates, Suzette Sylvester and Andrea Bharatt. Ms Sylvester had been a student at the IGDS.

which culminate in practical work on relevant community engagement projects. Youth Speak UP is being administered by the Office of the Deputy Principal with support from the DSSD.

### Spanish for Professionals Working with Migrants

The Centre for Language Learning (CLL) expanded its remote delivery of Spanish for Specific Purposes (SSP) course. The CLL delivered SSP courses for 95 professionals in National Security, First Response, Emergency Health and Disaster Response. This cohort was more than twice the size of the last. The course was part of the Pan American Development Foundation (PADF)/UWI Open Hand Initiative. UWI's Open Hand Initiative supports Venezuelan refugees and migrants.

### Human Rights Clinic Motion Against Inhumane Treatment

The Faculty of Law's International Human Rights Clinic and the Trinity Chambers law firm, on November 20, 2020, filed an originating motion for constitutional redress for those who have been kept imprisoned for

extended periods of time on remand while awaiting their trial hearings. The filing was made as a part of the Clinic's EU-funded project, Addressing Human Rights Abuses of Remand Prisoners with Special Emphasis on Domestic Violence Murder Cases. Senior Advocates **Gregory Delzin** and then Dean of the Faculty and Project Lead **Professor Rose-Marie Belle Antoine** have undertaken to present the case supported by a team of junior attorneys, Law graduates and researchers. The case's seven claimants are all presently incarcerated at the Golden Grove Prison, Arouca. The case seeks to establish their extended stays in prison while awaiting trial as unconstitutional, and the larger project aims to educate the public on the inhumane conditions of remand in hopes of gaining advocates for the cause. In partnership with the Cropper Foundation, direct remedial services will be delivered to those still imprisoned and others who have been freed.

### Mediation Training for Public Officers

As the pandemic continued, public agencies recognised that they needed to adjust their interactions with the public. In August 2020, the Mediation Unit in the Faculty of Social Sciences delivered a seminar titled Trauma-Focused Cognitive Behavioral Therapy (TF-CBT) for Children Exposed to Trauma: Through the Lens of COVID-19 to 120 School Social Workers from the Ministry of Education, Trinidad & Tobago. In October, the Unit partnered with the Mediation Services Division of the Ministry of Community Development and the United Nations to support a pilot community mediation and transformation initiative. The following month, the Unit provided pro bono training for 25 senior officers within the Trinidad & Tobago Police Service (TTPS) on Conflict and Emotional Intelligence and working with people during the COVID-19 pandemic.

The Unit also offered training to public officials in other Caribbean territories. It launched its first virtual coaching and

## Research, Development, Innovation & Outreach (cont'd)



Members of the UWI Women's Cricket Club and the items collected to assist people affected by La Soufrière.

mediation training sessions in October 2020 for court officers in St. Lucia. This was followed by 40 hours of mediation training for persons from Montserrat (December 2020) and Dominica (January 2021).

The School of Veterinary Medicine (UWI-SVM) collaborated with the Trinidad & Tobago Veterinary Association (TTVA) and the Trinidad & Tobago Society for the Prevention of Cruelty to Animals (TTSPCA) secured donations of food, water and medical supplies for farmers, companion animals and livestock immediately following the eruption of the volcano. National Flour Mills (NFM) donated 31,450 kg of feed and the Energy Chamber of Trinidad & Tobago supplied 50,000 gallons of water. Other donors contributed over 2,000 kg of food for companion animals. Ground transportation was supplied by private donors recruited by the UWI-SVM and all commodities were shipped by the Ministry of National Security through the Office of Disaster Preparedness and Management (ODPM).

### Support for Volcano Victims

Joining The University's call for support for St Vincent and the Grenadines in the aftermath of La Soufrière's eruption was the UWI Women's Cricket Club. The members of the club donated cases of bottled water, non-perishable food items, household and

cleaning supplies and various personal care items to be distributed on the islands. The gathered items were shipped off on April 21.

The Division of Student Support and Development responded to a call from the president of the St. Vincent Students Association who identified affected individuals from the islands in need of water. The "Comfortable Soles Initiative" was also developed to donate shoes and socks to persons affected by the eruption.

### Access to Continuing Education

The widespread decision to implement virtual modes of teaching and learning has made it possible for the Campus to expand its reach nationally and regionally.

For example, the Centre for Teaching & Learning (CETL) conducted a five-week online course in curriculum development and design for staff at the Government of Trinidad & Tobago's Office of Procurement Regulation (OPR) between April–May 2021.

The UWI School of Nursing (UWISoN) and the Department of Clinical Medical and Clinical Surgical services conducted a month-long introductory course to Critical Care Nursing. There was a local component and a CARICOM cohort that comprised participants from Antigua & Barbuda, Barbados, Belize, Dominica, Guyana, and Suriname.

### Engagement with and for Schools

The Debate Knock-Offs and Debate Finals organised by the Department of Economics in the Faculty of Social Sciences were conducted in October and November 2020 respectively. Secondary and tertiary level schools from across the country participated. The Department collaborated with Queens Royal College to host a Youth Forum in March 2021 discussing issues such as the Future of Education, Food Security, Agricultural Diversification and COVID-19, COVID-19 and the Rights of Children and Entrepreneurial Opportunities in the New Normal. Another collaboration

with UWI ROYTEC led to a Youth Forum on “Revolutionizing Education in the Caribbean” in May 2021.

The Faculty of Humanities & Education worked with Finland’s 4Learning Ltd. to prepare a Social Entrepreneurship Lab programme which will focus on fighting poverty. To promote the programme the Faculty sought support from the Laventille East Port-of-Spain Development Company and the GORTT Community Recovery Development Committee.

**Popular Science –  
Bootcamps & Backyards**



The Annual UWI MATH Fair hosted by the Faculty of Science & Technology in March 2021, themed “Relevance of Math in a Pandemic”, attracted online participation

from 2,803 students and 105 teachers from 43 schools in Trinidad & Tobago. Up to the day of the event, there were 3,713 unique visitors and 7,760 total visits to the event website. The 2nd edition of the Trinidad & Tobago Chemistry Olympiad (TTCO) was also conducted online for over 200 participants. The Database Concepts Bootcamp (DCB) in August 2020 provided a two-week, 100% online experience introducing high school students to databases in the Computing and IT fields at UWI.



Rutherford's Vine Snake  
Photo by Amy Deacon

The 22nd Backyard Bioblitz took place in November 2020 as a virtual citizen science event. Over 200 people participated with 1,400 species identified. In addition to the usual naturalists, UWI staff & students and interested members of the public taking part, this year, many schools incorporated the Bioblitz into their virtual lessons.

**Support for Online Literacy  
Pilot Programme**

The Adult Literacy Tutors Association (ALTA), which offers free literacy classes to persons 15 years and above, piloted an online programme to reach their students remotely. ALTA Online is a web-based programme of literacy instruction designed for persons who have low-level reading and spelling skills. The Campus Office for Planning and Institutional Research (COPIR) provided free survey design and analytical support to help the Association evaluate its new online programme.

**A Bubble for CPL T-20**

The St. Augustine Academy of Sport (SAAS) was selected to provide a bio-secure training venue for teams participating in the Hero Caribbean Premier League, which was held in Trinidad & Tobago from August 18 to September 20, 2020. The SAAS provided a bio-secure training bubble for the teams, guided by the protocols set out by the Ministries of Health and National Security. The self-contained configuration of the Sir Frank Worrell Cricket Field at the SAAS ensured that the teams could train without coming into contact with external parties, including the media.

**MOUs with SporTT & CFU**

A Memorandum of Understanding (MOU) was signed between the St. Augustine Campus and Sports Company of Trinidad & Tobago (SporTT), marking the start of an alliance to increase the social impact and accessibility of sport nationally. The virtual signing was done by SporTT CEO Jason Williams, and the Campus Principal Professor Brian Copeland. The partner-

## Research, Development, Innovation & Outreach (cont'd)

ship will facilitate the development and research of strategies to further develop the industry, including ways to provide funding to national governing bodies of sport and their administrators to encourage more programmes to be adopted.

The Campus signed a MOU also with the Caribbean Football Union to collaborate across a range of projects, including but not limited to sport administrative training programmes arranged through the Department of Management Studies in the Faculty of Social Sciences.

### An Explosion of Content and the Online Community Doubles in Size



Given the circumstances created by the pandemic, the Campus's online and social media presence were critical to efforts to stay in touch with public and in providing wide access to available opportunities and to the knowledge being created.

Staff from across the Campus stepped into the spotlight to produce and host live and recorded online content such as

- [Virtual Open Days](#) for prospective students;
- A six-part web talk-show series, [Campus Talk Live](#), created by the Division of Student Services & Development (DSSD) to help current students feel a sense of community; and
- Video resources that included conferences, lectures and the ongoing YouTube series out of the Faculty of Humanities & Education – [Let's Talk History](#).

The most popular platforms were Zoom, Facebook and YouTube, while Instagram and Twitter were part of the promotional mix.

The official online community on the official Campus accounts grew by 113% to approximately 170,000 constituents over

the review period, with several digital campaigns, including Graduation, serving as important engagement tools. For the first time, a personalised digital toolkit - including branded GIFs and a digital graduation booklet - was designed and shared to more than 2,000 graduates. More than 19,000 people interacted with the branded GIFs created for the graduating class.

### External Communications

If any of the work featured in this report sounds familiar, it is probably because much of it was already presented to the public through the vibrant external communications programme managed by the Marketing & Communications team.

- Campus News Releases - 69
- News Mentions - 5,700 (up 19.2%)
- Online News Coverage – up 48%
- TV News Coverage -up 23%
- *UWI Today* - 7 issues containing 100 articles

In [UWI Today](#), the flagship monthly newsletter of the St. Augustine Campus, the major stories of the year tended to chronicle the Campus's contribution meeting the challenges brought about by the COVID-19 pandemic (27 articles), but content also highlighted other areas such as research (21 articles) and awards and achievements (23 articles). *UWI Today* also put the spotlight on violence against women and children, racism and there was a special edition marking the 60th anniversary of UWI St. Augustine.

## NOTES FROM A PANDEMIC

“(working remotely) I have more autonomy to make decisions and pace my work load.”

Rochelle – Staff



## The Campus Response to COVID-19

The Campus Incident Management Team – a cross-campus entity formed at the onset of the pandemic – provided general oversight for the vaccination drive as well as the management of COVID-19 cases on the campus and the measures deployed to minimise the spread of the virus. UWI St. Augustine continued to contribute to the state-run network of COVID-19 quarantine and treatment facilities, and to conduct genome testing to detect the prevalence of the various strains of the virus within the population. As students continued to be restricted from the campus, many courses continued to rely entirely on coursework to assess students, lectures and public events continued to be hosted virtually.

In addition to the measures set out in earlier sections such as the 10 Commitments to students the Campus also carried out the following during the review period.

From left to right: **Professor Christine Carrington** who became a public spokesperson on COVID-19, Honorary Graduate and Chief Medical Officer, **Dr Roshan Parasram**, and Deputy Principal, **Professor Indar Ramnarine** who liaised with the Ministry of Health and coordinated the campus vaccination drive.

### Support for the National Vaccination Drive

The UWI School of Nursing (UWISoN) supported the Trinidad & Tobago Ministry of Health (MoH) by providing vaccination administration training for inter-professionals. UWISoN trained 468 persons to support the Ministry's vaccination roll-out.

On the campus itself, in May 2021, the MOH granted approval to the Health Services Unit (HSU) to operate a COVID-19 vaccination site as part of the national effort to protect the population from the worst effects of the virus. This was one of the largest outreach exercises the HSU has ever embarked upon.

## Research, Development, Innovation & Outreach (cont'd)



The team at the Health Services Unit.  
Photo by Aneel Karim

In June 2021 the vaccination drive commenced at the JFK Auditorium and, by the end of the review period, 1,000 Astra Zeneca vaccines had been administered there to staff, students and the general public, while 4,744 Sinopharm vaccines were later administered at the University Inn and Conference Centre.

HSU staff supported by other medical professionals dispensed the vaccines, while the Office of the Deputy Principal played a coordinating role – liaising with the MOH and, through the Marketing & Communications Office, informing the Campus community and the wider public. Campus Estate Police ensured that all COVID-19 protocols were observed at the sites.

### **National Support - PCR Testing & Policy-Making**

The Faculty of Medical Sciences continued to assist in conducting polymerase chain reaction (PCR) testing for COVID-19, and the Holman Williams Laboratory remained a testing site for the Government of Trinidad & Tobago.

The Caribbean Centre for Health Sciences Research and Development (CCHSRD) con-

ducted a range of research seminars, symposiums and conferences on COVID-19 which have played an immense role in educating the public in general and policy makers in particular, promoting evidence-based, informed decision-making. The CCHSRD is a research centre at the St. Augustine Campus, established in April 2018 to engage in health policy and systems research.

### **Managing Mental Health in the Time of COVID-19**

For the Campus community, the Health and Wellness Programme at the HSU expanded its range of services to include specialty clinics and virtual COVID-19 services such as bereavement sessions, counselling and a COVID-19 Support Group.

The Faculty of Social Sciences reached out beyond the Campus, recognising that business leaders and managers – not just their workers - were experiencing increased stress levels and that this particular group often had no one to turn to, to help deal with their



own stresses and discomfort in this “new normal.” In May 2021 the Faculty hosted a virtual event themed [“Breakfast with the CEOs - Building Mental Resilience: Your COVID-19 Response”](#). It included a panel of five speakers, each holding leadership positions in their companies representing a range of industries and perspectives. A full recording of the event is available online.

Breakfast with the CEOs sought to engage a diverse group of influential voices in leadership positions on dealing with the pressures of leading in the COVID-19 environment and to start the discussion on how leaders and managers can develop coping strategies and build mental resilience.

**English for Medical Purposes from CLL**

A second iteration of introductory English for Medical Purposes course for the Ministry of Health was delivered remotely by the Centre for Language Learning. At the Ministry’s request, a five-day course was delivered for 30 newly recruited Cuban nurses in July 2021. This was almost three times the size of the 2020 cohort.

**Strategic Highlights in Research**

The Research activity described above strongly supports the ALIGNMENT goals set out in the Strategic Plan. Many projects promote activism and advocacy (ALIGNMENT Objective AL1), and increase and improve industry partnerships (ALIGNMENT Objective AL2). In addition, the St. Augustine focus on making research an integral part of a national Innovation and Entrepreneurship Ecosystem also impacts the University’s goals related to AGILITY, in particular the restoration of the institution’s financial health (AGILITY Objective AG2) in the face of falling government subventions and persistent economic challenges across the region. Even before the COVID-19 pandemic, the Campus envisioned a future where The UWI would lead the creation of new indigenous and sustainable economies and, in so doing, itself become more self-sufficient. The long term goal is to create a Caribbean Mittelstand, which, like the German version after which it is named, would be composed of a large number of small and medium enterprises that account for some 30% of foreign exchange earnings and 60% of the workforce.

[UWI Ventures & CARIRI MOU signing on March 1, 2021](#). L-R: Campus Principal, **Professor Brian Copeland**, CARIRI’s Executive Manager, Corporate Services **Mr Meghnath Gosein**, Professor of Practice **Mr Gerry Brooks**, and **Professor John Agard**, Director StACIE. Photo by Aneel Karim



## Research, Development, Innovation & Outreach (cont'd)

### Innovation and Entrepreneurship (I&E) Strategic Initiative

- UWI Ventures Limited (UVL - incorporated in 2019) continued its work in supporting the development of the I&E Ecosystem that was approved in 2018. Progress highlights include
  - The UWI Ventures App, an online business accelerator (VenturesApp), was launched. The app is a versatile and modern online business accelerator that provides a meeting place for inventors, business development mentors and investors. Support and access are available through the UVL website (<https://uwiventuresltd.com/>). This service currently supports over 100 registrants with activities benefitting from the system's step-based process for planning a new business enterprise and taking same to commercial execution.
  - The UVL Board and lean management team continuously engage key partners including ExporTT, TTMA, CARIRI and other internal stakeholders, faculty, StACIE and the EU to progress major projects.
  - An MOU was signed between UWI Ventures Ltd and CARIRI to "to cooperate, as appropriate, in those areas of Professional Education; Research and Development, Innovation and Entrepreneurship Development; Training and Branding, and other areas which may be of mutual interest or benefit to both Parties."
- Under the I&E Ecosystem (Internal components)
  - UWI Seal It Ltd Incorporated. Not yet capitalised.
  - UWI Fine Cocoa Products Limited incorporated. Not yet capitalised. Capital required: \$8,250,000
  - Patented Fingerprint technology mobilisation: exploration of consultancy opportunities for use as a secure credentialing platform, and

business plan developed for company formation. Questions on Governance and shareholding on this project have motivated the creation of a policy paper on the respective roles of UWI and UWI Ventures Ltd on the IP commercialisation process.

- Work still needs to be done in the Faculties to improve the ideation process and drive IP creation for commercialisation.
- Patents
  - Antibiotic Adjuvant for gram + bacteria patent filed in the USA. (Department of Life Sciences, Faculty of Science & Technology through StACIE)
  - Antibiotic Adjuvant for gram -ve bacteria under preparation funded by the ITT Fund. (Department of Life Sciences, Faculty of Science & Technology through StACIE with US\$20,000 funding from ITT Fund)
  - Prostate Cancer drug filed in USA and EU. (Department of Biochemistry, Faculty of Medical Sciences)
  - Cocoa processing equipment filed in Trinidad & Tobago with patent fees paid by the Office of PVC Graduate Studies and Research. (Department of Mechanical Engineering, Faculty of Engineering)

### Collaboration Agreements

1. Proman on biogas from organic waste (Faculty of Engineering and StACIE)
2. MIC Institute of Technology on producing N95 respirator masks with Funding from the Canadian Government (Faculty of Engineering and StACIE)

# Campus Libraries

**Libraries are important to the research process, providing physical and virtual spaces where the knowledge created can be stored, collated, archived and accessed. The St. Augustine Campus Libraries were closed from March 14, 2020, opening for brief periods as COVID restrictions allowed, and then to limited numbers of staff only. Throughout the physical closures of the St. Augustine Campus, the Libraries continued to provide teaching and research support services to local, regional and international clientele. This access was among the commitments the Campus made to students at the start of the 2020/2021 academic year.**

Transitioning easily to online operations, library personnel interacted with students and researchers using social media, phone, email, Blackboard Collaborate, MS Teams, Zoom, and Google Meet sessions. An online chat service was introduced to provide both synchronous and asynchronous communication. When limitations on national movement precluded physical access to the campus, students accessed loans of physical materials off-site at the Sir Arthur Lewis Hall of residence in Tunapuna.



Seven libraries comprise the Library network at UWI St. Augustine. The main one is the Alma Jordan Library on the JFK Quadrangle.

## Campus Libraries (cont'd)

### Special Collections

The 165 Special Collections housed at the Alma Jordan Library constitute a separate category of materials within the West Indian and Special Collections Division. The Collections contain manuscripts, personal papers, archival material and rare books, many of which were donated to the Campus over the years. In 2020/2021 the Alma Jordan Library was privileged to receive the following to add to this valuable repository:

- Richard Fung from Canada donated the **Dorothy Nang** collection. This small collection comprises biographical information about Dorothy Mazzarino Nang, a Trinidadian dancer.
- Grenada 1983 materials donated by **Kamala Achu** from the UK. Achu, an author, was present in Grenada during the crisis in 1983. The collection contains photographs and recollections of the events.
- **Mr Narrie Approo**, veteran masquerader known for his portrayal of Black Indians, donated his Carnival Collection to The Alma Jordan Library (AJL) - The University of the West Indies (UWI), St. Augustine Campus on February 12, 2021. Approo, who was 93 years old at the time, started playing mas at nine.
- Caribbean Knowledge Management Centre (CKMC), a United Nations library, donated some of their Caribbean titles to the UWI.
- Nicholas Laughlin from the Bocas Lit Fest provided a list of 500 titles submitted over the years to be considered for the book of the year prize. The list is being used to assess the WI collection for gaps.
- The Syrian Lebanese Women Association of Trinidad & Tobago donated a copy of the book, Finding a New World by **Professor George Nader**. This continues a collaboration in which octogenarians from the Syrian Lebanese community are being interviewed for the OPRéP collection.
- Philip Farfan donated a limited edition of the book, A Wash of the Wave by Gerard Rostant.
- The Library also digitised over 600 sketches from the **Jackie Hinkson** collection on the request of Mr. Hinkson.

The Campus thanks all donors who contributed to the collection.



## Digitalisation of Library Services

The Libraries transitioned all paid services to a new online portal during the pandemic, making it possible to provide fee-based services to students, faculty and researchers locally and abroad. Recognising the financial challenges faced by users, library fees were significantly reduced, and waived where possible during this period and there was a hiatus on fines given the fluid operational environment.

The approval process for Campus Research and Publication Funds (CRPF) was digitalised and rolled out at the St. Augustine Campus in December 2020. It was then rolled out at the Mona and Open Campuses in March 2021. The system is similar to that devised for the research ethics approval workflow which went live in 2019 at St. Augustine, was tweaked and rolled out at the Mona and the Open Campuses later in the review period.

## Library Loans Extended to Devices for Students

For students without access to personal devices, the Campus acquired tablets and laptops and introduced a device loan service administered by the Campus Libraries. This was coupled with the University's

negotiations with local ISPs for temporary zero-rated internet access for campus websites. These enablers targeted students with limited financial resources.

## IP Help Desk and Support for the Innovation & Entrepreneurship Ecosystem

The Alma Jordan Library (AJL) provides an IP Help Desk Service in collaboration with the St. Augustine Centre for Innovation & Entrepreneurship (StACIE), and the Intellectual Property Office of the Ministry of the Attorney General and Legal Affairs. The Desk is manned by officers of the Ministry and the objective is to provide easy access to education, information, training and advisory services in the field of Intellectual Property (IP) to the entire UWI community. On April 15, 2021, a workshop entitled "Creatives and Intellectual Property – Take 2" was delivered to students and staff involved in the creative sector. Later, on July 07, 2021, there was another webinar, this time targeting alumni, on the topic the Business of Intellectual Property. This event was hosted by the Fundraising and Alumni Affairs Unit of the OIAI, in collaboration with the Entrepreneurship Unit, to educate entrepreneurs on the laws and guidelines surrounding intellectual property.



# Administration & Processes

Many of the initiatives undertaken to digitalise various processes had long been in the planning stages since the Campus has been striving to improve operational efficiency as well as its service to students and other stakeholders. Others, such as the implementation of online examinations and the shift to remote work were not as expected and raised issues that needed to be quickly addressed and almost daily tweaked. There is no doubt that many of these emergency measures will be formalised and become part of our new normal.

## Staff

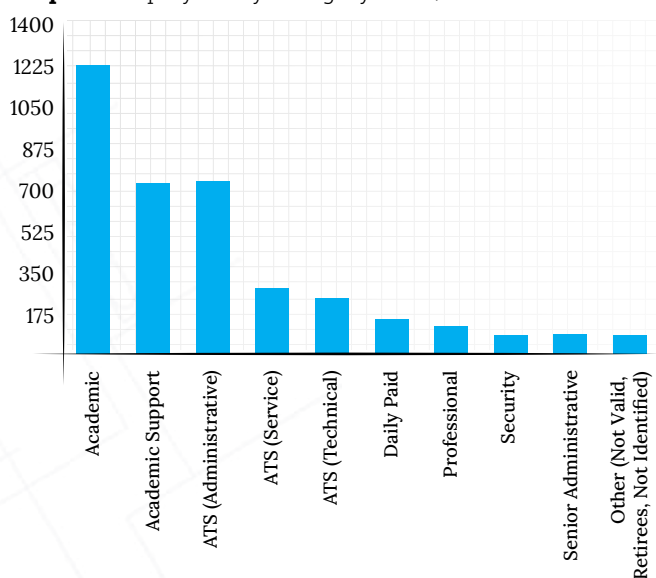
As with student enrolment, the complement of staff at the Campus declined by 1% when compared to the previous reporting period. Of the 1,218 persons employed, one third were Academic (teaching) staff. Within this classification, the number of persons employed full-time declined by 23% to 575, while the number of part-time appointments rose by 32% to 643 – the highest level recorded in the last five years.

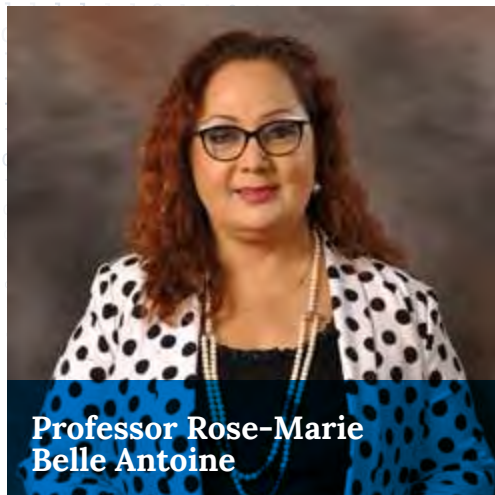
Staff numbers increased among Academic Support Staff (12%) but there were reductions among all other categories, many in the double digits.

Table 5: Employees by Category: 2020/2021

| Employee Category                           | Total        | % of Total    |
|---|--------------|---------------|
| Academic                                    | 1,218        | 33.1%         |
| Academic Support                            | 718          | 19.5%         |
| ATS (Administrative)                        | 729          | 19.8%         |
| ATS (Service)                               | 276          | 7.5%          |
| ATS (Technical)                             | 232          | 6.3%          |
| Daily Paid                                  | 146          | 4.0%          |
| Professional                                | 117          | 3.2%          |
| Security                                    | 80           | 2.2%          |
| Senior Administrative                       | 83           | 2.3%          |
| Other (Not Valid, Retirees, Not Identified) | 79           | 2.2%          |
| <b>Grand Total</b>                          | <b>3,678</b> | <b>100.0%</b> |

Graph 4: Employees by Category: 2020/2021





**Professor Rose-Marie Belle Antoine**

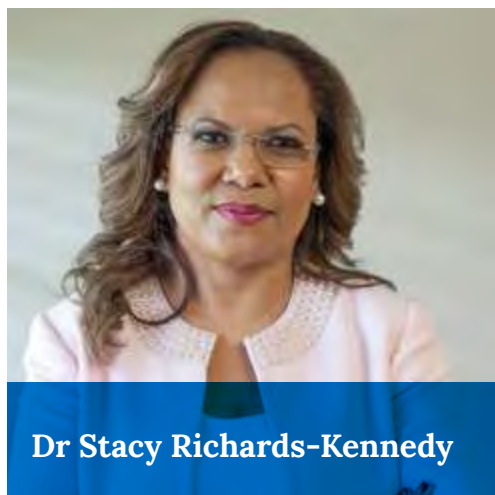
## Senior Appointments

The University Council voted at their annual meeting in April 2021 to retain **Professor Brian Copeland** as the Pro Vice-Chancellor and Principal of the St. Augustine Campus for an additional year beyond his scheduled retirement in August of that year. The extension was to take effect on August 1, 2021.

At the same meeting, **Dr Mark Wuddivira** was appointed as the Dean of the Faculty of Food & Agriculture effective August 1, 2021. He would succeed **Professor Wayne Ganpat** upon his retirement on July 31, 2021. Previously, Dr Wuddivira acted as Head of the Department of Food Production, and was a Senior Lecturer in Environmental Soil Physics.

**Dr Brian Cockburn** was reappointed Dean of the Faculty of Science & Technology on the St. Augustine Campus and at another meeting of the Council in July 2021, the following members of the St. Augustine Campus were appointed to senior leadership roles: at another meeting of University Council on July 30, 2021:

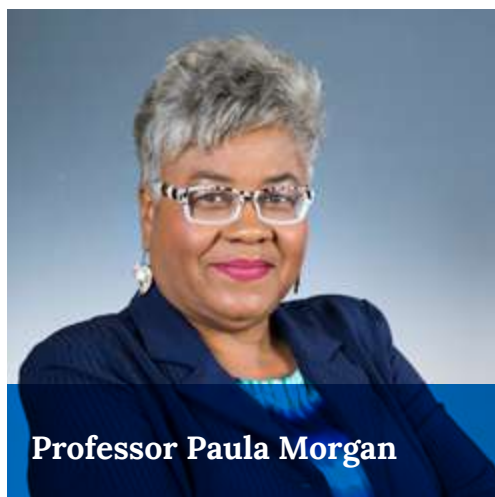
- **Professor Rose-Marie Belle Antoine** as Pro Vice-Chancellor, Graduate Studies and Research
- **Dr Stacy Kennedy** as Interim Pro Vice-Chancellor, Global Affairs
- **Professor Paula Morgan** as University Director of the Institute for Gender and Development Studies.



**Dr Stacy Richards-Kennedy**

It was also announced that **Professor Raphael Heffron** would assume the position of Dean of the Faculty of Law at St. Augustine, replacing Professor Antoine and **Dr Arif Bulkan** who served as Interim Dean from August 1 to October 31, 2021.

These appointments were all to take effect from August 1, 2021, except for Professor Antoine and Dean Heffron, who were to assume duties on September 1 and November 1 respectively.



**Professor Paula Morgan**

## Administration & Processes (cont'd)

### Online Examinations

While many courses converted their mode of assessment to 100% coursework, others required a final exam. The examination process was documented and mapped, then the process was re-engineered to accommodate final assessments in a virtual mode as required due to the restrictions on gatherings caused by the COVID-19 pandemic. All the while, the Registry continued to ensure that governance and University Assessment Regulations were maintained.

In 2020/2021, the Examinations Section successfully conducted a total of 1,016 examinations with 48,393 instances of students sitting examinations in the virtual mode.

An Examinations Help Desk was established to treat with technical issues experienced by students during online examinations. Exam candidates used the help desk email to report challenges such as electrical, internet or device failures; or to seek assistance with issues such as uploading files to Turnitin, submitting plagiarism declaration forms or accessing the myeLearning platform.

The traditional role of invigilators to detect suspected cases of examination irregularities changed to servicing the Examination Help Desk and assisting the Chief Invigilators with gathering information to investigate reported cases of technical issues from candidates. Examination irregularities were instead monitored by First and Second Examiners when marking the answer scripts. The virtual examinations also required fewer Invigilators which led to reduced costs.

## NOTES FROM A PANDEMIC

“Less paper can I stress less paper!!! I love the fact processes are done paperless now.”

**Marcia – Staff**

### Digitalisation of Examinations Services

The Examinations Section, while operating remotely, shifted the supply of original certificates by offering electronic transcripts, electronic certification of certificates and verification letters in lieu of an original certificate. From June 2020 to May 2021, when the Examinations Section was able to operate on-site, the Section used a local courier service to dispatch original certificates to its graduates by request.

The Section also prepared thousands of certificates awarded in 2020/2021 for physical collection in November and December 2021. Some 3,600 certificates were distributed from November 22 to December 10, 2021.

### Financial Clearance Made Easier with Online Fee Pay

Students receive Financial Clearance once it has been confirmed that they have paid all fees for which they are responsible. Typically, this process would take between three to five business days, and until clearance is received, students are barred from

accessing various learning resources and examinations – a source of frustration for many.

The Campus Bursary developed STA Fee Pay, an online system which automates both the Student Payment Plan introduced in 2017, and Financial Clearance processes at The UWI St. Augustine Campus. Students enrolled in STA Fee Pay would benefit from automatic financial clearance once payment is made online. The system was ready to be rolled out at the start of the 2021/2022 academic year.





### Continued Support for Scholarships & Bursaries

According to the Prospective Student Survey Report 2020/2021, 40% of applicants in 2020 came from households earning less than TT\$7,000.00 per month, 43% said the biggest challenge to starting their studies in September was being able to finance or afford their degree, and 82% expressed varying levels of concern about how they would fund their university education thanks to COVID-19.

The Campus manages the allocation of scholarships and bursaries generously funded by several corporations, professional, and civil organisations, and individuals. Despite the global decline in economic activity during the period, the Campus was able to retain 81% of scholarships and bursaries, funded by private sponsors, locally and internationally, and welcomed seven new donors. The new awards, valued at approximately TT\$216,000.00 collectively, would be disbursed to 30 national and regional students. They included:

- The Leon A. Cook Scholarship valued at TT\$10,000 to student athletes;
- The Melsha Snaggs Bursary valued at US\$500;
- The Goolsam & Habib Scholarship valued at TT\$100,000;
- The Parbati & Lutchman Ramnarine Bursary valued at TT\$5,000;
- The Winston Romany (UNIPET) Bursary valued at TT\$10,000; and,
- The Freedom Hall Network Group's five bursaries valued at US\$1,000 each.

Other major scholarships and bursaries secured during this period included the Caribbean Catastrophe Risk Insurance Facility Segregated Portfolio Company (CCRIF SPC) Grant in the amount of US\$28,400.00 to provide COVID-19 relief to cover the tuition fees of students who were in financial need. There was also the Canada Hall Grant valued at US\$3,029 which

was awarded to five students - two Trinidad & Tobago nationals, and three regional students from the Faculties of Engineering and Science & Technology.

### Continued Funding for Engineering Programmes

The Department of Chemical Engineering in the Faculty of Engineering received TT\$3.0 million from the Ministry of Energy and Energy Industries (MEEI) to support the BSc Petroleum Geoscience programme, and to fund 30 scholarships and incentives to students in the BSc and MSc programmes in the Petroleum Studies Unit. One million TT dollars from bpTT went towards the operations of the BSc Petroleum Geoscience and MSc Reservoir Engineering Programmes and to provide three scholarships worth TT\$30,000 each for BSc Petroleum Geoscience students. Another US\$150,000 was donated by Proman Limited (Trinidad & Tobago) to support the Dennis Patrick Methanol Holdings (Trinidad) Limited (MHTL) Chair in Petroleum Engineering.

Schlumberger Trinidad Inc continued to support the Petroleum Geoscience programme with a software package donation valued at TT\$40,136,362.87. Licenses will be issued as a three-year right to use (2019-2022). This is the largest three-year software donation to any programme in Trinidad & Tobago.

### New Recruitment App - Built by Students

A new online tool was launched to help prospective undergraduate students discover the range of programmes available to them, based on their current or future qualifications – all in a matter of minutes. [The BeUWI Programme Search app](#) was conceptualised by Marketing & Communications and developed by student interns from the Department of Computer and Information Technology (DCIT) with input from Campus IT Services. It was created in response to feedback from prospects, as relayed by Student Admissions. It is intended for use especially by high school students from

## Administration & Processes (cont'd)

as early as Form 3 when they are typically required to select the subjects they would like to pursue at CSEC and CAPE. It is also useful to parents, teachers and anyone charged with guiding students. The app attracted more than 6,000 users between mid-March and the end of July 2021, 18% of whom were not locally based.

More than just a recruitment app, the BeUWI Programme Search app is part of the digitalisation process on the Campus, making information once locked in printed brochures available worldwide, in an interactive, searchable, and personalised digital format. The programme database developed for the app is to be used as the platform for another programme search tool to be deployed by Campus IT on the re-designed website. The app is also being used as a teaching tool for undergraduate students studying software engineering, provides paid internships for students, and has spawned postgraduate conference presentations and inspired other research projects.

### Re-engineering Student Recruitment

Students are the lifeblood of a university and student recruitment is crucial. Given the challenges, ranging from population shifts, changing attitudes to tertiary education, and increasing local and international competition, in November 2020, the Campus decided to invest in a new Customer Relationship Management (CRM) system to digitalise its antiquated manual recruitment and admissions processes and align them with industry best practices.

CRM Recruit from Ellucian is a cloud-based solution that will provide powerful analytics to help the Campus better understand prospective students, and allows tracking of enrolment and retention trends, leading to more targeted marketing. It will be configured for seamless data transfer to the existing Banner Student and Banner Document Management systems as applications are being processed. Online processing of

application fees would be possible through a T-Link with the Bursary's TouchNet payment system.

CRM Recruit is an important part of the broader digitalisation of the Campus and for prospective students it will mean improved communication with the Campus, faster feedback and an easier application process overall. The project is being led by the Office of the Campus Registrar and a pilot phase is scheduled to begin in the second quarter of 2022.

### Occupational Health & Safety

In May 2021, the UWI, in adherence to the public health ordinance, issued a mandate for all staff at the St. Augustine Campus to work remotely, with the exception of those categorised as essential workers. The OHSE team continuously found innovative ways to identify and manage the new and existing risks brought on by the pandemic, in addition to their usual responsibilities.

The OHSE Unit was integral to the review of the Business Continuity Plan for COVID-19 and worked with the Campus Response Team to manage all suspected and confirmed cases of COVID-19 on the Campus. The Unit provided guidance for the conduct of field works, practicals, and labs from a safety perspective.

The OHSE team managed the safety aspects for the SEA marking exercise, Campus examinations, meetings and all other essential face to face activities. The Unit developed and implemented a COVID-19 Online Self-Assessment tool for students and visitors and worked closely with Campus Security to manage risk on-site while allowing key activities to continue.

COVID-19 is evolving, and a revised policy framework will be developed to match the rigour that is required to manage the cases. Factors that will be considered include increases in community spread, asymptomatic carriers and availability of tests, vaccination hesitancy and the ever-changing pandemic landscape.

## Human Resources

A significant amount of the work of the Human Resources (HR) Division during the review period was driven by the impact of the COVID-19 pandemic on staff and traditional working arrangements. Although the campus was closed to students and staff were required to work remotely as far as possible, some employees were rostered for work on the physical campus to facilitate activities such as the processing and payment of salaries and to ensure that occupied spaces are properly sanitised regularly. The Division drafted COVID-19 Business Continuity Policy and Guidelines outlining the pandemic response arrangements. The document is updated as necessary to include any guidance received from the Ministries of Health and Labour and key stakeholders such as the relevant unions representing staff on Campus.

The Division drafted a remote work policy for review and approval, and helped departments redesign the jobs of Administrative Technical and Service (ATS) staff in particular, to engage those whose normal duties were not conducive to a remote work arrangement. New teaching recruits assumed duties and delivered courses remotely, while foreign staff were permitted to return to their home country and teach remotely so they could be with their families.

The HR Director was appointed to the Campus COVID-19 Task Force. HR's primary role has been to contact employees who have been diagnosed with COVID-19 and to stay in regular communication until the staff member recovers and resumes duties.

The Division collaborated with other departments to install screens and spit shields in offices, and to provide sanitising stations outside every department (Department of Facilities Management); as well as to train cleaners to ensure proper sanitisation of the workspaces (Health Services Unit). HR has continued to work closely with the OHSE Unit to ensure the safety of employees.

Employee wellness and mental health were as much a concern for the Division as physical health and safety. The Campus engaged Families in Action, the Employee Assistance Plan (EAP) provider to deliver virtual sessions to help staff cope with the transition to remote work as well as the prevailing conditions of the pandemic. Topics included stress management, health management, managing the fear of the virus, building resilience, working remotely, and a special session on leading with empathy for supervisory staff. Heads of Departments were reminded to encourage their staff to access the EAP where necessary.

## Communicating During COVID

Staff and students continued to receive regular updates via email on decisions taken by Campus Management, particularly any adjustments to Campus operations in response to the pandemic. These were balanced with reminders about available support services, notably the Employee Assistance Programme and access to virtual resources.

A series of virtual meetings and town halls were held to allow both staff and students to address questions directly to campus management. The events held during the review period were as follows:

- August 24, 2020 – Meeting with Guild Executives and Councillors
- August 25, 2020 – Regional, International, and Exchange Students Virtual Town Hall
- August 27, 2020 – All Student Virtual Town Hall
- June 08, 2021 – All Staff Town Hall

Each town hall was followed by a communiqué summarising the key outcomes and decisions.

The layout of the Campus communications material was improved for clarity and consistent engagement. The St. Augustine layout was later adopted by other entities within the University.

## Administration & Processes (cont'd)

### Strategic Highlights – Process & Administration

Developments in the administration and operations of the Campus are most directly related to the AGILITY of the institution – broadening the Campus footprint, restoring financial health, generating economies of scale and scope, fostering a creative, caring, accountable, motivated, professional (CAMP) team, and achieving the digital transformation of The UWI. Progress was made during this review period in all these areas to varying degrees. Thanks to the global pandemic and the restrictions on movement and social contact, the most immediate and tangible changes were related to digital transformation (AGILITY Objective AG5). This is expected to continue as the Campus strives to create a new normal. However, there is no denying that amid the technological upheaval, the pandemic has brought greater awareness of issues such as mental health, work-life balance, and the quality of human interactions experienced in the workplace, whether working virtually or in person (AGILITY Objective AG4). Redefining our personal relationships to work and to each other are likely to become the defining feature of the evolving new normal.

### Process Mapping to Achieve Strategic Goals

In 2017, internal discussions began on the creation of an institutional “process map” for the Campus. This process map would serve to reveal structural and workflow gaps and identify opportunities to improve effectiveness, efficiency, and agility. While that exercise is ongoing, the methodology is being adopted in operational pockets across the Campus, usually wherever processes are being reconfigured for greater efficiency, effectiveness, and to create a better experience for stakeholders.

In the 2020/2021 academic year, many examples could be found in the work of the Registry. Some, as was the case with the Examinations Section, bore necessarily quick fruit as required by the introduction of online examinations. Others related

to Student Admissions (CRM), and overall improvements to customer care laid the groundwork during the review period and are expected to deliver to tangible improvements in 2022.

Similarly, the Committee charged with Curriculum, Pedagogical Reform and Access based its recommendations on a revised process map (detailed in the Strategy Review section of this report) and description of the Teaching and Learning (T&L) component of the Academic Core of the Campus. The two review committees discussed below are to apply a similar methodology to both academic programming, and administrative units and processes.

### Advancement of the Internal Process Review

The Administrative Processes Internal Review Committee (APIRC) and the Academic Programme Viability Assessment Committee (PVAC) were established in September 2020 under the Internal Process Review initiative – one of the areas of strategic focus adopted by the Campus, similar to the focus on Innovation and Entrepreneurship.

The overall responsibility and role of the PVAC is to regularly review academic programmes and units to determine their financial viability, and the primary role of the APIRC is to review all administrative units and make recommendations on how a more efficient operating model could be achieved using quality data that supports the core work of academics, students and researchers. Recommended actions from both committees could include modification, consolidation or termination.

## NOTES FROM A PANDEMIC

“I miss my colleagues.”

Niala – Staff

### Proposal for Improved Criteria for Tenure, Assessment and Promotion

Managing and developing human resources are vital to improving the agility of the Campus. The Office of the Campus Principal set out to improve the process regarding the award of tenure to academic staff and crossing of the merit bar in the lecturer scale. The draft paper eventually morphed into a proposal for radically new, robust and transparent criteria for academic staff assessment and promotion. The criteria utilised are guided by the following core principles:

- Fairness, transparency and consistency.
- “Objective determinations, with decisions based on evidence of merit and impact”
- Equity, and non-discrimination
- Due recognition of the diversity of academic roles, practice and career trajectories
- Consideration of fractional appointments and other work circumstances, personal circumstances, or both
- Alignment with the mission and strategy of the University.

The proposal pivots on the creation of discipline-specific reference career trajectories that define the expected career path of a staff member who makes satisfactory progress as an academic, and in his/her contribution to the achievement of UWI's vision, mission and goals. In assessing a staff member, an individual career trajectory can then be generated and compared to the reference.

The proposal has been sent to the University Registrar, the Campus Appointments Committee, and other campus stakeholders for consideration as part of ongoing discussions on revising The UWI assessment and promotion framework.



# Infrastructure

## IT Infrastructure

During the period under review, Campus IT Services (CITS) devised innovative responses to accommodate the transition to remote work, teaching and learning.

## Enterprise Applications Support

CITS carried out a major upgrade of PeopleTools, a PeopleSoft Product which allowed staff members to use just one set of credentials to access Banner, PeopleSoft, eLearning, and email. The eLearning solution was migrated to the cloud (eThink) to support the delivery of all courses and online exams. The Banner TEST environment was upgraded to versions to accommodate the proposed rollout of Ellucian CRM.

## Service Delivery / IT Academy

During the review period, the IT Academy welcomed 198 students across four courses including Microsoft Word, Excel, PowerPoint, and Technology Literacy. The Technology Literacy course was updated, and two new courses were developed - Microsoft Excel Expert 2019 and Introduction to the Microsoft 365 Productivity Cloud. Training was available to all staff on how to use Microsoft Teams.

## Service Desk

The Service Desk team expanded the use of the Service Desk platform to the Student Accounts and Receivable (AR) team at the Bursary. The Student AR team is the largest single unit onboarded to date, and their move to the Service Desk was a key part of the Bursary's transformation programme which also included the launch of their web presence and expanded use of the TouchNet online payment service. Commonly requested items such as job letters were added to the list of HR services that could be requested via Service Desk.

## Technical Services

Several technical developments were undertaken during the review period. These are contained in the detailed Strategy Review section in the full online version of this report.

## Physical Infrastructure

Limited access to funding and COVID-19 restrictions meant that only a few infrastructure projects were either implemented or completed during the review period. The major focus was on the construction of the new wastewater treatment plant and lift stations at the Sir Frank Worrell Field, Canada Hall and at the Faculty of Engineering. Work was also done at The UWI South Campus and a few components were completed and handed over during the reporting period. The Academic Building and Halls of Residence at the South Campus continued to be used by the Ministry of Health as part of their network of step-down and quarantine facilities.

Engineering Block 11 in the Department of Computer and Electrical Engineering was renovated and refitted to house the bMobile/UWI Innovation Laboratory powered by Huawei, which will be commissioned as soon as pandemic restrictions allow.

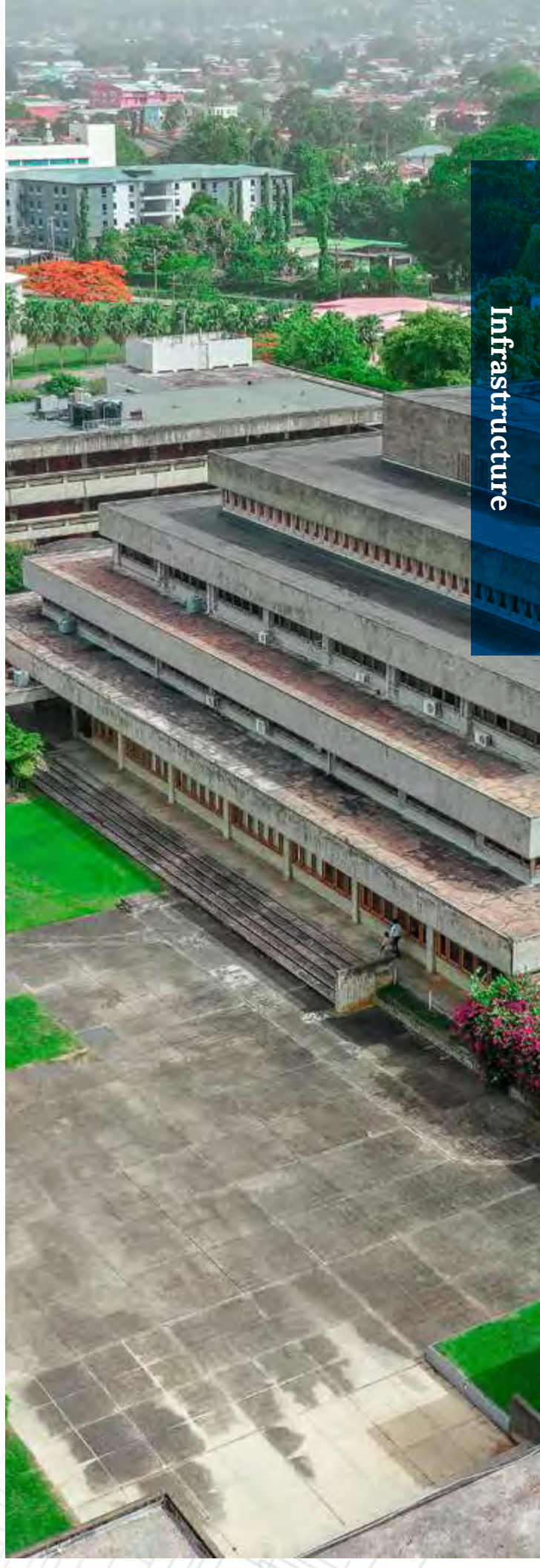
## Facilities Maintenance

In addition to the above, contracts were renegotiated for mechanical, electrical & plumbing services, landscape maintenance and janitorial services. WEB TMA training was provided for select members of the Facilities Management staff as the Campus prepares to adopt this platform as its computerised maintenance management system (CMMS). All staff involved in procurement participated in extensive training as part of a cross-campus effort to comply with pending legislation.



The Devil's Ear tree located near the PTSC bus stop outside of the Main Administration Building was felled in March of 2021 as it had become a danger to passersby. While current students, alumni and staff might be saddened by the loss of this landmark, a replacement was planted in August. It was one of 100 new trees planted across the Campus as part of the Centennial Legacy Celebration of Agriculture at The UWI St. Augustine. The exercise was a collaboration involving the Faculty of Food & Agriculture (FFA), the Department of Facilities Management (DFM), and the Forestry Division of the Ministry of Agriculture.

Photos by: Aneel Karim



# Campus Highlights

## Petroleum Geoscience 20th Anniversary

The Faculty of Engineering celebrated the twentieth anniversary of its Petroleum Geoscience programme being offered out of the Petroleum Studies Unit at St. Augustine. The programme was introduced in September 2001 to address an impending shortage of petroleum geoscience professionals in Trinidad & Tobago. Since its introduction, 196 students have graduated from the programme.

## Award for Environmentally Friendly Crop Protection

A team of researchers from the Department of Life Sciences at the Faculty of Science & Technology received a Green Leaf Award from the Environmental Management Authority (EMA) in April 2021. The project to develop integrated disease management practices for vegetable crops uses biological agents, including seaweed-based biostimulants (products that increase plant growth). Called the Plant Microbe Biotechnology Group, the researchers developed a system that uses less chemicals than traditional approaches when combined with alternative methods of pest treatment and management.



**Professor Jayaraj Jayaraman** receiving the EMA award on behalf of the Plant Microbe Biotechnology Group.

## Aquatic Veterinarian Becomes Caribbean Laureate

Trinidad & Tobago's first and only aquatic veterinarian, **Dr Ayanna Phillips Savage**, joined the list of laureates from the St. Augustine Campus who have been awarded the Anthony N. Sabga Caribbean Excellence Award for Science & Technology. Dr Phillips Savage is a Lecturer in Marine Mammal Medicine and Aquatic Animal Health, and Founder/Coordinator of the Aquahealth/Aquatic Animal Health Unit and the Aquatic Animal Health Diagnostic Laboratory at the School of Veterinary Medicine. The announcement was made on March 11, 2021.





**Dr Chris Maharaj**

### Three Receive VC 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 August 2020, it was revealed that the following members of staff were to be awarded:

#### Excellence in Teaching

**Dr Chris Maharaj**, Senior Lecturer - Materials & Manufacturing, Department of Mechanical and Manufacturing Engineering, Faculty of Engineering, based on student motivation and a flipped classroom approach.

#### All-round Excellence in two or more areas

**Professor Michelle Mycoo**, Department of Geomatics Engineering and Land Management, Faculty of Engineering. Professor Mycoo conducts research in Coastal Zone Planning, Small Island Developing States Natural Resource Management, and Planning Analysis.

#### Excellence in Multi Campus Research Collaboration (One UWI Award)

**Dr Sabeera Abdul-Majied**, Lecturer in the School of Education, was one of three research collaborators to be recognised for their work on the Early Childhood Quality Initiative Project. Her co-awardees are based at the Cave Hill and Mona Campuses. The Quality Interactions Project is the first of its kind to be done in the Caribbean Community. In addition to improving child care offerings in their home territories of Trinidad & Tobago, Barbados and Jamaica, the data generated from this research could be used to guide how all Caribbean countries and other nations with similar social and economic profiles approach early childhood education.

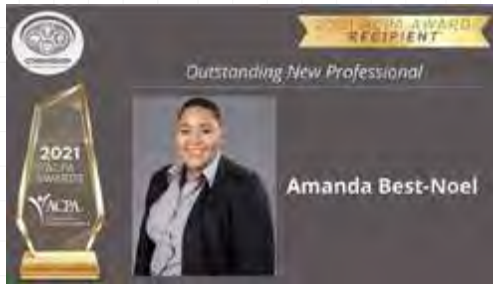


**Professor Michelle Mycoo**



**Dr Sabeera Abdul-Majied**

## Campus Highlights (cont'd)



### Best Student Support Staff

At the Division of Student Support and Development (DSSD) **Amanda Best-Noel**, Manager of the Guild Administrative Office received the American College Personnel Association's (ACPA) award for Outstanding New Professional in April 2021, based on her work in leadership development. Her colleague, **Anil Maharaj** of the Student Life and Development department, won the award for Emerging Professional from the Caribbean Tertiary Level Personnel Association (CTLPA) in June 2021.

### Cyber Hero Nominee

**Daren Dhoray**, Enterprise Applications Support Manager with Campus IT Services (CITS), was nominated for the inaugural Get Safe Online Caribbean Cyber Hero Award in 2020. Get Safe Online is a UK-based public/private sector partnership to provide "unbiased, factual and easy-to-understand information on online safety". It is part of the UK Commonwealth Cyber Security Programme, funded by the UK Foreign, Commonwealth & Development Office. The launch of the Caribbean award programme elicited 20 nominees from seven countries and Mr Dhoray emerged among the top three highly commended nominees. He was recognised as "a pioneer in cybersecurity, over many years, voluntarily working with schools, government organisations, private entities and, especially, for continuously working and reaching out to kids on enlightening them on the issues surrounding cybersecurity. Very active during the pandemic and going above and beyond to reach out to schoolchildren who are online."

### Suana Selected for Daaga Law Scholarship

The Makandal Daaga Law Scholarship for the 2020/2021 academic year was awarded to **Suana Sookdeo**, a student of the undergraduate Law (LLB) programme, for her activism at the community and national levels. A National Youth Awards nominee, [Suana is the scholarship's second recipient](#), and has been recognised for her advocacy on issues such as gender-based violence and her charity work within her Chaguanas hometown which includes tutoring students, visiting homes for the elderly, and participating in charity drives.



### Omari's "Ideas for the Future" Takes First Place

Management Studies 2020 graduate **Omari Joseph** took first place in the Corporación Andina de Fomento (CAF) - Development Bank of Latin America's international "Ideas for the Future" essay competition. The competition focuses on promoting sustainable development in Latin American and the Caribbean and welcomes submissions from university students from those regions. Omari's essay discussed the present realities of Latin American small-to-medium enterprises and



the public policies best positioned to address historical gaps in productivity. He won the national levels of the competition in 2019 and 2020 and was the recipient of the Guillermo Perry Award of US\$3,000 for earning first place at the international level in November 2020.

**Students Star on the Cricket Pitch**

Faculty of Humanities and Education student, **Jon-Russ Jaggesar**, was selected to play with the St. Kitts and Nevis Patriots and was the second highest-wicket taker for his team, even though the Patriots did not make it to the semi-finals.

**Amir Jango**, who recently completed a double major in Environment and Natural Resource Management and Geography, was selected again to be part of the Trinbago Knight Riders for the 2020 Caribbean Premier League Tournament. He made his debut for the Trinbago Knight Riders in the latter half of the tournament, featuring in two matches.

Three (3) student cricketers, who were also part of the national senior team, participated in the Cricket West Indies (CWI) first virtual coaching courses, which ran from September 14-17, 2020. The trio of **Amir Jango**, **Yannick Ottley** and **Brian Charles** engaged in the programme, which is part of the 'Cricket First' strategic plan that aims to build coaching skills around the region through a new Coach and Player Development Pathway.

**First Fellow**

In July 2021, **Toni-Marie Bobart** became the first graduate of the BSc in Actuarial Science programme to be named a Fellow of the Society of Actuaries (FSA). Ms Bobart graduated from the Faculty of Science & Technology in 2015.



Former The UWI St. Augustine, Guild of Students Councillor, Nikoli Jean-Paul Edwards is connected. Join the UWI Connect network at [uwiconnect.com](http://uwiconnect.com)



Toni-Marie Bobart  
Read about her earlier achievements in the [May 2019 issue of UWI Today](#)

**UWI Connect Launched for Alumni**

In March 2021 the Campus launched the UWI Connect website and mobile application as a tool for helping alumni reconnect with each other and with the Campus. Members of the Campus community can use the app to network, share information,

## Campus Highlights (cont'd)

and socialise. UWI Connect was a project undertaken by a cross-campus project team led by the Office of Institutional Advancement and Internationalisation's Fundraising and Alumni Affairs Unit. The app is available at [www.uwiconnect.com](http://www.uwiconnect.com), and can be downloaded from the Apple or Google Play stores.

### Entrepreneurship Masterclass for Alumni

The Fundraising and Alumni Affairs Unit (FAA) in the Office of Institutional Advancement and Internationalisation (OIAI), in collaboration with the Entrepreneurship Unit, Faculty of Social Sciences and UWI Ventures Limited, delivered an Entrepreneurship Masterclass Series. While the event was open to the public, it specifically targeted UWI alumni, their families, and friends.

The first Masterclass in October 2020 included topics such as business planning and ideation, business model canvas development, marketing basics for small businesses, cash flow planning and management, and proposal techniques and strategy.

The second instalment in June 2021 led participants through the legal do's and don'ts of entrepreneurship, business planning and ideation, developing a business model canvas, marketing basics for small business cash flow planning and management, and proposal techniques and strategy.

### ADDY Award for Online Recruitment Campaign

The Caribbean Advertising Federation awarded its Silver ADDY award for creative work, to The UWI St. Augustine and the Caribbean Ideas Synapse advertising agency for the social media aspect of their jointly produced 2020/2021 Game Changers student recruitment campaign. The campaign encompassed profiles of students involved in academic and outreach activities, campus events such as the graduation ceremonies, and the COVID-19 pandemic support

provided by the Campus to the national effort. The campaign yielded nearly two million online engagements, 500,000 video views, and 125,000 click-throughs to UWI's online resources and website, and more than 3,000 new prospect leads.

## Graduation 2021 - Online

### First Virtual Ceremonies

The celebration of UWI St. Augustine's Class of 2020 will go down in history as the first ever virtual Graduation ceremonies to be held at The University of the West Indies. The lockdowns instituted nationwide to slow the spread of COVID-19 forced the Campus to postpone the event by three months to January 2021. They were followed just eight months later by the 2021 Graduation Ceremonies, which were also held virtually because of continued COVID restrictions. Though many events were executed online with both presenters and organisers participating remotely, Graduation required a more involved approach to create an online experience that would be a memorable and unique culmination of The UWI experience for graduating students. In both instances the Campus partnered with a local television and film production company to edit and produce the programmes.

Three thousand, three hundred and seventy-four graduates, representing 86% of the graduating class participated in the 2021 ceremonies. Of these, 2,700 (80%) had their official photos taken at specially arranged sessions on the campus, allowing them to be featured among the names and photos of graduands in a virtual "crossing of the stage" broadcast regionally by UWItv and online.

## NOTES FROM A PANDEMIC

"Remote access to library for resources was limited."

Parbatee - Staff



Honorary Graduates 2021. From left to right: **Dr Roshan A. Parasram, Mrs Lynette Seebaran Suite, Mr Ray Anthony Holman, and Mr Sieunarine Persad Coosal.**

### Honorary Graduates 2021

- Mr Ray Anthony Holman (Musician, Educator) - Doctor of Letters (DLitt)
- Dr Roshan A. Parasram (Medical Practitioner) - Doctor of Science (DSc)
- Mr Sieunarine Persad Coosal (Entrepreneur, Philanthropist) - Doctor of Laws (LLD)
- Mrs Lynette Seebaran Suite (Attorney at Law) - Doctor of Laws (LLD)

### Valedictorians 2021

- Ms Selena Mohammed - Faculty of Engineering
- Mr Rondell Mungal - Faculty of Humanities & Education
- Dr Ryley Vernon - Faculty of Medical Sciences
- Mr Joshua Ramjattan - Faculty of Science & Technology
- Mr Weston Maharaj – Faculty of Social Sciences
- Mr Jensen Samaroo – Faculty of Social Sciences



## Campus Highlights (cont'd)

### Remembrance

#### Dr Noel Kalicharan

On July 01, 2021, retired Senior Lecturer in Computer Science, **Dr Noel Kalicharan** passed away. For several decades, Dr Kalicharan shaped the teaching of computer science in Trinidad & Tobago, and authored several internationally recognized books on the subject.

#### Brother Resistance

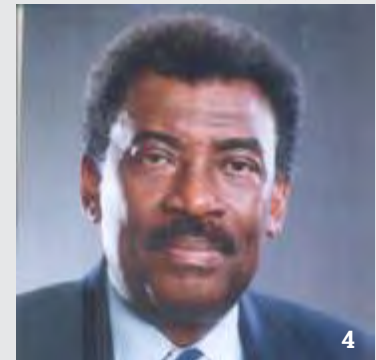
Distinguished alumnus of the Faculty of Social Sciences and friend of the Faculty of Humanities & Education's Department of Creative and Festival Arts, **Mr Lutalo Makosa Masimba**, better known as Brother Resistance, passed away on July 13, 2021. He was recognised for his contribution to the Calypso fraternity, the development of the Rapso movement, and his influence on society.

#### Granny Luces

Sportswoman **Lynette "Granny" Luces**, a long-time participant of The UWI SPEC International Half-Marathon, was remembered by the St. Augustine Campus following her passing on February 18, 2021.

#### Professor Emeritus Courtenay Bartholomew

**Professor Courtenay Bartholomew** was appointed Lecturer in Medicine in the Department of Medicine, The University of the West Indies in 1967 under the Eastern Caribbean Medical Scheme. Ten years later, he became the first person to be appointed Professor of Medicine at the St. Augustine Campus. He retired from The UWI in 1997 and was conferred the title of Emeritus Professor the following year. Professor Bartholomew diagnosed the first case of AIDS in the English-speaking Caribbean, and completed one of the world's largest country surveys on Hepatitis A and B in Trinidad & Tobago (1982). He died on May 7, 2021.



1. **Dr Noel Kalicharan**
2. **Brother Resistance**
3. **Granny Luces**
4. **Professor Emeritus Courtenay Bartholomew**



# Finances

**The academic year 2020/2021 unfolded under full COVID-19 protocols, with remote teaching and limited student face-to-face interactions for labs and some exams. This change in operations, along with continued stringent financial management by faculties and departments, contributed to an overall reduction in expenditure. The financial statements presented here encompass the accounts of the St. Augustine Campus, UWI ROYTEC and the St. Augustine Campus Enterprises Co. Ltd. (SACEL).**

The review period was marked by the following:

- Absorption of TT\$135 million of unfunded costs to issue back pay due to Administrative Technical and Service Staff (ATSS)
- Continued decline of graduate student numbers caused in part by the Trinidad & Tobago government's removal of sponsorship for all graduate students
- A decline in staff costs
- COVID-19 which has had both negative and positive effects on Campus finances.

Total income for the financial year ended July 2021 was TT\$989.6 million while total expenditure was TT\$942.2 million. This resulted in an operating surplus of TT\$47.4 million, compared with a TT\$30.5 million operating deficit in the previous year.

## **Income**

Total consolidated income for the year ended July 31, 2021, totalled TT\$989.6 million, reflecting a decrease of TT\$37.3 million or 3.6 % below the previous year.

## **GORTT Funding Steady**

Funding from Government subventions at TT\$529.6 million declined by TT\$6 million. At TT\$517.1 million, the subventions from the Government of Trinidad & Tobago (GORTT) have remained consistent over the past five years, while funding from other Caribbean governments declined, both due to the pandemic and falling student enrolment from their territories.

## **Tuition Income Up but PG Enrolment Down**

The \$87.4 million recorded for Tuition and Other student fees includes \$2 million to cover the cost of student health insurance. When this is discounted, tuition and other student fees increased by 5.6% over last year due to an increase in undergraduate enrolment. Population demographics however show a declining number of students in the age cohort to enter university. This trend is expected to continue for the next five years and will impact undergraduate admissions. In addition, the changes to the Government Assistance for Tuition Expenses Programme (GATE) support for postgraduate students are negatively impacting the number of applications being received for programmes at that level. There has not been an increase in tuition fees for government-supported programmes at the St. Augustine Campus since 2001.

## **Special Projects Income Down**

Special projects income for 2021 was TT\$45.4 million. The TT\$6.3 million decline over the last year is more a reflection of restricted activity because of COVID-19. Net Special Projects balances at July 31, 2021 stood at TT\$141.6 million, an increase of TT\$21.2 million over 2020.

## Finances (cont'd)

### Revenue Up for ROYTEC, Flat for Medical Sciences

Other teaching activity captures the performance of the Faculty of Medical Sciences, the self-financing and summer school programmes at the Campus, as well as the performance of ROYTEC and SACEL. At TT\$153.1 million the funding for the Faculty of Medical Sciences was flat over the previous year. The efforts to introduce full fee-paying students into the medical programme were negated by the TT\$10 million reduction from the Government of Trinidad & Tobago in support of sponsored students. The TT\$20 million dollar decline in the Self-Financing programmes and other teaching activities income is mainly because of declining graduate enrolment. Tuition and other revenue for ROYTEC at TT\$26.6 million is 6.2% higher than the previous year. Campus continues to wind down the operations of SACEL with the closure of the Inn and Conference Centre. Those premises were used by the Ministry of Health as a COVID-19 step-down facility.

### Commercial Operations Down More Than Two Thirds

Commercial Operations cover the operations of the Bookshop, Central Stores, Multi-media Centre, Students' Halls of Residence and the rental of commercial spaces on Campus. Revenue of TT\$8.6 million represents a 64.6 % decline over the previous year with the immediate closure of the Campus and Halls on the onset of the pandemic. This decline will persist into 2022.

### Miscellaneous Income

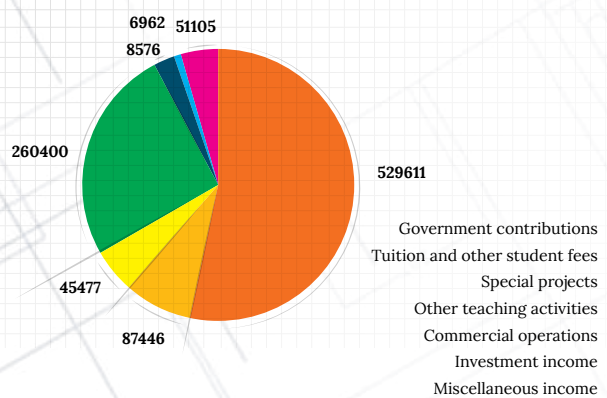
Of the TT\$51.1 million of miscellaneous income, TT\$37.6 million represents amortisation of capital grants. Capital Grants represent funding received directly from external parties towards specific building projects or from grant funding used to purchase specific capital items for research projects. When the relevant asset is brought into use, the asset is capitalised, and the value of the grant registered as a capital inflow on the Balance Sheet. The grant is then amortised to the income statement over the life of the asset at a rate equivalent to the depreciation charge reflecting the use of the asset.

**Table 6: Income**

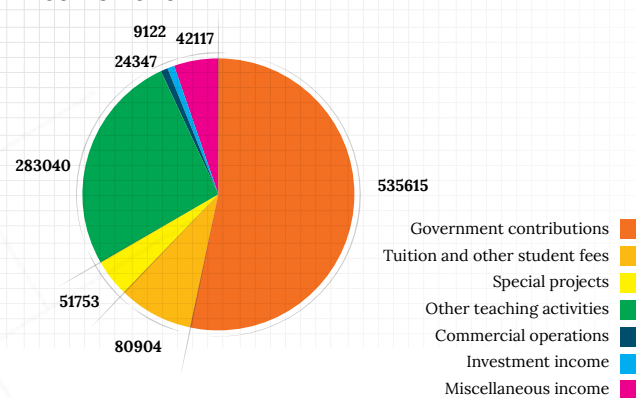
|                                       | TT\$'000 |       | TT\$'000  |        |
|---------------------------------------|----------|-------|-----------|--------|
|                                       | 2021     | %     | 2020      | %      |
| <b>Government contributions</b>       | 529,611  | 53.5% | 535,615   | 52.2%  |
| <b>Tuition and other student fees</b> | 87,446   | 8.8%  | 80,904    | 7.9%   |
| <b>Special projects</b>               | 45,477   | 4.6%  | 51,753    | 5.0%   |
| <b>Other teaching activities</b>      | 260,400  | 26.3% | 283,040   | 25.0%  |
| <b>Commercial operations</b>          | 8,576    | 0.9%  | 24,347    | 2.4%   |
| <b>Investment income</b>              | 6,962    | 0.7%  | 9,122     | 0.9%   |
| <b>Miscellaneous income</b>           | 51,105   | 5.2%  | 42,117    | 4.1%   |
| <b>Total income</b>                   | 989,577  | 100%  | 1,026,898 | 100.0% |

**Graph 5:**

**Income 2021**



**Income 2020**





## Expenditure

Total expenditure for the year, before depreciation, employee benefits obligations and finance costs, totalled TT\$855.7 million - approximately TT\$90 million or 9.5 % less than the previous year.

Staff costs declined by TT\$57.5 million or 7.7%. While TT\$35 million of this was the back pay due to Administrative Technical and Service staff, deliberate management reduced staff costs by TT\$22.5 million. Other operating costs declined by TT\$31.8 million or 16%.

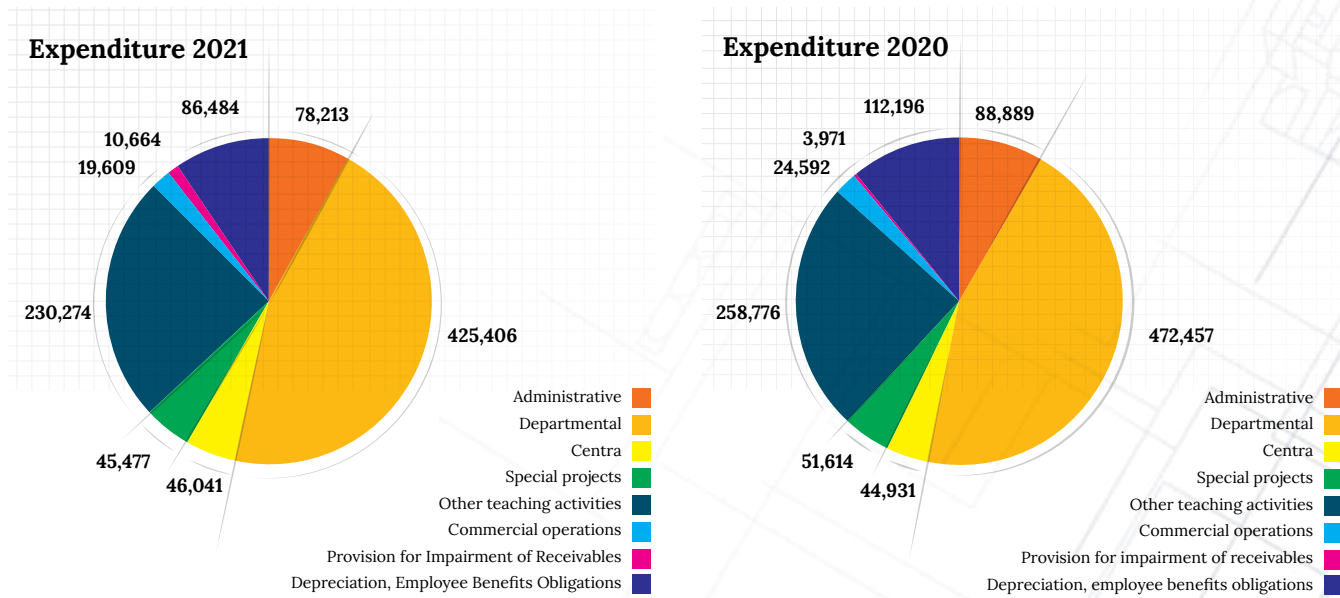
COVID-19 has had both a positive and negative impact on overall expenditure. Savings from reduced overseas travel expenses and utilities were absorbed by increased ICT investments in software upgrades and maintenance fees required to support online teaching.

The detailed breakdown of expenditure is as follows:

**Table 7:** Expenditure

|  | TT\$'000       |             | TT\$'000         |             |
|--|----------------|-------------|------------------|-------------|
|  | 2021           | %           | 2020             | %           |
| <b>Administrative</b>                              | 78,213         | 8.3%        | 88,889           | 8.4%        |
| <b>Departmental</b>                                | 425,406        | 45.2%       | 472,457          | 44.7%       |
| <b>Central</b>                                     | 46,041         | 4.9%        | 44,931           | 4.2%        |
| <b>Special projects</b>                            | 45,477         | 4.8%        | 51,614           | 4.9%        |
| <b>Other teaching activities</b>                   | 230,274        | 24.4%       | 258,776          | 24.5%       |
| <b>Commercial operations</b>                       | 19,609         | 2.1%        | 24,592           | 2.3%        |
| <b>Provision for impairment of receivables</b>     | 10,664         | 1.1%        | 3,971            | 0.4%        |
| <b>Depreciation, employee benefits obligations</b> | 86,484         | 9.2%        | 112,196          | 10.6%       |
| <b>Total Expenditure</b>                           | <b>942,168</b> | <b>100%</b> | <b>1,057,426</b> | <b>100%</b> |

**Graph 6:**



## Finances (cont'd)

### Assets & Receivables

Gross assets now stand at TT\$2,509.9 million, an increase of 2.7% over last year. The Campus maintains a stable cash buffer, above the 90-day target. GATE receivables, due at TT\$224.7 million, are at the same level as the previous year. The overall level of government receivables remains high and the Campus's ability to meet its financial obligations is inextricably tied to the receipt of advances from the relevant governments.

### Financial Future

Planning for the next strategic phase has begun with a directive from Sir Hilary Beckles, Vice-Chancellor of The University of the West Indies that, as an institution, "we have to grow ourselves out of the current financial situation". Hence, Converting Reputation to Revenue is the new mandate. The reputation to revenue strategy 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) will review academic programmes to recommend appropriate action (termination, consolidation, modification)
- Administrative Process Internal Review Committee (APIRC) will review Administrative units and departments to recommend appropriate action (termination, consolidation, modification)

#### *Campus Grants Committee tuition fee strategies*

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

#### *Income generation strategies*

- Monetising Research and Innovation – The UWI Fine Cocoa Products Limited
- Alumni Giving Project – Engaging alumni to support the institution
- Launch of the Global School of Medicine – (offshore medical school)
- While growth is the future focus, the St. Augustine Campus will continue to concentrate on cost containment and improving efficiency.

## NOTES FROM A PANDEMIC

"I had an unexpected surgery in the middle of the semester and because of online/distance learning, I was able to work from my bed as I recovered. If it were not for online/distance learning I would have had to drop out of my programme."

**Karysse – Student**

# Conclusion

**The period under review took place deep in the heart of the COVID-19 pandemic. It was a time when the global loss of life associated with the virus averaged ten thousand per day for months, including at least one of our own.**

At the St. Augustine Campus, we are heartened by the sustained efforts of our front-line staff who secured and maintained our grounds, kept the administrative wheels turning, adopted innovative methods to maintain high quality levels of teaching, learning and research, and embraced technology to support students, staff, and other stakeholders. We are immensely proud of the resilience displayed by our students and the contributions of our alumni. We are deeply grateful to the team at the Campus IT Services (CITS) for maintaining the communications backbone that made all our achievements possible during this period; and the team at the Health Services Unit who, together with our Deputy Principal, ensured that any student or staff member who wanted to be vaccinated could do so.

This year has proven that the St. Augustine Campus has a sound foundation with room for flexibility, which will be the key to any future success. As set out earlier in this report, our future will be based on a hybrid mode of delivery and serving a global mar-

ket; graduates who are ready to create value in their chosen fields, and who will see the value of remaining within the UWI network; a review and remapping of all our processes based on sound strategy and data; a responsive curriculum; impactful research; and staff who are trained to deliver an exceptional learning and student experience in the new environment, while pursuing fulfilling, individualised career paths based on performance and achievement.

These are the elements around which we have begun constructing the first draft of its future. Underpinning it all is a funding model that banks on our prowess for creating knowledge, and on new relationships with stakeholders, including alumni. In that regard, we expect to soon bring to fruition the innovative ideas set in motion based on our solid credentials in the areas of fine cocoa and medical teaching.

Like the pelicans gracing the cover of this report, the St. Augustine Campus will continue to soar and to lift the people of the Caribbean to ever new heights. We thank all of the individuals and organisations in the public and private sectors who partnered with the us in 2020/2021. We look forward to your continued investment in the future of the people of Trinidad & Tobago and our region, and to creating value together.

**To partner with The UWI St. Augustine Campus, visit <https://sta.uwi.edu/stacie/>**

**Connect with us <https://uwiconnect.com/>**

**For more information on anything you have seen in this report, contact marketing. [communications@sta.uwi.edu](mailto:communications@sta.uwi.edu)**

# STRATEGY REVIEW (ONLINE ONLY)

## ACCESS

The activities of the Campus that support the Access pillar of the Strategic Report are generally related to teaching and learning and are detailed in the body of the report and include:

- MBBS Full-Fee-Paying Intake Introduced
- Wider Access to Pre-Engineering
- Campus Makes 10 Commitments to Students
- Curriculum & Pedagogical Reform
- Funding for Engineering Programmes
- Access to Continuing Education

In addition to the above the Campus also engaged in the following:

### Process Mapping Teaching and Learning

The process map for the Teaching and Learning function, an initiative of the CPR committee, was reviewed in 2021. It has been noted that the current draft map clearly identified the following gaps in the Teaching and Learning Process:

1. The current Teaching and Learning process does not explicitly include a fulsome assessment of achievement at graduation. Specifically, while academic performance factors into curriculum design and review, graduate capabilities outside of the strictly academic but which have been flagged as necessary for success in the world of work are not measured nor acted on. These reflect institutional outcomes and societal expectations. The Figure below shows the map highlighting current and proposed changes to take this into account.
2. In keeping with the above, the graduate assessment instrument must explicitly include reference to the measurement of and action on the well-established 7-point list of attributes of the ideal UWI graduate. Some listed attributes are generic in nature and rather difficult to measure. As search work is to be done in closing this gap, perhaps through use of a standardized assessment like the Graduate Assessment Tool (GSA), designed by the Australian Council for Educational Research, to assess critical thinking, problem-solving, interpersonal understanding and written communication.
3. Closing this gap requires that, in addition to selective inclusion in the main curriculum, the Complementary Student Development and Support Systems processes (mandatory workshops, cocurricular courses etc.) that provide exposure, mentoring and instruction on those aspects of the attributes that cannot be adequately treated within the core academic curriculum

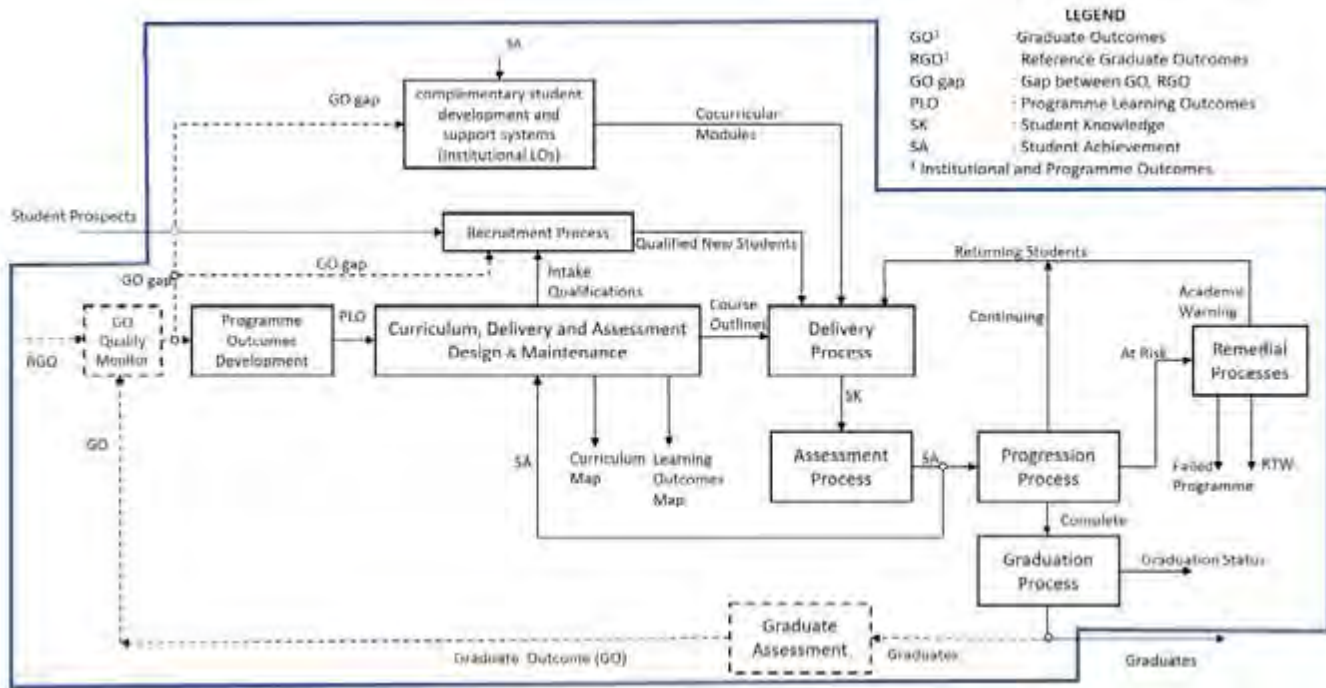


Figure 1 : The Teaching and Learning Process. Solid blocks and arrows represent the current process. Dotted blocks and arrows represent the modifications proposed to more effectively endow graduates with the ideal attributes as characterised by the institutional and academic outcomes.

An updated target map has been proposed for discussion at the SISC. The CPR committee, led by Dr Dianne Thurab-Nkosi, has now also begun to address Curriculum Reform which will set the approach to any review of the Curriculum Delivery and Assessment processes. Additional projects include a review of pre-requisites and a definition of “underserved” communities as a precursor to strategies for enhancing diversity in access.

### Quality Assurance

The Office of the Deputy Principal (ODP) is responsible for improving and maintaining academic quality on the Campus. During the review period, the ODP issued guidelines and procedures to academic divisions for timely submission of implementation

reports related to academic quality assurance, as well as for effective monitoring of the roles and responsibilities of both the reviewing body, AQAC (Academic Quality Assurance Committee) and the academic divisions (Departments, Institutes, Schools, Centres, Units and Sites – DISCUS) in the reporting process. In particular, the academic divisions were asked to report on the recommendations implemented as well as those that were outstanding. The ODP had been working with the Quality Assurance Unit (QAU) since the previous academic year to clear the backlog of implementation reports.

### Student Services & Development

In the face of COVID-19 restrictions, the Division of Student Services & Development turned to online tools to deliver services and support to students. The Division also hosted virtual events to encourage students to engage with the Campus and each other, and to forge a sense of community.

## STRATEGY REVIEW (cont'd)

### Re-Imagining the First Year Experience

The strategic direction and long term objectives of the FYE programme were realized and key deliverables rolled out to launch FYE as a first year course. A virtual workshop was hosted for FYE stakeholders to prepare them for the process of re-designing FYE initiatives for a virtual delivery.

The transition to a virtual Volunteer Open Day was welcomed by NGOs that would not have had the time or resources to participate in a physical event. The online environment also allowed participants to hear from each organisation represented before interacting with them directly in small group sessions. Staff were also invited to participate.

### World of Work

All World of Work sessions were held online. The DSSD introduced resume boot camps which resulted in a noticeable increase in the number of students opting to submit their resumes for critique. The Resume Boot Camp attracted 237 students and 68 students signed up for the On-Demand Boot Camp. Two hundred and seventy-four resumes were submitted to be critiqued, representing some 55% of resumes of World of Work registrants. The number of students seeking career advice increased by 10% as the DSSD included a number of additional sessions which moved the discussion beyond what was previously offered.

Entrepreneurship continued to be a feature of World of Work in 2020/2021 and video recordings were used to transition this component to the online format. The DSSD has also collaborated with the Entrepreneurship Unit at the Faculty of Social Sciences to offer a co-curricular course in entrepreneurship for credit.

The DSSD switched from Employertube software to Interviewstreams which is designed to help students prepare for and participate in interviews. Further, in response to feedback from students, sessions on handling interview anxiety were

held, as well as a separate session for men on dressing for the interview.

### Counselling Services

The adaptation of online counselling in response to the Covid-19 pandemic continued, increasing access to counselling for those students who had limited physical access to the campus during opening hours even pre-COVID. For example, working students continued to access sessions online instead of via telephone – whether from their workplace during their lunch hour or from their home.

### Financial Advisory Services

The Campus manages the allocation of scholarships and bursaries generously funded by several corporations, professional and civil organisations, and individuals. Despite the global decline in economic activity during the period, the Campus was able to retain 81% of scholarships and bursaries, funded by private sponsors, locally and internationally, and welcomed seven new donors. The new awards, valued at approximately TT\$216,000.00 collectively, would be disbursed to 30 national and regional students. The list of new donors is included in the body of the main report above.

The Financial Advisory Services (FAS) Department implemented a new electronic application system for the scholarships and bursaries processes, reducing opportunities for error, improving turnaround times and working around the gaps in the application portal. These improvements are important for stakeholder satisfaction and donor retention and further upgrades are planned. A student appreciation video was developed as a show of gratitude and to further strengthen ties with donors.

The "Managing My Finances" Workshop was held virtually on February 11, 2021. Approximately 84 students attended, 24 more than the previous year. Students from the Adopt-A-Student Programme were also present. The CCUA Award ceremony was held virtually. It was attended by over 12 donors and over 80 awardees.

### The Guild Administrative Office

The DSSD continued the restructuring exercise at the Guild Administrative Office to build and maintain capacity to sustain the new structure through the development of policies and procedures to support impactful programming by students.

The DSSD's website was updated to include compelling written and visual content. Messaging for each departmental webpage was standardized to reflect the brand voice of the DSSD as outlined in the initial DSSD strategic communication plan. The second phase of the plan, includes the development of the DSSD's digital identity which extends to the web and social media presence for all Departments.

### Halls of Residence

The Halls of Residence were gravely affected by the COVID -19 pandemic. Occupancy was below 5% due to COVID-19 restrictions. SAL and JGI Halls were the only two Halls available during the academic year. Canada and Freedom Halls were utilized by the GOTT as COVID -19 Quarantine sites. Hall administration responded to issues raised by students with policies for reduced rates and implemented guidelines to protect students based on COVID-19 guidelines. Seventy-three students were granted exemptions to check in to the hall during the academic year.

A plan for the future of the Halls of Residence was drafted to ensure that the halls operate with adequate surplus to sustain continued operation and growth, offering students facilities that can achieve the hall goals and key student outcomes. Trinity Hall was closed due to overall low demand a poor financial outlook, where even at full occupancy the Hall would not achieve a surplus as rates would not cover the cost of operations. All staff were absorbed into the system.

### Student Activity Centre

At the Student Activity Centre (SAC) procurement was underway for CCTV and access control, and the outfitting of approximately, 2,000 square feet of expanded floor space to enhance student comfort

### Co-Curricular Courses

A virtual quality evaluation (QE) of the Co-Curricular (COCR) Programme, St Augustine Campus, was conducted in June 2021, based on a request by the Deputy Principal. Quality Evaluations are conducted by the QAU to assess how adequate departmental processes and procedures are to assure the quality of provision, as well as maintain and enhance standards and outcomes. A number of recommendations were made by the evaluators.

### Health Services

The Health and Wellness Programme expanded its range of services to include specialty clinics and virtual Covid-19 services such as bereavement sessions, counselling for employees, and the creation of a Covid-19 Support Group. In the year under review, the HSU developed a meditation course which was introduced to the campus community in September 2021. This course was developed in collaboration with the Brahma Kumaris Raya Yoga Centre.

HSU experienced a 92% decrease in the utilization of its services in comparison to the last academic year. The HSU tried to offer the majority of its services virtually such as the submission of medical documents, medical consultations with the nurses and doctors, specialty clinics, dietetic services, and pharmaceutical services.

The Pharmacy experienced a 78% decrease in revenue when compared to the previous academic year. This is largely attributed to the Covid-19 pandemic. Efforts are in train to develop an online ordering system, to establish a delivery service for both online and call in orders, to implement an online prescription service for students, to further facilitate telephone counselling, and to set up an electronic alert for suppliers, notifying them when their cheque is ready for collection.

## STRATEGY REVIEW (cont'd)

### ALIGNMENT

The St. Augustine Campus has set itself a goal of contributing to the establishment of a strong and vibrant net foreign exchange earning SME sector across the Caribbean by 2034. The establishment of a UWI Innovation and Entrepreneurship (I&E) Ecosystem would integrate a number of key UWI entities into a harmonious network of resources that would effectively support innovation and entrepreneurship and promote the development of UWI spin off companies. At the core of the I&E Ecosystem, commissioned in 2017, is the Innovation Pipeline that provides a well-defined conduit for the creation of commercially viable products and processes. The elements of the Pipeline are the Faculties where ideation and initial concept development take place; an Entrepreneurship Unit that provides business development, training and mentorship; the St Augustine Centre for Innovation and Entrepreneurship (StACIE) R&D that provides support through sourcing project funding and facilitating IP Development & Management and serves as the portal to UWI Ventures Limited (UVL), a UWI subsidiary that would, inter alia, serve as a holding company for UWI Spinoff companies.

In 2020/2021 the portfolio of projects being nurtured in the I&E Ecosystem included four patents, two license agreements, two collaboration agreements, three spin-off companies, five key grants and two other significant entrepreneurial projects, including those listed below, added during the review period:

#### Innovation & Entrepreneurship

Information on the main achievements of the Innovation & Entrepreneurship Ecosystem may be found in the body of the report above.

Included are details on the four patents filed to date, two collaboration agreements, and the work undertaken by UWI Ventures Ltd., the Entrepreneurship Unit and StACIE.

Below is a list of some of the grant funding received during the review period. Project details may be found in the body of the report.

#### Key Grants

1. STEM Education in Trinidad & Tobago. (Funded by SHELL Trinidad & Tobago Ltd.)
2. Human Rights Abuses of Remand Prisoners. (Funded by EU (184,211 Euro) through Faculty of Law)
3. Harnessing Innovative Technologies to Support Resilient Settlements on the Coastal Zones of the Caribbean (HIT RESET). (EU funded (4.9 million Euro) with UWI as lead through STACIE and in collaboration with Anton de Kom University of Suriname (AdeKUS) and the Caribbean Disaster and Emergency Management Agency (CDEMA).
4. Helping Venezuelan Migrants in Trinidad & Tobago. (Funding from Pan-American Development Foundation through the Institute of Critical Thinking)
5. Detecting COVID-19 variants. Funded by RDI Fund with an additional TT\$500,000 grant from the Ministry of Health

#### Campus IT Services

##### Expansion and Upgrade of the Service Desk

The small but enterprising Service Desk team expanded the use of that platform to include the Student Accounts and Receivables (AR) team at the Bursary. Up until that time the Student AR team was the largest single unit to join the Service Desk system to date and their addition forms an important part of the Bursary's transformation programme. It included the launch of a web presence and expanded use of the TouchNet online payment service. There were also several new users from the Human Resources Division as a number of popular services such as job letter requests were added to the suite of HR services available through the Service Desk.



### Other Developments

The Service Desk team facilitated several online sessions for First Year students as part of Student Services' campus-wide, orientation programme for incoming students, known as First Year Experience (FYE).

### New Diagnostic Services for Agro-Industry

The Faculty of Food & Agriculture launched a revenue generating entity - Agro-Environmental Services (AES) to provide soil, water, plant diagnostic, and animal nutrition services to stakeholders and the public.

### Marketing & Communications Strategically Focused. Data Driven.

The approach to Marketing & Communications (M&C) on the St. Augustine Campus has remained rooted in the overall campus strategy and collaboration, using measurement and data-driven insights to power initiatives and create impact. In fact, given the shift to more digital products, it has become easier to track the performance of the tools employed to communicate The UWI St. Augustine story to stakeholders. As such, the team has been looking carefully at developing market trends to determine the new ratio of old to new media that will give the greatest return on investment.

It should be noted that all of the achievements recorded during the period were attained by staff working briefly on physical rotation, then fully remotely. Regardless of the mode of operation, the M&C team responded to the challenge of informing, educating, and promoting the Campus and its activities to the national community and stakeholders.

Key M&C outputs are recorded in the main body of the report above:

- Digital Marketing and Communications which saw the STA online community more than double in size

- Internal Communications
- Events – including UWI's first Virtual Graduation
- Content Digitisation including the launch of the BeUWI Undergraduate recruitment app built by students of the DCIT
- To promote "a cohesive Single UWI Brand Consciousness", the Marketing & Communications team also engaged in the following:

### Communications Policies and Guidance

Campus Executive Management regarded M&C as an important part of the effort to navigate the Campus through this difficult period in the heart of the pandemic. As such, M&C was represented on key decision-making and advisory bodies such as the Campus Incident Management Team, and was consulted from a communications perspective on a number of key operational decisions.

M&C continued to work on policy development and procedural guidelines to maintain the lines of responsibility and standards for UWI St. Augustine's branding, marketing and communications efforts. The Social Media Guidebook and Virtual Events Playbook produced by the office are among the most frequently requested resources by Campus constituents. Draft policies on Chat Bots, Recognizing National Holidays and a Spokesperson Policy were developed and are in approval stages.

### External Communications & Advertising

Over the period, the Campus generated 69 press releases and garnered 5,700 news mentions, an improvement of 19.2% compared to the last period. Online news coverage increased by 48% and television news coverage increased by 23%. Under the management of the UWI Today Editor, the flagship monthly Campus newspaper featured 100 articles and editorials across seven

## STRATEGY REVIEW (cont'd)

issues. The major stories for the year chronicled the Campus's contributions to meeting the challenges of the COVID 19 pandemic (27 articles), but content also highlighted other areas such as research (21 articles) and awards and achievements (23 articles). Further, UWI Today put the spotlight on violence against women and children, racism and produced a special edition to mark the 60th anniversary of UWI St. Augustine.

### Content Digitisation

The digitisation of Campus content for use in marketing tools such as the BeUWI app, digital brochures, and the Campus website continued to be the focus of the Publications arm of M&C. As was the case in many other areas, many of these initiatives had been in development for several years but suddenly became imperative thanks to the pandemic. The experience during the review period reinforced the need for a content management system so that content used for multiple purposes is widely accessible, searchable, easy to manipulate, accurate and updated. M&C will continue to work with Campus IT, the Registry, Faculties and all other Campus entities in pursuit of this goal.

### Centre for Excellence in Teaching and Learning

The Centre for Excellence in Teaching and Learning (CETL) found its services in demand by public and private sector organisations in Trinidad & Tobago with a core business of teaching and learning. The Pan-American Health Organization (PAHO) – CCH Fellowship Programme selected CETL to help manage their student-teacher evaluations; a MOU with UWI-ROYTEC was reinstated in 2021 and is now shared with CETL (Mona). The Centre at St. Augustine signed a MOU with the National Police Academy and conducted a training course with the Office of Procurement Regulations, Trinidad & Tobago.

### Health Services

In May of 2021, the Ministry of Health (MOH) granted the HSU approval to administer COVID-19 as a vaccination site supporting its fight against the disease. This would be one of the biggest outreach activities embarked on by the HSU. In June 2021 the vaccination drive commenced at the JFK Auditorium and a total of 1,000 Astra Zeneca Vaccines were administered to staff, students, and visitors while 4,744 Sinopharm vaccines were administered at the University Inn and Conference Centre. The HSU staff worked with the Office of the Deputy Principal, the Faculty of Medical Sciences and the Campus Incident Management Team to make this vaccination drive a success. Medical professionals volunteered their time to assist with the exercise. A Mobile Influenza Drive was undertaken in October 2020 whereby 289 influenza vaccines were administered at the St. Augustine Campus and four at the Couva Hospital for a total of 293.

The HSU conducted 18 outreach activities including Faculty Orientation. Workshops were conducted by in collaboration with Human Resources Division on topics such as "Cleaning and Disinfecting Your Facility" and "Managing your wellness during this Covid-19 Pandemic". Both workshops were free of charge and accessible to all staff.

## AGILITY

As tertiary level institutions were unable to physically re-open to students, digitisation of content and digitalisation of processes continued to accelerate across the Campus, with Campus IT Services providing the technological backbone.

## Digital Transformation of Administrative Functions

The last two years operating in a COVID environment forced many higher education institutions to relook at their operations and the services offered to support the delivery of a quality education. That the St. Augustine Campus has had to make these adjustments is therefore not unusual. In the Office of the Campus Registrar (OCT), much of the immediate pivoting occurred in core areas such as Examinations, Admissions, Human Resources to support the operations of the campus.

To better serve our various constituents, the OCR has embarked on a number of digital transformation projects to anchor the core registry functions. Below is a snapshot of some of them.

### Transforming Recruitment

CRM Recruit streamlines and automates recruitment and admissions processes and activities. It is a cloud-based system that enables institutions to engage prospects throughout the application process to enrolment and allows tracking of enrolment and retention trends. It presents a high-level view of recruitment efforts with drill-down functionality for further information, data exploration and trend identification and can integrate with the Banner systems already in use on the Campus.

CRM Recruit will digitise the manual recruitment and admissions processes that have long been in use on the Campus and align them with industry best practices. Beyond performance efficiency and efficacy, it will provide prospects with a more responsive and seamless application process.

The system is earmarked for launch in the first half of 2022.

### Distribution of Graduation Certificates

The Examinations Section, while operating remotely, offered electronic transcripts,

electronic certification of certificates and verification letters in lieu of original certificates. From June 2020 to May 2021 when the Examinations Section was able to operate on-site, the Section used a local courier service to dispatch original certificates to graduates on request. When physical collection resumed in November and December 2021, some 3,600 certificates were distributed directly to graduates visiting the Campus.

### Review of Results

The Examinations Section embarked on a business process review and re-engineering of the Review of Results function. This led to more timely completion of requests for consultations and remarking of scripts with the implementation of a robust follow-up process.

### Online Examinations

The Registry continued to revise and tweak the examination process for Final Assessment in a Virtual Mode. The Examinations Section led the way with the direction and guidance of the Campus Registrar and the former Deputy Campus Registrar to ensure governance and University Assessment Regulations were maintained in the re-engineered conduct of examinations processes. The Examinations Section also ensured that the examination process was appropriately documented and mapped.

In addition to the measures set out in the main body of this report, a major change in the examination process in Semester 1, 2020/2021 was the conduct of Final Assessments in dedicated EXAM Course Shells, allowing for the separation of final assessments from the Teaching & Learning environment used in the prior two Semesters. This became possible with the implementation of the e.think solution which provided increased storage for scripts, a concern expressed in the examination post-evaluation meetings.

## STRATEGY REVIEW (cont'd)

### Postgraduate Thesis Tracker

The Office of Graduate Studies and Research (OGSR) had identified the need for a system to streamline and track the entire process from application for examination of a thesis to the award of the degree at both the MPhil/PhD level as early 2015. The need became more urgent with the challenges experienced as a result of COVID.

It is envisioned that the Campus would establish an online thesis tracker where once an MPhil or PhD student has applied for examination of their thesis, they could track the status of the entire process. It is expected that this system will improve the transparency of the process for the student and help to improve their overall experience.

The first iteration of a custom-configured Thesis Tracker system, for the Office of Graduate Studies and Research, was substantially produced by August 2021 and is due to be completed in February 2022.

### Timetabling and CELCAT Beta Testing

Class and exam timetabling is a tedious, time-consuming, and frustrating task for the staff involved in the process. It takes a software engineer two months to produce a draft exam schedule at the St Augustine Campus. Currently the Campus uses a version of CELCAT software to manage the development of class timetables but the current version does not seamlessly integrate with the student enterprise system, Banner. Additionally, each UWI Campus uses a different system – either purchased or built in-house.

Led by the St Augustine Campus, a cross-campus team representing Cave Hill, Five Islands, and St Augustine, agreed to pursue CELCAT Beta Testing as a price reduction strategy while giving the participating campuses access to the latest version of the application. Collective beta testing of a software application will be a first for The UWI and a precedence setting experience and model.

### Campus Legal Office

Over review period, the Campus Legal Office implemented a comprehensive Legal and Regulatory Compliance Attestation process for the Campus. This allowed the Campus to have a snapshot of legal and compliance risk on the Campus and to take steps to mitigate and manage same. The Legal Office also developed and completed a comprehensive Lands Database of UWI STA's Landholdings with key data to guide decision-making regarding the Campus' extensive property assets. This Report was used to provide information to the external auditors on the Campus' landholdings during the course of the financial audit and to populate the Campus' Valuation Return Form to be submitted to the Commissioner of Valuations in compliance with relevant legislation.

The Legal Office continued to maintain a comprehensive Legal Claims and Litigation Database of all active and pending legal claims and litigation in which the Campus was involved and continued to report at every Campus Finance and General Purposes Committee (CF&GPC) meeting on the status of such claims and litigation. An updated Legal Trends Analysis Report for the period 2013 to 2020 was also presented to the CF&GPC at its November 2020 meeting. These combined Reports allowed for robust reporting and tracking of legal claims and litigation matters and proactive management of such matters so as to manage and mitigate legal (and inevitably financial and reputational risks) for the Campus. Furthermore, it provided relevant data for the Legal Office to prepare comprehensive Legal Assessments of legal claims, resulting in matters being settled at the Pre-Action Protocol stage or at the Pre-Trial stage, thereby pre-empting full litigation with associated legal costs and financial liabilities.

The Legal Office continued to provide strategic legal support for the Entrepreneurial University in the creation and operationalisation of spinoff companies as a means to commercialise The UWI's Intellectual Property and Research and also developed

draft guidelines for operationalisation of spinoffs so as to bring clarity to the governance and oversight of these spinoff companies. Significant support was also provided to the Procurement Unit in the harmonisation of procurement forms, templates and contracts and in Campus-wide procurement training so as to ensure compliance with the Campus' Procurement Policies and readiness for the impending Procurement Legislation and Regulations in Trinidad and Tobago, which will affect the Campus' procurement activities and spend as a public body in receipt of public funds.

Throughout the last year, the Legal Office provided significant legal support and advice (with specific support to the Faculty of Medical Sciences, the OHSE Unit and the Campus IMT team) in the Campus' initiatives and contributions in combating the COVID-19 pandemic, the recovery locally and regionally, and in ensuring compliance with the national Public Health Regulations and Emergency Powers Regulations as well as the Campus' COVID-19 protocols and guidelines.

### Occupational Health & Safety

In May 2021, The UWI, in adherence to the public health ordinance, issued a mandate for all staff at the St. Augustine Campus to work remotely, with the exception of those categorised as essential workers. The OHSE team continuously found innovative ways to identify and manage the new and existing risks brought on by the pandemic, in addition to their usual responsibilities.

Activities included incident investigation, managing risks from COVID-19, developing risk assessments, developing and reviewing procedures, responding to legal requests for information, attending various online meetings, developing and reviewing OSHE Plans, improving the way various risks are managed, such as those posed by contractors or mould management.

COVID-19 is evolving and a revised policy framework will be developed to match

the rigour required to manage the cases. Factors to be considered include increases in community spread, asymptomatic carriers and availability of tests, vaccination hesitancy and the ever changing pandemic landscape.

In addition to the COVID-19 measures featured in the main body of this report, the Unit engaged in the following activities:

- Worked closely with the contractor, CPO and DFM on the Wastewater Treatment Plant (WWTP). A new legal framework is to be introduced governing such Plants and the Unit will have to develop a framework to ensure compliance.
- Mould assessments and assays at numerous locations on Campus and satellite locations.
- Training sessions: Various online training sessions on mould management, risk assessment for staff and students, contractor OHSE orientation
- Worked closely with DFM to ensure contractors' risks from the numerous projects on Campus were managed in keeping with the risk assessment process.
- Successfully provided on-time delivery of supporting reports and information from numerous requests from OSHA.

### Human Resources Division

A significant amount of the work of the Human Resources Division during the review period was driven by the impact of the COVID-19 pandemic on staff and traditional working arrangements. These are recounted in the body of the general report above. Apart from COVID-19, the Division focused on the following:

### Industrial Relations

Collective agreements for the monthly paid ATS Staff and the Daily, Weekly rated employees were successfully finalised and signed during the period under review.

## STRATEGY REVIEW (cont'd)

Proposals were received from WIGUT and the OWTU (representing monthly and daily paid staff) and negotiations with the OWTU on non-cost items were initiated. There were several virtual meetings with the union to deal with various matters including COVID-19 issues.

### Learning and Development

Career, Leadership and Performance Coaching was provided to staff who expressed interest. Team building exercises were provided to departments upon request. Myers Briggs Type Indicator (MBTI) tests were conducted with staff from the OIAI, M&C and the DSSD as a coaching platform

The HR Division collaborated with The UWI Regional Headquarters and the Dean, Faculty of Science and Technology to deliver a cross-campus webinar on Futuring in May 2020. The 78 participants were encouraged to consider alternative futures for their departments and by extension The UWI in a post COVID environment. The webinar was followed by a 6 months Futuring Programme facilitated by HR with 22 participants and yielding 12 graduates. One participant from the St. Augustine, Cave Hill and Mona Campuses each received an award based on their performance throughout the programme.

Due to the success of the programme the facilitators from HR were invited to facilitate a Futuring programme for the Alma Jordan Library and others. HR in collaboration with Regional Headquarters is in the process of developing a UWI Futures Society and Network.

The facilitators, Ms Cheryl Carter and Mr Dave Sahadeo both received letters of commendation from the University Registrar for conceptualising, designing and delivering the UWI Futuring Webinar and The UWI Futures Programme.

### Process Improvements

Application for a number of services were digitized – e.g. application for job letters, Study and Travel Grant, IVA. Submission of documents for renewal of contract, promotion and tenure were all done electronically. There was a creation of a shared, easily accessible space. The shift, resulted in increased efficiencies in service delivery, such as faster turnaround times on requests and queries. All contracts were issued electronically therefore reducing the turnaround time for execution. There have been challenges with digital signatures which the Campus is in the process of resolving. HR continues to work closely with Campus Records & Archives on the digitization of relevant records.

### Other Initiatives

1. The Human Resources Division established four working groups with specific remits: Develop a "Culture of One" (two locations, three Units and five cultures)
  - a. HR Training
  - b. Information Technology
    - i. Digital Transformation
    - ii. HR website development
    - iii. IT Audit/review
  - c. HR process review and mapping
    - i. Policy Review & Development
    - ii. Policy Compendium
    - iii. Use of a shared drive (UWI One drive) to facilitate an efficient space for processing HR documents. The shared drive facilitates a safe space to share with Payroll
2. Develop and employ specific HR Metrics:
  - a. Rate of employee turnover and retention rates
  - b. Ratio of Academic to Support staff
  - c. Ratio staff to students
  - d. Cost of man hours lost due sick and injury leave

- e. Cost and time from advertisement to hire
  - f. Rate of Offers and Acceptances
3. Develop an action plan which would utilize Strategic Workforce Planning and assist the Campus in addressing workforce skill/capability gaps, respond to changing workforce demographics, succession planning, best fit for roles, redeployment of talent and mitigating risk.

### Upcoming Initiatives

#### Better Reporting Analytics for Decision Making

During the 2020/2021 academic year the Registry with Campus IT Services reviewed the Argos system which houses the Campus Business Intelligence system. Plans were set in motion to upgrade the platform to provide better reporting and analytics for decision-making. The Campus engaged the developers to discuss cost-effective upgrade options to be deployed in 2022.

#### Improving Communication and Customer Care Delivery to Students

To address long standing complaints about the quality of customer service delivered by Administrative staff, the Registry undertook a review of all available evidence and after consultation with Campus IT, it was agreed that a ticketing system be employed and service level agreements (SLAs) be set for all student administrative services within the Office of the Campus Registrar. This system was also scheduled to be rolled out in 2022.

### Promoting Excellence in Teaching and Learning

#### Training for Online Course Delivery

With the suspension of classes at UWISTA from March 15, 2020, effective teaching and learning was encouraged by preparing staff to facilitate the remote delivery of teaching and learning within one week of closure. As the physical campus remained closed to students for all of the 2020/2021 academic year, CETL continued initiatives to help teaching staff transition from face-to-face to online teaching and learning. Training was provided in the use of the Learning Management System, Moodle - branded on the Campus as myeLearning, Blackboard Collaborate, and other web conferencing software to make possible synchronous delivery of teaching and learning. This was done in alliance with The Open Campus to facilitate rapid, mass training. Development of a website with dozens of videos and other resources for teaching and learning.

#### Student Course Experience Review

The Students' Evaluation of Courses and Lecturers (SECL) was rebranded to Course Experience Review (CER) to ensure emphasis on students' course/learning experiences and not the lecturers. A new evaluation software by the name Qualtrics will be used to conduct surveys and will be managed by a cross-campus team in keeping with the One-UWI vision. The official launch was scheduled for the end of Semester 1 of the 2021/2022 Academic Year.

#### Programme and Course Reviews

Two hundred and forty programme and course proposals were reviewed of which 45 were approved. During this period, a 2020 Checklist for Online/Blended/Remote Courses and programmes was implemented Certificate in University Teaching and Learning (CUTL) Programme

In the Academic Year 2020/2021 the Certificate in University Teaching and Learning (CUTL) was delivered remotely/

## STRATEGY REVIEW (cont'd)

online for the first time and was listed as a GPA-based programme. A position paper was prepared and submitted for the programme to be delivered officially online/blended amongst all the CETLs (Mona, Cave Hill & STA). Support has already been acquired from the senior management at STA and Cave Hill campuses.

### STA Online Fee Pay

The Campus Bursary developed STA Fee Pay, an online system which automates both the Payment Plan and Financial Clearance processes at The UWI St. Augustine Campus. Students enrolled in STA Fee Pay would benefit from automatic financial clearance once payment is made online, a process that would otherwise take between three to five business days. The system was ready to be rolled out at the start of the 2021/2022 academic year.

### MBBS January Intake

The new January intake of full-fee-paying MMBS students, open to students of all nationalities, widens access to a professional field with global popularity, and will provide some financial stability to the Faculty as well as the Campus. Fees continue to be set on a tiered basis, distinguishing between Trinidad & Tobago nationals, nationals of UWI contributing countries, and students from other countries.

### Campus IT Services

In addition to the activities outlined in the main body of this report, the Campus IT Services undertook the following to support the strategic goals of the Campus:

#### Technical Services

A number of technical developments, undertaken during the review period, are contained in the detailed Strategy Review below.

- Internet provisioning for Faculty of Medical Sciences final exit Exams with collaboration and synchronization across all Campuses.

- CITS Fire Alarm and Fire Suppression Systems for CITS, MER #1 and MER #2 – Fireworks software installation.
- Commenced Wireless Upgrade at the Faculty of Engineering.
- Completed the tender evaluation for the upgrade of Enterprise Servers to ensure the continued delivery of services to the Campus. This replaced out of date servers.
- Installed and commissioned CITS CCTV/Intrusion/Access Control System with full integration with the Security Command Centre.
- Engaged staff members as part of the Volunteer@CITS programme. This initiative which was done in partnership with Human Resources and offered to the staff members the opportunity to get hands-on training and to be mentored by CITS staff members as part of staff development. It could be termed the Campus internal OJT programme.
- Migration of multiple department File Servers to the enterprise hyper-converged platform to ensure more resilience.
- Moved the Elearning staff and student authentication from on-premises to cloud to facilitate access in the event of campus outages. This ensured continuous delivery of teaching and examination services.
- Coordinated the repair of the fibre break between Health Economics Unit and new DCFA location to ensure continued connectivity to the main campus.
- Developed the tender for the upgrade/refresh of Campus' Internet Bandwidth, the evaluation is currently pending.
- Completed the migration of staff mail boxes to the O365 Cloud.
- Started the migration of staff to Microsoft MFA authentication for remote VPN access.



We were also very successful in renegotiating the enterprise licenses for many of the products used by the students which allowed the students to download onto their personal devices. Many of the projects in our response are detailed below as CITS achievements for 2020/2021.

### Training

CITS introduced seamless remote access by all staff members to their PeopleSoft information including TD4 slips and payslips. Microsoft Teams training was conducted to departments in the Faculty of Social Sciences to support Academic Advising, and MS Teams orientation was rolled out for UWI's Climate Change and Health Leaders Fellowship Training programme. Microsoft Office Training was provided for ancillary staff as part of an HR development programme

### Other Developments

Campus IT completed the evaluation of the tender for the Enterprise Servers for the Campus as well as the migration of all staff e-mail accounts to the Office 365 Cloud. CITS also began rolling out multi-factor authentication for remote VPN access.

### Campus Libraries

#### Staff Development

The year in review saw the establishment of a working group at The Alma Jordan Library in January 2021 to design and develop a framework for a Mentoring Programme at the Library. The proposal document was submitted to the Campus Librarian in June 2021. It is expected that the programme will be piloted/implemented once staff can return to the campus in larger numbers post pandemic.

#### Digital Transformation

With the Campus Librarian serving as the Sponsor for the Knowledge Resources Domain consisting of the two streams of Library and Taxonomy and Archives and Records Management, the Campus Libraries

successfully participated in the Discovery phase of the Digital Transformation project, completing the inventories of sites, projects, glossary of terms, policies and procedures, repositories, websites, innovation, metrics, and organizational charts. Work is ongoing and in the next year the scoping of the project phase will commence with implementation schedules developed accordingly. It is expected that the major outcome of the digital transformation of the Libraries will be the harmonisation of library workflows and services across all the campuses and the digitalisation of these critical processes.

The Alma Jordan Library in collaboration with the Office of Graduate Studies and Research has been developing a number of applications in an attempt to digitalise selected workflows related to research management. These applications included:

- Research Ethics Approval Module (REAM) : The research ethics approval workflow which went live in 2019 at STA was tweaked and rolled out at Mona and the Open Campuses during the year in review. Further details can be found here: <https://sta.uwi.edu/research/campus-ethics>
- Campus Research and Publication Fund Application Module (CRPFM) : Similar to REAM, the approval process for CRPF application was digitalised. This module was rolled out at the STA campus in December 2020. Subsequently it was then rolled out at the Mona and Open Campus in March 2021.
- Graduate Scholarship Application Module (GSAM): Online applications for scholarships was digitized in May 2020, and was rolled out at Open Campus, Mona and Cave Hill in early 2021.

## STRATEGY REVIEW (cont'd)

### Planning & Institutional Research

The Campus Office of Planning and Institutional Research (COPIR) facilitates the planning function, collaborates on the development and implementation of the University Strategic Plan, and is directly responsible for monitoring the progress of its performance for the Campus.

### New Policies & Procedures for Campus Surveys

During the review period COPIR drafted three papers in response to a mandate from the Office of the Campus Registrar to manage the way the Campus conducts research involving student and staff data. The papers were titled "Institutional Research Policy", "Protocol and Procedures for Conducting Research" and "Protocol for Serving Staff and Students". Another paper titled "Approaches to Improving Graduate Employability on The UWI St. Augustine Campus" - Wilson, K. (2020), examined the state of student services and support. The paper sought to identify areas for improvement that would improve graduate employability.

### Annual Surveys for Strategic and Operational Planning

As the Key Strategy Office for the Strategic Planning exercise, COPIR supports the activities of the Campus Strategic Implementation Steering Committee (SISC) related to monitoring of the Strategic Planning Sub-Committee initiatives and reviewing the implementation and progress of the Campus Operational Plan. This year COPIR conducted four surveys to inform strategic decision-making on the Campus.

### 2021 Student Experience Surveys

- Prospective Student Survey 2020-2021 COPIR conducted the Prospective Student Survey on applicants who were offered places so as to obtain feedback on the application and recruitment processes, their background and expectations of the University experience.

- First-Year Experience 2021 COPIR conducted a first year student experience survey to enable new undergraduate students an opportunity to provide feedback on the general UWI experience, satisfaction with remote learning experience and the level of satisfaction with support and services.
- Student Exit Survey 2021 In a continuous effort to gather and use information to drive decision making, COPIR conducted a survey of final year undergraduate students to obtain feedback about their overall satisfaction with their academic experience, professional development and attainment of student outcomes.
- Graduate Tracer Survey 2019 COPIR conducts annual Graduate Tracer Surveys targeting first-degree graduates one year after graduation. These surveys provide empirical data on the post-graduation experience and graduates' perceptions about their university and the extent to which their programme experience prepared them for the workplace.

### Campus Statistical Digest 2015-2016 to 2019-2020

The COPIR is vested with the responsibility to prepare the annual Campus Student Statistical Digest. This publication provides historical and current data on varying dimensions of student data including applications, student and programme enrolment, and graduation. The digest provides basic institutional data sets, which is useful for comparative analysis on institutional performance trends.

### Times Higher Education World University Rankings Exercise 2019 and Times Higher Education Impact Assessment 2019

The COPIR supported the University's effort to participate in the Times Higher Education Ranking exercise and was pivotal in the collection and collation of the data in the identified subject disciplines and in the institutional and financial sets required.

### Internal Data Management Initiatives

COPIR facilitated Faculty and Departmental data requests supporting institutional research and quality assurance initiatives, such as:

- Formulation and dissemination of Data Planning Packs 2016/2017 - 2020/2021
- Examination of course failure rates
- Enrolment forecasting exercise for 2021/2022

### Security

#### Cost Savings

The Department continued to realise cost savings during the 2020/2021 Academic Year in areas that would normally incur substantial overtime rates, such as Examinations, Registration, and monitoring the No Thoroughfare Zone on the Main Campus. The Department also proposed to freeze several posts for a 2-year period (2020/2021 & 2021/2022) which would positively impact the bottom line of the UWI. However, a number of other approved posts remain unfilled even though interviews were held.

#### Communications Upgrade

The procurement process was completed for a new wireless telecommunication system. Radios and the entire communication system were upgraded by the new provider, Caribel Communications Limited.

#### TTPS Training

The Department facilitated several field training sessions largely through training programmes, workshops and seminars offered by the Trinidad & Tobago Police Service (TTPS) - both face-to-face and remotely. Estate Police staff benefited from training programmes such as:

- ABM Skimming Awareness for Law Enforcement Seminar- CBSI-C
- Anti-Money Laundering (AML) / Countering the Financing of Terrorism (CFT)

- Anti-Money Laundering/Anti-Corruption - CBSI –C
- Anti-Gang Operations Workshop- CBSI-C
- Countering Cash Smuggling - CBSI –C
- Criminal Operations Planning Workshop CBSI0C
- Cyber Awareness and Introduction to the Dark Web
- Developing an Investigative Mind Set - CBSI-C
- Diplomatic Immunity Awareness -CBSI-C
- Disaster Preparedness and Management for the Caribbean Region
- Drones in Law Enforcement and Society -CBSI-C
- Electronic Monitoring and Response Mechanism Workshop
- Electronic Monitoring System - CBSI-C
- International Protection of Refugees Sensitization Seminar - CBSI-C
- International Terrorism Community Awareness Workshop - CBSI-C
- Introduction to Sex Crimes Against our Children Workshop (Investigations of Child Pornography, Prostitution & Trafficking)
- Investigating Organized Criminal Groups Workshop CBSI-C
- Race Relations and Law Enforcement - CBSI-C
- The Trinidad & Tobago Police Service's Use of Force Policy Narrative Awareness
- Tourism Oriented Policing - CBSI-C
- Trauma Informed Care and Intervention for Law Enforcement Officers and Victims of Trauma
- Working with Bailiffs- CBSI-C

## STRATEGY REVIEW (cont'd)

### Other Training

Internally, sessions such as Supervisory training were held for Estate Sergeants, Estate Corporals and Estate Constables in 2020. Training for select staff for Command Centre operations was also held in 2020. Other proposed training in Leadership Competency Development, and programmes such as Orientation and Mentoring and Coaching, are still on hold pending Executive Management approval of the Campus Security Master Plan.

### ICLEA Accreditation on Hold

The International Association of Campus Law Enforcement

(IACLEA) Accreditation Project Master Plans were completed and submitted to Campus Executive and approval is still pending. As a result, many of the projected initiatives listed in last year's submission have not been achieved. The proposed policies are in the areas of:

- Organization, Governance and Administration
- Human Resources Management, Staff Development and Professional Standards
- Traffic and Parking Services
- Investigations, Evidence Collection Preservation and Control
- Patrol, Surveillance, Access Control and Asset Protection
- Use of Force; Detainee Processing and Transportation
- Crime Prevention, Critical Incident Management, Events and Special Community Outreach Operations
- Communication and Dispatch Services
- Records and Information Management
- Sexual Violence Response Investigation.
- Physical Infrastructure

### Campus Projects

According to the Campus Projects Office (CPO), limited access to funding and COVID-19 restrictions meant that only a few infrastructure projects were either implemented or completed during the review period. The major focus was on the construction of the new wastewater treatment plant and lift stations at the Sir Frank Worrell Field, Canada Hall and at the Faculty of Engineering. This project was 75% complete by the end of the financial year. Work was also done at The UWI South Campus and a few components were completed and handed over during the reporting period. The Academic Building and Halls of Residence at the South Campus continued to be used by the Ministry of Health as step-down and quarantine facilities.

*Projects commenced or continued:*

- New wastewater treatment plant for the St. Augustine Campus
- Renovation of ground floor of Building # 21 at The UWI Field Station in Mt Hope

*Projects substantially completed and handed over:*

- Various building and services infrastructure components of The UWI South Campus including
- Wastewater treatment plant
- Health Services Unit
- Swimming Pool.
- Renovation of ground floor of Building # 21 at the UWI Field Station in Mt Hope

*Projects in planning*

Substantial planning work, such as preliminary designs and cost estimates, was carried out for the following projects:

- Student Activity Centre North Block Washroom Renovations (Implementation in progress).
- DAE&E Food Laboratory (Implementation projected for 2021/2022)

- Enclosure of Walkway Canopies (Implementation in progress by DFM)
- Chocolate Couverture Factory (Contract Award awaiting allocation of Funds)
- Cocoa Research Centre (CRC) Business Incubation Centre – Ground floor renovation (completed)
- Deputy Registrar's Office Relocation in the Lloyd Braithwaite Building
- Relocation of the Health Services Unit (HSU) and the Division of Student Services and Development (DSSD) to the Trinity Hall building
- Upgrades to the Campus Gates – Administration (North-East)
- Covering of existing and new walkways
- Relocation of Campus Security Headquarters to Trinity House
- New Staff Quarters for Campus Security at Trinity House Site

## Division of Facilities Management

The Division of Facilities Management (DFM), as an essential unit, continued to sustain the business continuity of the University during the COVID-19 Pandemic. The DFM reported a 50% reduction in output during 2020/2021 as pandemic related measures such as the national state of emergency closed key businesses and suppliers for a period of time. Still, the staff of the DFM, working on rotation, maintained an 87% compliance score (completed versus requested work orders) were able to respond to emergencies in a timely manner, thus contributing to business continuity on the Campus.

Among the accomplishments during this period were renegotiated contracts for mechanical, electrical & plumbing (MEP), landscape maintenance and janitorial services. The Department rolled out WEB TMA training for select members of staff as it prepares to adopt WEB TMA as the comput-

erized maintenance management system (CMMS) for the Campus. In addition, all staff involved in procurement participated in extensive training as part of a cross-campus effort to comply with pending legislation.

The DFM completed 2,518 work orders despite the challenges posed by the pandemic during the reporting period and completed the following projects:

- **Student Amenities:** campus sidewalks and canopies; water coolers installed, solar lighting installation (FMS)
- **Capital Projects:** Campus Signage; Janitorial Service Contracts for Main Administration Building, Lloyd Braithwaite Building and UWI Security; roof repairs; termite treatment; high voltage consultancy project; replacement of 12KV main feeder cables for the Campus; change-out of 30-ton ac unit serving the Main Administration Building; replacement of approx. 40 mini split AC units throughout Main Campus; assisted with construction of new wastewater treatment plant.
- **Pandemic Related:** Installation of 45 hand wash sinks, four electric hand dryers and protective screens, and provided support to the Ministry of Health quarantine sites at Freedom and Canada Halls.

## Financial

The financial report for 2020/2021 is located above in the main body of this annual report. Below are additional details regarding procurement.

## Procurement

Review and update of procurement policies, procedures and processes

To advance the implementation of the approved Procurement Governance Framework (the Framework) and its supporting documents and guidelines, the Procurement Unit undertook three main exercises.

The Unit developed a suite of procurement

## STRATEGY REVIEW (cont'd)

forms and templates aligned to the Campus' existing Procurement Policies and Procedures Manual, the Framework and the partially proclaimed Public Procurement and Disposal of Public Property Act, 2015, amended (the Procurement Legislation). The Unit also devised a comprehensive procurement training course for Campus-wide delivery. The training comprised of five modules covering the entire procurement process. A Disposal of Fixed Assets Policy was drafted for the Campus, as well as Terms of Reference for the reconstituted Board of Survey, providing for a more robust approach to disposal of and reporting on assets as prescribed in the Framework and as required under the Procurement Legislation.

### Procurement Education and Outreach

Delivery of the procurement training described above began with the Division of Facilities Management (DFM). The objective of the training drive remains to enlighten staff about existing procurement procedures, highlight the improvements that have been made by way of the approved Procurement Governance Framework, and update staff on the Campus's legislative requirements as a public body as defined under the Procurement Legislation. The expectation is that regular engagement will equip and empower staff to make better-informed procurement decisions, change behaviours and increase procurement efficiencies and compliance with internal and external requirements.

Pending completion of the Campus-wide procurement training, the Unit collaborated with Departments and Units in need of immediate procurement assistance, including

Campus Security, the DFM, Marketing and Communications, and the Schools of Dentistry and Veterinary Medicine to name a few.

### Continued dialogue with the Office of Procurement Regulation (OPR)

The Procurement Services Manager is the Named Procurement Officer (NPO) for the St. Augustine Campus as described under the Procurement Legislation. The Campus NPO continued to engage the Office of Procurement Regulation (OPR) for guidance, training and knowledge transfer to effectively steer the Campus towards legislative compliance. In this regard the following activities were completed:

Completion and submission of a Readiness Assessment Checklist (RAC) to the OPR, approved by Campus Principal who is the Campus Accounting Officer as defined under the Procurement Legislation. The RAC is a tool to assess progress and work to be done in anticipation of full proclamation of the legislation.

The NPO attended the following sensitization sessions hosted by the OPR during the 2020/2021 period:

- The Procurement Depository
- Roll out of The OPR's Training Standards, Competence Levels & Certification Requirements
- Developing the Annual Procurement Plan Webinar.
- The NPO also hosted a meeting between the Procurement Regulator/ the OPR and members of The UWI's team for guidance on key areas specific to compliance.

## COMPARATIVE STATISTICS

### Campus Enrolment by Programme Level and Delivery Mode

**Table 8:** Campus Enrolment by Programme Level and Delivery Mode: 2001/2002, 2015/2016 & 2020/2021

|   | 2001/2002    | 2015/2016     | 2020/2021     | Annual %<br>Difference<br>2001/2002<br>vs<br>2020/2021 |
|---|--------------|---------------|---------------|--|
| <b>Full-Time First Degree Enrolment</b>   | 4,647        | 9,960         | 10,019        | 116%   |
| <b>Part-Time First Degree Enrolment</b>   | 713          | 492           | 571           | -20%   |
| <b>Evening First Degree</b>   | -            | 958           | 92            |  |
| <b>Summer First Degree</b>  | -            | 2             | -             |  |
| <b>Not Identified First Degree Enrolment</b>  | -            | 3             | 78            |  |
| <b>Total On-campus Enrolment in First Degree Programmes</b>                         | 5,360        | 11,415        | 10,760        | 101%   |
| <b>On-campus Enrolment in Certificate and Diploma Programmes</b>                    | 430          | 552           | 504           | 17%  |
| <b>Total On-campus Undergraduate Enrolment</b>                                      | 5,790        | 11,967        | 11,264        | 95%  |
| <b>Higher Degrees, Advanced Certificates &amp; Diplomas</b>                         | 1,851        | 5,852         | 4,551         | 146%   |
| <b>Qualifying Graduate</b>  | -            | 55            | 47            |  |
| <b>Total On-campus Enrolment</b>  | 7,641        | 17,874        | 15,862        | 108%   |
| <b>Ratio of Female: Male Students (On-Campus Enrolment)</b>                         | 1.5 : 1      | 1.7:1         | 1.7:1         | 1.7:1  |
| <b>Trinidad &amp; Tobago Students as a % of On-Campus Enrolment</b>                 | 88%          | 96%           | 93%           | 6%   |
| <b>UWIDEC &amp; Online Programmes**</b>   | 418          | -             | -             | -100%  |
| <b>Off Campus (Affiliated Institutions &amp; other Tertiary Level Institutions)</b> | 127          | 106           | 69            | -46%   |
| <b>Other Students (Undeclared &amp; Summer, Pre-Science, Pre-Health)</b>            | -            | 697           | 469           |  |
| <b>TOTAL ENROLMENT:</b>   |              |               |               |  |
| <b>On-Campus/Distance/Online/Affiliated Institutions</b>                            | <b>8,186</b> | <b>18,677</b> | <b>16,400</b> | <b>100%</b>  |

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

The 2015/2016 Data in the "Campus Enrolment by Programme Level and Delivery Mode" Table was Extracted on: 8th December, 2021

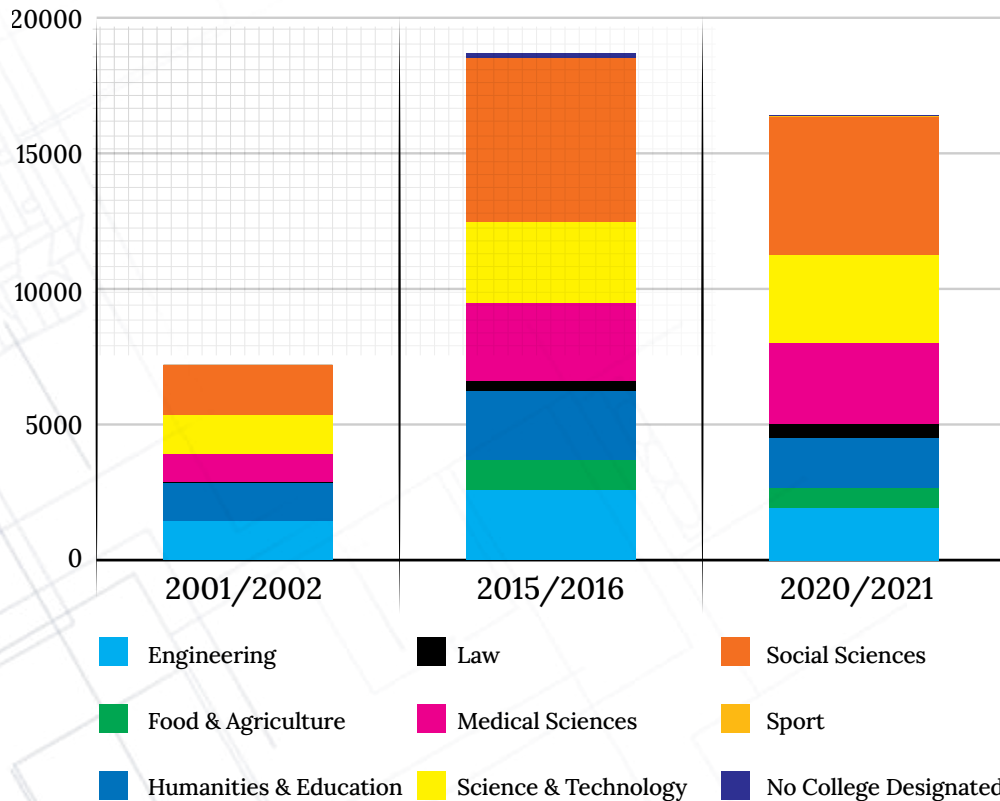
## COMPARATIVE STATISTICS (cont'd)

### Comparative Distribution of Campus Enrolment

**Table 9:** Comparative Distribution of Campus Enrolment by Faculty 2001/2002, 2015/2016 & 2020/2021

|                                   | 2001/2002    | 2015/2016     | 2020/2021     | Annual % Difference 2001/2002 vs 2019/2020 |
|-----------------------------------|--------------|---------------|---------------|--|
| <b>Engineering</b>                | 1,424        | 2,555         | 1,922         | 35%  |
| <b>Food &amp; Agriculture</b>     | -            | 1,129         | 711           | -  |
| <b>Humanities &amp; Education</b> | 1,409        | 2,549         | 1,865         | 32%  |
| <b>Law</b>                        | 45           | 357           | 496           | 1002%                                      |
| <b>Medical Sciences</b>           | 1,002        | 2,887         | 3,006         | 200%                                       |
| <b>Science &amp; Technology</b>   | 1,457        | 2,991         | 3,246         | 123%                                       |
| <b>Social Sciences</b>            | 1,859        | 6,018         | 5,084         | 173%                                       |
| <b>Sport</b>                      | -            | -             | 34            | -  |
| <b>No College Designated</b>      | -            | 191           | 36            | -  |
| <b>Total</b>                      | <b>7,211</b> | <b>18,677</b> | <b>16,400</b> | <b>127%</b>                                |

**Graph 7:** Comparative Distribution of Campus Enrolment by Faculty 2001/2002, 2015/2016 & 2020/2021

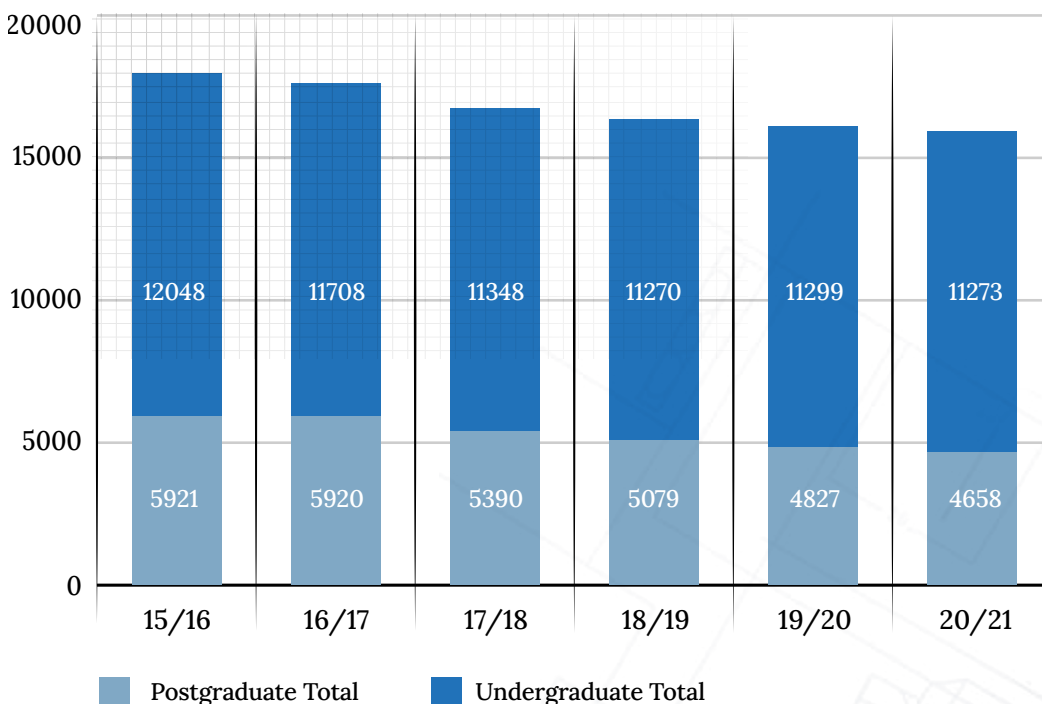




**Table 10:** Comparative Distribution of Campus Enrolment by Degree Type 2015/2016 - 2020/2021

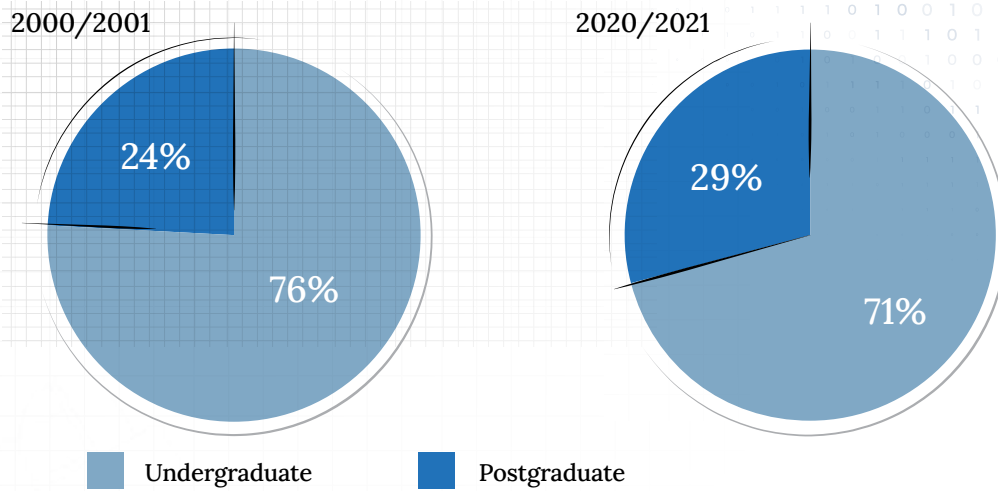
| Student Level              | Degree Type           | 15/16         | 16/17         | 17/18         | 18/19         | 19/20         | 20/21         | Annual % Difference 2019/2020 vs 2020/2021 |
|----------------------------|-----------------------|---------------|---------------|---------------|---------------|---------------|---------------|--|
| Graduate                   | Doctor of Medicine    | 265           | 268           | 261           | 247           | 209           | 221           | 6%   |
|                            | Doctorate             | 531           | 552           | 537           | 516           | 496           | 488           | -2%  |
|                            | Graduate Diploma      | 513           | 493           | 530           | 474           | 584           | 464           | -21%                                       |
|                            | Graduate Certificate  | 51            | 53            | 42            | 40            | 31            | 34            | 10%  |
|                            | Master of Philosophy  | 394           | 413           | 387           | 369           | 344           | 298           | -13%                                       |
|                            | Qualifying            | -             | 51            | 51            | 47            | 44            | 47            | 7%   |
|                            | <b>Taught Masters</b> | 4,167         | 4,090         | 3,582         | 3,386         | 3,119         | 3,106         | 0%   |
| <b>Postgraduate Total</b>  |                       | 5,921         | 5,920         | 5,390         | 5,079         | 4,827         | 4,658         | -4%  |
| Undergraduate              | Certificate           | 503           | 453           | 348           | 317           | 369           | 309           | -16%                                       |
|                            | Diploma               | 48            | 64            | 48            | 43            | 112           | 195           | 74%  |
|                            | First Degree          | 11,440        | 11,191        | 10,952        | 10,910        | 10,818        | 10,769        | 0%   |
|                            | Qualifying            | 57            | -             | -             | -             | -             | -             | -  |
| <b>Undergraduate Total</b> |                       | 12,048        | 11,708        | 11,348        | 11,270        | 11,299        | 11,273        | 0%   |
| <b>Grand Total</b>         |                       | <b>17,969</b> | <b>17,628</b> | <b>16,738</b> | <b>16,349</b> | <b>16,126</b> | <b>15,931</b> | <b>-1%</b>                                 |

**Graph 8:** Comparative Distribution of Campus Enrolment by Degree Type 2015/2016 - 2020/2021

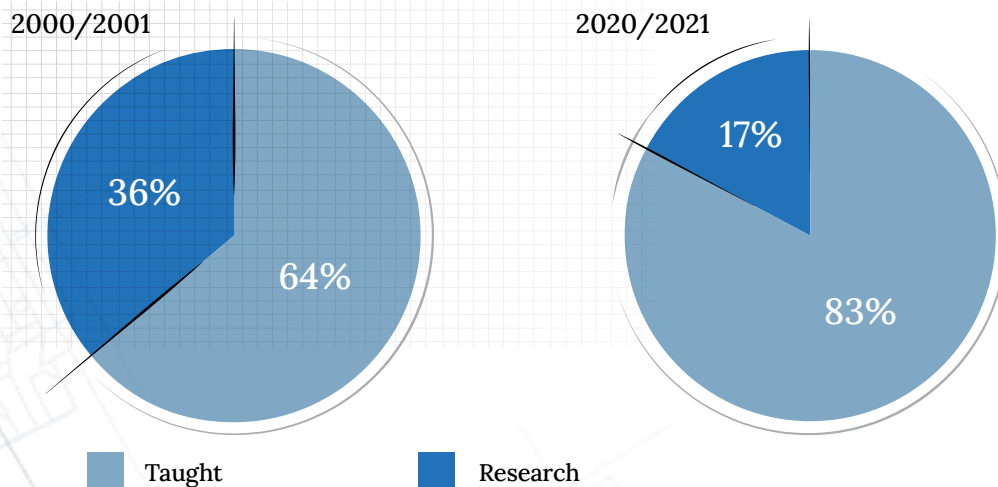


## COMPARATIVE STATISTICS (cont'd)

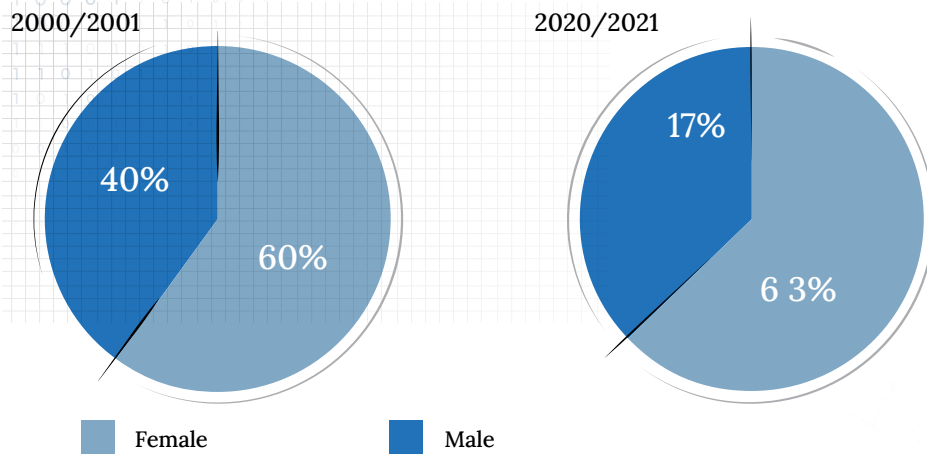
**Graph 9:** Comparative Distribution of Campus Enrolment Between Undergraduate and Postgraduate Levels 2000/2001 & 2020/2021



**Graph 10:** Comparative Distribution of Postgraduate Enrolment between Research Degrees and Taught Graduate Programmes: 2001/2002 & 2020/2021



**Graph 11:** Comparative Enrolment by Gender: 2000/2001 & 2020/2021

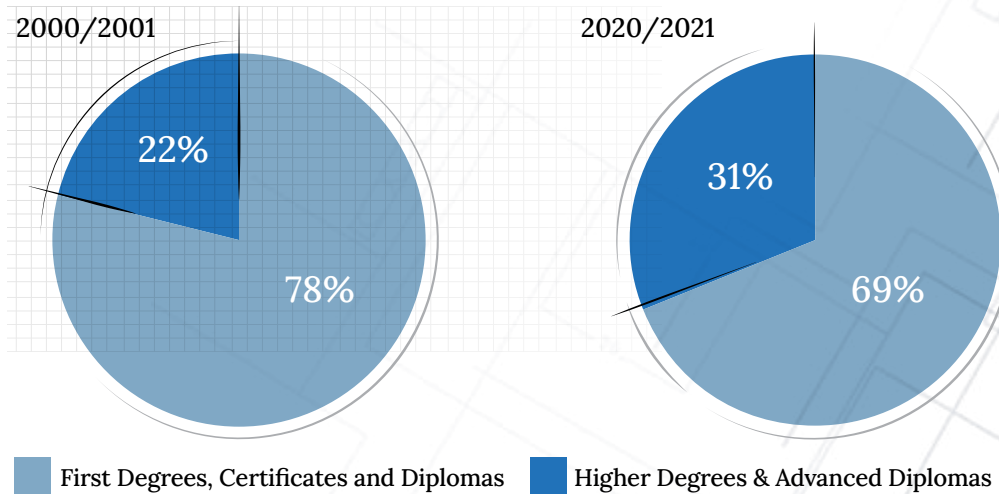


**Comparative Output of Graduates**

**Table 11:** Comparative Output of Graduates: 2001/2002 & 2020/2021

|   | 2001/2002    | 2020/2021    | Annual % Difference<br>2001/2002<br>vs<br>2020/2021 |
|---|--------------|--------------|---|
| <b>First Degrees, Certificates and Diplomas</b> | 1,575        | 2,711        | 72%   |
| <b>Higher Degrees &amp; Advanced Diplomas</b>   | 410          | 1,215        | 196%  |
| <b>TOTAL</b>                                    | <b>1,985</b> | <b>3,926</b> | <b>98%</b>  |

**Graph 12:** Comparative Output of Graduates: 2001/2002 & 2020/2021



# Public & Professional Service

## Executive Management

### B. Copeland

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

### I. Ramnarine

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

### D-M. DeFour-Gill

- Member, Steering Committee of the Association of Commonwealth Universities (ACU) Public Relations, Marketing & Communications Network

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

### F. Soodeen

- Member, Library Association of Trinidad & 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, Tatil Life and Tatil General Insurance Companies
- Civil Society Advisory Governor, Commonwealth Foundation
- Member, InterAmerican Development Bank (IADB) NextGen Board.
- Member, International Association for Feminist Economics (IAFFE) International

### D. Souza-Okpofabri

- Member and Deputy Chair, Trinidad & Tobago Bureau of Standards (TTBS) National Mirror Committee to the International TC-309 Governance of Organisation
- Member, ISO/TC 309/WG1 (ISO 37000 International Standard, Governance of Organisations; First Edition 2021-09)
- Member, ISO/TC 309/WG1 (various projects and study groups)

## Campus IT Services

### N. Alladin

- Director, ROYTEC

### D. Dhoray

- Member, Facebook Community Standards Caribbean User Group
- Member, Internet Society (ISOC)
- Member, Board of Directors, Rotary Club of San Fernando
- Director & Founder, The CyberSafeTT Foundation
- Nominee - Get Safe Online Caribbean Cyber Hero 2020 Award

### N. Gowandan

- External Expert Reviewer - The Cropper Foundation / Ministry of Social Development and Family services

### S. Mahabir

- Academic Liaison (UWI / ROYTEC), ISACA Trinidad & Tobago Chapter
- Mentor, UWI Alumni Association
- Youth and Social Impact Coordinator (YSIC), Project Management Institute (PMI) / PMI Educational Foundation / PMI Southern Caribbean Chapter

## Campus Projects Office

### H. Aberdeen

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

### K. Barnett

- Member and Honorary Treasurer, Trinidad and Tobago Institute of Architects (TTIA)
- Registered Architect, Board of Architecture of Trinidad and Tobago (BoATT)
- Leadership in Energy and Environmental Design (LEED) Green Associate
- Member, Trinidad & Tobago Green Building Council (TTGBC)
- Member, Project Management Institute (PMI)

### M. Dennis

- Fellow, Association of Certified Chartered Accountants (ACCA)
- Treasurer, Parish of St. Thomas (St. Thomas and St. Ambrose Anglican Churches)
- Vestry Member, Parish of St. Thomas

### J. Gyan-Ali

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

## Public & Professional Service (cont'd)

### P. Musaib-Ali

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

### A. Reid

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

## Centre for Excellence in Teaching and Learning (CETL)

### J. Zephyrine

- Member, IP Training & Curriculum Planning Committee, The World Intellectual Property Organization (WIPO)
- Member, International Dialogue towards Excellence in Academia (IDEA), USA

## Division of Student Services & Development

### D. Charles

- Member, American College Personnel Association (ACPA)
- Member, Caribbean Tertiary Level Professionals Association
- Member, First Citizen's Foundation, Youth Development & Education Committee
- Member, National Association of Student Personnel Administrators (NASPA)
- Member, Royal Bank of Canada Alliance One Management
- Member, UWI Accreditation Council of Trinidad & Tobago Working Group
- Member, UWI Development and Endowment Fund

### J. Huggins

- Committee Member, Steering Committee for the UN Partnership on the Rights of Persons with Disabilities (UNPRPD) Multi-Partner Trust Fund Grant Project (PAHO)
- President, Caribbean Tertiary Level Personnel Association (CTLPA), Trinidad & Tobago Chapter
- President-Elect, Caribbean Tertiary Level Personnel Association (CTLPA), Regional
- Member, American College Personnel Association (ACPA)

### A. Maharaj

- Member, Executive, Caribbean Tertiary Level Professionals Association (CTLPA), Trinidad & Tobago Chapter
- Member at Large, Caribbean Tertiary Level Professionals Association, Regional
- Member, American College Personnel Association (ACPA)

- Board Member, American College Personnel Association Task Force for Online Experiences and Engagement and The Commission for Global Dimensions of Student Development (CGDSD)

#### **K. Snaggs**

- Member, Board of Directors of the St. Augustine Campus Enterprises Co. Limited (SACEL), Trinidad & Tobago
- Founding Treasurer, UWI Alumni Association Centre for Hotel & Tourism Management Sub Chapter, Trinidad & Tobago
- Member, Caribbean Tertiary Level Professionals Association (CTLPA)

#### **L.A. Robinson**

- Treasurer, Caribbean Tertiary Level Professionals Association (CTLPA), Regional Executive

### **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)
- Board Member, International Association of Business Communicators (TT Chapter)
- 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
- Member, Council for the Advancement and Support of Education (CASE)
- Member, Digital Marketing Institute (DMI)
- Member, International Association of Business Communicators (IABC)

### **ANSA McAl Psychological Research Centre**

#### **D. Chadee (Board Member)**

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

### **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**

- HEU 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

## Public & Professional Service (cont'd)

- HEU Representative, Caribbean Public Health Agency (CARPHA) Regional Coordinating Mechanism on Health Security (RCM-HS)

### K. Gittens-Baynes

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

### C. Laptiste

- Member, International Health Economics Association (IHEA)
- Member, International AIDS Economic Network (IAEN)
- Member, Cabinet-appointed Board of the National AIDS Coordinating Committee (NACC)
- Chairperson, 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)
- Member, Technical Advisory Committee of the OECS Regional Coordinating Mechanism for the Project funded by Global Fund or HIV/AIDS TB and Malaria (GFATM)
- Member, CARICOM Commission on the Economy.
- Member, Sub Committee on Retooling, Remodeling and Restructuring of the Economy – Post COVID-19. Trinidad & Tobago
- Chairman, National Productivity Council, Trinidad & Tobago

- Vice President, Board of Directors, Family Planning Association of Trinidad & Tobago
- Treasurer, Board of Directors of the *International Planned Parenthood Federation/Western Hemisphere Region (IPPF/WHR)*
- Associate Editor, *African Journal of AIDS Research*

### C. Metivier

- Collaborator, Human Heredity, Environment, and Health in the Caribbean (H3E Caribbean).
- Member, Project Management Institute
- Member, WHO Health Financing Technical Network (HFTN)
- Member, Resource Mobilization Sub-Committee of the Family Planning Association of Trinidad & Tobago
- Member, Writing Team for the Roadmap to Recovery for Trinidad & Tobago. (i) Roadmap for Trinidad & Tobago Post COVID-19 Pandemic; (ii) Roadmap for Trinidad & Tobago: Transforming to a New Economy and a New Society
- Volunteer for Post-Disaster Deployment, Caribbean Disaster Emergency Management Agency
- Member, Trinidad & Tobago Economics Association

## Faculty of Engineering

### Department of Chemical Engineering

#### D. Eskin

- Member, Editorial Board, *Energies*
- Member, International Advisory Board, *Canadian Journal of Chemical Engineering*
- Member, Editorial Board, Proceeding of Tyumen University, Russia.

#### H. Hassanali

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



**R. Hosein****Member, Energy Task Force**

- Fellow, Institute of Materials, Minerals, and Mining, IOM3 (FIMMM)
- Registered CEng MEI Chartered Petroleum Engineer, EI, UK
- Vice-Chairman, EI Caribbean
- Advisor, SPE Student Chapter at The UWI
- Member, Formation Evaluation Sub-and other committees of the SPE Board of Directors
- Reviewer, many International and Local Journals
- Editor, *International Journal of Petroleum Science and Engineering*
- Member, Publications and Editorial Board, *West Indian Journal of Engineering*
- Editor, *International Journal of Petroleum Science and Engineering*

**A. Jupiter**

- Distinguished Fellow, UWI
- Professor of Practice, UWI.
- Petroleum Chair, Methanol Holdings Company Limited
- Member, Standing Committee on Energy
- Member, Engineering Institute Board
- Member, National Steering Committee on Carbon Capture and Carbon Dioxide (CO<sub>2</sub>) Enhanced Oil Recovery
- Fellow, Energy Institute, UK (FEI) and the IOM3, UK, FIMMM

**R. Maharaj**

- Professional Member, Institute of Food Technologists (IFT)
- Senior Member, American Society for Quality

**S. Mujaffar**

- Member, Board of Management of CARIRI

**R. Ramsook**

- Fellow, Geological Society of London.

**C. Riverol**

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

**J. Smith**

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

**S. Singh-Gryzbon**

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

**L. Sobers**

- Member, SPE International Education and Accreditation.

**Department of Electrical and Computer Engineering****R. Adams**

- Chairperson, National Technical Committee for ICT, Trinidad & Tobago Bureau of Standards.
- External Evaluator, Accreditation Council of Trinidad & Tobago (ACTT).

**S. Bahadoorsingh**

- Chairman, Trinidad & Tobago Bureau of Standards (TTBS) National Technical Committee: Electrical Codes and High Voltage Code Committee

## Public & Professional Service (cont'd)

- President, International Electrotechnical Commission (IEC) National Electrotechnical Committee Affiliate Country Programme for Trinidad & Tobago
- Member, Regional Electric Vehicle Strategy (REVS) Steering Committee and CARICOM EV Working Group
- Co-Chairman, Trinidad & Tobago Bureau of Standards (TTBS) Specification Committee for Electric and Plugin Hybrid Vehicles
- Member, Board of Trustees, Finance and Tenders Committee and Human Resource Committee, College of Science, Technology and Applied Arts of Trinidad & Tobago (COSTAATT)

### A. Joshi

- President, India Alumni Association of Trinidad & Tobago (IAATT)
- Member, Technical Board for the International Association for the Development of Advances in Technology (IADAT), Spain
- Member, Editorial Board, *American Journal of Electrical and Electronic Engineering*
- Associate Editor, *Journal of Science, Technology and Engineering*, Maxwell Scientific, UK
- K. Mallalieu
- Deputy Chair, Telecommunications Authority of Trinidad & Tobago
- Deputy Chair, Sub-Committee on Curriculum and Pedagogical Reform (CPR) and Access, UWI
- Strategic Plan
- Member, Radio Emergency Associated Communication Teams (REACT) 2496 Unit 136
- Member, Selection Panel for Huawei Seeds for the Future

### C. Mohammed

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

### F. Muddeen

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

### A. Pooransingh

- External Examiner, The University of Trinidad & Tobago
- Mentor, Hillview College PTA Mentorship Programme

### C. - A. Radix

- ITU Consultant, Digital Policies Programme for Resensitizing Government Officials to the Appropriate Use of ICTs – 2020.
- TATT Resource Facilitator, ISM Band Use in Embedded Product Development.

### T. Ragoobar-Prescod

- Reviewer, *West Indian Journal of Engineering*

**C. Ramlal**

- Senior Member, International Society of Automation (ISA)
- Section Leader, ISA

**S. Roche**

- Member, IEEE 11073 Point of Care Devices, Standards Committee and Member, IEEE 11073 Point of Care Devices, Service-Oriented Device Connectivity Subgroup
- Member, IEEE Nanotechnology Council, Standards Committee
- Member, Caribbean Community of Practice for Health Policy and Systems Research
- ITU Consultant: Digital Policies Programme for Resensitizing Government Officials to the Appropriate Use of ICTs
- Member, Spectrum Management Task Force
- Member, Institute for Electrical & Electronics Engineers (IEEE) and Member, IEEE Communications Society

**C. Sharma**

- Senior Member, Institution of Electrical and Electronics Engineers (IEEE)
- Senior Member, Instrument Society of America
- Fellow, Association of Professional Engineers of Trinidad & Tobago (FAPETT)
- Fellow, the Association of Energy Engineers
- Certified Accredited Director, ICOSA (Institute of Chartered Secretaries and Administrators, Canada).

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

- Associate Editor (Engineering), FACETS, Canadian Science Publishing, Ottawa, Canada
- Editorial Board, *American Journal of Remote Sensing*
- Member, Evaluation Committee for the Supply of an Unmanned Aerial System, Ministry of Energy and Energy Industries, Trinidad & Tobago

**C. Griffith-Charles**

- Member, International Land Measurement Standards – Standard Setting Committee.
- Fellow, Royal Institution of Chartered Surveyors
- President Atlantic Region, Commonwealth Association of Surveying and Land Economy
- President, Fulbright Alumni Association of Trinidad & Tobago
- Interviewer, Fulbright Lecturer Scholarship Committee
- Member, FIG Joint Commission 3 and 7 Working Group on 3D Cadastres
- Academic Reviewer:
  - *Land Use Policy Journal*
  - *Land and Agronomy*
  - *ISPRS International Journal of Geo-Information*

**S. Laloo**

- Fellow, Royal Institution of Chartered Surveyors (RICS)
- Member, Treasurer, Institute of Surveyors of Trinidad & Tobago
- Delegate, Commission 4 - Valuation and the Management of Real Estate, The International Federation of Surveyors (FIG)

**K. Miller**

- Academic Reviewer, *Journal of Environmental Management*

## Public & Professional Service (cont'd)

### M. Mycoo

- Coordinating Lead Author, Intergovernmental Panel for Climate Change Small Islands Chapter, Sixth Assessment Report.

### Expert Reviewer, IPCC Sixth Assessment Report

- Member, Future Earth Coasts, Regional Engagement Partner
- Member, United Nations Habitat University Partnership Initiative (UNHPUI)
- Member, Working Group, New Urban Agenda and Regional Action Plan for Latin America and the Caribbean, United Nations Economic Commission for Latin America and the Caribbean
- Member, Caribbean Resilience and Recovery Knowledge Network (CRRKN)

### B. Ramlal

- Member, International Geospatial Society
- Member, Royal Institution of Chartered Surveyors
- Member, Institution of Chartered Engineering Surveyors
- Member, Institute of Surveyors of Trinidad & Tobago
- Member, GIS Society of Trinidad & Tobago
- Member, Urban and Regional Information System Association (URISA)
- Member, URISA Caribbean Chapter
- Member, International Environmetrics Society (TIES)
- Member, International Society of Photogrammetry and Remote Sensing
- Member, International Cartographic Association Commission on Sensor Driven Mapping
- Member, American Association of Geographers

### M. Sutherland

- Review Editor, IPCC 6th Assessment Report
- Expert Reviewer, IPCC 6th Assessment Report
- Member, Royal Institution of Chartered Surveyors (RICS)
- Member Institute of Surveyors of Trinidad & Tobago (ISTT)
- Member, Commission 4, International Federation of Surveyors
- Academic Reviewer, International Federation of Surveyors
- Member, Steering Committee, S-121 Project

### Department of Mechanical and Manufacturing Engineering

#### A. Adeyanju

- Editorial Team, *International Review of Applied Sciences*, Asian Online Journal Publishing Group
- International Scientific Committee and Editorial Review Board on Energy and Environmental Engineering, World Academy of Science, Engineering and Technology (WASET)
- Senior Member, Hong Kong Chemical, Biological & Environmental Engineering Society (HKCBEEES)
- Academic Member and Reviewer, ATINER, Greece

#### R. Bachoo

- Member, International Institute of Acoustics and Vibration

#### J. Bansee

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

#### R. Bartholomew

- Secretary, Caribbean Tertiary Level Professionals Association (CTLPA), Trinidad & Tobago Chapter

**J. Bridge**

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

**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*
- Fellow, Institution of the Agricultural Engineers of the United Kingdom

**C. Maharaj**

- President-Elect, APETT (Association of Professional Engineers of Trinidad & Tobago)
- Director, Contract Caterers, Allied Caterers, and Katerserv Limited
- Director, 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, Society of Caribbean Engineers.

**K.F. Pun**

- Chairman, Technology and Engineering Management Society Chapter, IEEE T&T Section

- President, Caribbean Academy of Sciences – Trinidad & Tobago Chapter
- Council Member, International Council for Science (ICSU) - Regional Office for Latin American and the Caribbean ICSU-ROLAC
- Editor, *Journal of The Associations of Professional Engineers of Trinidad & Tobago*, ISSN 1000-7924
- Editor, *West Indian Journal of Engineering*, ISSN 0511-5728

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

- Member, International Science Council (ISC), France.
- Member, Caribbean Academy of Sciences
- Member, Editorial Board, *African Journal of Food Science and Tropical Agriculture*
- Reviewer for the following:
  - *Journal Recent Patents on Food, Nutrition & Agriculture*
  - *Recent Patents on Food, Nutrition and Agriculture*
  - *International Journal of Food Science and Technology*
  - *International Journal of Postharvest Technology and Innovation*,
  - *Colloids and Surfaces A:*
  - *Physicochemical and Engineering Aspects*,
  - *International Journal of Consumer Studies*
  - *British Food Journal*.
- Member, Organisation for Women in Science in the Developing World (OWSD), Italy.
- Reviewer, *International Centre for Genetic Engineering and Biotechnology (ICGEB)*.

## Public & Professional Service (cont'd)

### T. Barry

- Member, Recruitment and Outreach Committee
- Member, Global Forum for Rural Advisory Service (GFRAS)

### G. Eudoxie

- Vice Chair, Intergovernmental Working Group (IWP) on "Effective Policy and Implementation Measures for Addressing Drought under the UNCCD"
- Vice President, Latin American Regional Soil Partnership (ASLAC)
- Board Member, Partnership Initiative for Sustainable Land Management (PISLM)

### L. Fletcher-Paul

- Member, Board of Directors of the Asa Wright Nature Center
- Member, Board of Directors of Why Farm
- Advisor, We Will (Women Empowering Women in Lifelong Learning)

### W. Ganpat

- President, International Association for Agricultural and Extension Education

### I. Granderson

- Member, Human Nutrition and Dietetics Accreditation Committee

### M. Hughes

- Reviewer
  - *Sub-editor & Reviewer – South African Journal of Animal Science (SASAS)*
  - *Brazilian Journal of Poultry Science*
  - *Animal Feed Science and Technology (Elsevier)*
  - *Tropical Animal Health and Production (Springer)*
  - *Journal of Animal Physiology and Animal Nutrition (Wiley)*
  - *Tropical Agriculture (UWI)*
- Member, African Swine Fever Response Management Team (T&T)

### S. Hutchinson

- Member, *Tropical Agriculture Management Committee*

### W-A. Isaac

- Reviewer
  - *Agronomy*
  - *Tropical Agriculture (Trinidad)*
  - *South Pacific Journal of Natural Science*
  - *Journal of South Pacific Agriculture*
  - *African Journal of Environmental Science and Technology*
  - *Journal of Agricultural Extension and Education*
- Member, European Weed Research Society (EWRS)
- Member, International Weed Science Society (IWSS)
- Member, Weed Society of New South Wales Inc
- Member, Third World Organization for Women in Science (TWOS)
- Member, Caribbean Food Crops Society
- Member, International Parthenium Weed Network (IPaWN)
- Member, *Tropical Agriculture Association*
- Member, Third World Resurgency
- Member, Weed Science Society of America (WSSA)
- Member, The Agriculture, Food and Human Values Society

### H. Patterson-Andrews

- Secretary, Caribbean Agro-Economic Society

### R. Ramnarine

- Reviewer
  - *Soil Science Society of America Journal - WILEY*
  - *Canadian Journal of Soil Science - Canadian Science Publishing*

- *Tropical Agriculture, University of the West Indies, Faculty of Food and Agriculture*

- Member, Caribbean Academy of Sciences
- Member, Soil Science Society of America
- Member, Agronomy Society of America
- Member, Canadian Society of Soil Science
- Member, Soil and Water Conservation Society
- Honorary member, Gamma Sigma Delta (Agriculture Honor Society)
- Honorary member, Alpha Zeta (Agriculture Honor Society)

#### **D. Saravanakumar**

- Member, American Phytopathology Society 2007 – present
- Topic Editor – *Frontiers in Sustainable Food Systems*

#### **G. Seepersad**

- Chair, Recruitment and Outreach Committee
- Member, IICA-CARICOM Business Development Thematic Group
- Marketing Expert / UWI Representative, Market Information of the Americas - Market Information Systems to the Western Hemispheric Market Information and Intelligence technical Working Group

#### **M. Webb**

- Member, Cricket West Indies Medical Panel
- Member, Human Nutrition and Dietetics Accreditation Committee, Department of Agricultural Economics and Extension

## **Faculty of Humanities & Education**

### **Centre for Language Learning**

#### **B.A. Carter**

- UWI Representative, Korea Global Scholarship Panel
- UWI Representative, Japanese MEXT (Graduate Scholarship) Panel

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

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

- Board Member. Pan Exams- Graded Examinations in Steelpan Performance.
- Served as 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.

#### **C. Johnson**

- Member, California Alliance for the Arts
- Member, World Dance Alliance of the Americas, WDAA

#### **J. Murray**

- Principal Conductor:
- UWI Arts Steel
- UWI Arts Wind Ensemble
- Executive Director and Registrar, ABRSM Music Theory Exams and Practical Exams, Trinidad & Tobago
- Board Member, Artists' Registry, Ministry of Community Development, Culture and the Arts

#### **D. Paul**

- Member, International Dance Council, CID

#### **K. Ramlal**

- Co-Chair, Pan Exams (Graded Examinations in Solo Steelpan Performance)

## Public & Professional Service (cont'd)

- Co-editor New Syllabus, Repertoire, and Examination Materials For Grades Preliminary – Grade 8 Pan Exams (for Tenor Pan, Double Pans, and Cello Pans).

### J. Remy

- Member, Pan Exams Board of Trinidad & Tobago.
- Member, Editorial team, NGC Steelband Panorama Scores Project.
- Member, Editing team, Pan Exams Board to revise the sight-reading, musicianship, and viva voce components of the Pan Examinations
- Adjudicator of the National Music Festival Pan classes

### S. Sharma

- Member, Editorial team revising Pan Examinations syllabus
- Adjudicator of the National Music Festival, Piano classes
- Member, Editorial team, NGC Steelband Panorama Scores Project

### S. Maharaj

- Musical Director, Shiv Sangeet School of Music

### 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, Caribbean Studies Association (CSA)

### M. Westby

- Member, Dance Studies Association
- Member, Dance/USA
- Member, Fembot Collective

### L. Mc Williams

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

## Department of History

### L. Bonate

- Member, African Studies Association (ASA-USA)
- Member, African Studies Association of UK (ASAUk)
- Member, Royal African Society (RAS)
- Member, Southern African Historical Society (SAHS - South Africa)
- Member, Lusophone African Studies Organization (LASO-USA)
- Member, Islam in Africa Study Group (IASG - USA)
- 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
- Member, Association of Caribbean Historians

### H. Cateau

- President, Association of Caribbean Historians
- Member, Editorial Board, Journal of Caribbean History
- Member, Scientific Committee for ICOM Webinar symposium Museums, Community Action and Decolonisation, with a focus on curriculum development



- Member, Caribbean-Canadian Museum Exchange Committee
- Specially Invited Advisory Member, Education Committee, Commonwealth Association of Museums
- Consulting Editor and Member of Advisory Board, CO Caribbean (Caribbean Digitization Project).
- Member, LAB Blender International Advisory Team, Oulu University of Applied Sciences
- Chair, Trinidad & Tobago National Reparations Committee, Ministry of Foreign and CARICOM Affairs
- Member, Education Sub-Committee, Post Covid-19 Road to Recovery Committee.

#### 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. McCollin

- 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
- Review Editor for *History in Action* journal, Department of History

#### S.A. Singh

- Member, Association of Caribbean Historians
- Member, Editorial Committee, *History in Action*

#### J. Teelucksingh

- Member of Civil Society Working Group for Male Programmes, Office of the Prime Minister (Gender and Child Affairs) 2018 to present.
- President, International Men's Day, Trinidad & Tobago
- Review Editor of Journal of Caribbean History

#### 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:

- Senior Editor, International *Journal of Carnival Arts*, London/ Middlesex University.

#### E Jackson:

- Appointed to the editorial board of English: *Journal of the English Association* (Oxford Academic)
- Peer Reviewer:
- Routledge
  - *Interventions: International Journal of Postcolonial Studies*
  - *Signs: Journal of Women in Culture and Society*
  - *Tout Moun: Caribbean Journal of Postcolonial Studies*

## Public & Professional Service (cont'd)

### V. Maharaj

- Member, Publications Committee, Board of Editors – *Girmitya: Journal of the Indentured Indian Diaspora*

### G. Skeete:

- Advisory Board, *The Journal of West Indian Literature*
- Lay Representative, South Regional Council, on the Diocesan Council of The Anglican Church in the Diocese of Trinidad & Tobago
- Member of Vestry, St. Andrew Parish of The Anglican Church in the Diocese of Trinidad & Tobago

### G. Steele:

- Peer Reviewer:
  - *Journal of Arts, Science and Technology (JAST)*
  - *Journal of General Management, Disaster Medicine and Public Health Preparedness.*
- Peer Reviewer, International Association for Conflict Management Annual Conference 2021.
- Member, Interpersonal Communication Division, Diversity, Equity and Inclusiveness Working Group, NCA

### Department of Modern Languages and Linguistics

### B. Braithwaite

- Reviewer, *Sign Language Studies*, Linguistic Society of America Winter Conference; 2021,
- Reviewer, *Caribbean Review of Gender Studies*,
- Member, Marsden Fund
- Director, Caribbean Yard Campus
- Board Member, Trinidad & Tobago Association of Sign Language Interpreters
- Director, Lloyd Best Institute of the Caribbean

- Independent Director, Deaf Empowerment and Advancement Foundation

### S. Chinien

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

### R.S. Evans

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

### J.A. Ferreira

- President, Society for Caribbean Linguistics (SCL).
- Caribbean Examinations Council (CXC) – Consultant (Portuguese), 2019
- Ad hoc member, 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, American Organization of Teachers of Portuguese (AOTP)
- Member, Board of Directors, Tourism Trinidad Limited

### E. Maitrejean

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

**K. Matthews**

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

**P. Palma Rojas**

- Foreign Language Editor, 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): A project funded by USAid and Democracy International

**E. Walcott-Hackshaw**

- Board Member, University of the West Indies Press
- The University of the West Indies St Augustine Representative, De La Rue Currency Scholarship Interviews, The Central Bank Port- of-Spain, Trinidad

**Faculty of Law****E. Charles**

- Chairman, Advisory Board, Ocean Hub, UKRI GCRF, University Strathclyde, Scotland
- Special Representative of the Secretary-General of the International Seabed Authority (ISA) for the Enterprise

- Co- convener and Member, High Seas Dialogue for the negotiation of a legally binding agreement on the conservation and sustainable use of marine biological diversity beyond areas of national jurisdiction, under the auspices of the International Centre for Dialogue and Peace Building

**Faculty of Medical Sciences****School of Medicine****Department of Pre-Clinical Sciences****A. Bethelmy**

- Member, Medical Board of Trinidad & Tobago (MBTT) Act Review Committee

**C. V. F. Carrington**

- Coordinator, PAHO Reference Sequencing Laboratory, UWI, Trinidad & Tobago (June 2021 - present)
- External Examiner (PhD Thesis), University of Sydney, July 2021
- Member, Pango Committee of the Pango Network (an international team of experts to oversee the identification and naming of different lineages of SARS-CoV-2 virus) (2021 - present)
- Director, Trinidad & Tobago Global Virus Network (GVN) Affiliated Centre, UWI St. Augustine Campus (2020 - present)
- Member (co-opted), Ministry of Health Technical Advisory Committee on Immunisation (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 (2015 to present).

**B. S. Nayak**

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

## Public & Professional Service (cont'd)

### R. Rao

- American Association of Anatomists
- Life Member for the Indian Society for the Radiation Biology
- Life Member for Anatomical Society of India

### 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)

### Department of Para-Clinical Sciences

#### P. Akpaka

- Member, European Society of Clinical Microbiology and Infectious Diseases (ESCMID) member since 2020
- Member, ESCMID Study Group for Antimicrobial Resistance Surveillance (ESGARS), since 2020

#### K. Charles

- Fellow, Royal College of Physicians UK
- Fellow, Royal College of Pathologists UK
- Member, British Society for Haematology
- Member, Special Interest Group for Global Haematology
- Member, Council of Medical Board of Trinidad & Tobago

#### R. J. Edwards

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

#### R. Khan

- Member, Accountability Working Group on the Ministry of Health National Sexual Reproductive Maternal Newborn Child and Adolescent Health (SRMNCAH) committee.

### S. Umakanthan

- Peer Reviewer, British Medical Journal (BMJ): Postgraduate medical journal.
- Peer Reviewer, British Medical Journal (BMJ) Paediatrics Open
- Honorary Consultant Pathologist in Anatomical Pathology, North Central Regional Health Authority, Eric Williams Medical Sciences Complex.

### C. Unakal

- Vice President, Caribbean Association of Clinical Microbiologists (CACM), Trinidad & Tobago Chapter

### A. J. Vaillant

- Founding Member, West Indian Immunology Society,
- 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)

### S. Vuma

- West Indian Immunology Society, Founding member
- Association for Medical Education in Europe (AMEE)
- Society of Inherited and Severe Blood Disorders (Trinidad & Tobago)
- Medical Research Management, Alumni, (USA)
- Caribbean Haemoglobinopathy Society
- American Society of Hematologists (ASH)
- Colleges of Medicine of South Africa
- South African Society of Haematologists

**A. Williams**

- West Indian Immunological Society, Treasure
- Member, The Canada Alumni Association Trinidad & Tobago (C.A.A.T.T.)

**Department of Clinical Medical Sciences****R. Ali**

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

**N. Baboolal**

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

**C. Bodkyn**

- Fellow, Royal College of Physicians, Ireland.
- Member, The Paediatric Society of Trinidad & Tobago.
- Member, SIOP – The International Society of Paediatric Oncology
- Member, ASPHO – American Society of Paediatric Haematology and Oncology
- Member, AMEE – An International Association of Medical Education
- Member, National Cancer Control Coordinating Committee
- Member, Ministry of Health Clinical Assessment Committee

- Chair, American Society of Haematology (ASH), Children's International Consortium on Acute Leukaemia (C-ICAL) Protocol development committee
- Member, Laboratory and Diagnostic guidelines
- Member, Caribbean Association of Oncology and Haematology (CAOH)

**M. Fernandes**

- Chairman, Board of Children's Life Fund
- Chairman, Board of National Emergency Ambulance Services

**S. L. Giddings**

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

**G. Hutchinson**

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

**K. Khan**

- President Elect, Caribbean Alliance of National Psychology Associations
- Member, Executive Liaison, Disaster Mental Health Committee, Caribbean Alliance of National Psychology Associations

## Public & Professional Service (cont'd)

- Executive Council Member, Caribbean Alliance of National Psychology Associations,
- Chair, Caribbean Regional Conference in Psychology Committee, Caribbean Alliance of National Psychology Associations
- Member, Caribbean Alliance of National Psychology Associations, Professional Education and Training Committee
- Member, Trinidad & Tobago Ministry of Health, Mental Health and Psychosocial Services MHPSS Technical Working Group
- Director, Board of Directors, Silver Lining Foundation, NGO, Trinidad & Tobago,
- Member, Ethics and Licensure Committee, Trinidad & Tobago Association of Psychologists
- Member, North West Regional Health Authority (NWRHA) Regional Mental Health Committee

### P. Maharaj

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

### A. Ramlackhansingh

- Member, Royal College of Physicians

### F. Rampersad

- Member, Executive and Founding Member, the Radiological Society of Trinidad & Tobago
- The Medical Board, Trinidad & Tobago
- Fellow, Royal College of Radiology (UK)
- Member, Trinidad & Tobago Medical Association (TTMA)

- Member, Caribbean Society of Radiologists
- Fellow Royal College of Physicians, Edinburgh

### S. Reid

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

### S. Sakhamuri

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

### S. Sandy

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

**N. Seecheran**

- Fellow, Society of Cardiac Interventions and Angiography (SCAI)
- Fellow, American College of Cardiology (ACC)
- Fellow, European Society of Cardiology (ESC)
- Member, the European Association of Percutaneous Cardiovascular Interventions (EAPCI)
- Member, the Working Group on Thrombosis
- Fellow, American College of Physicians (ACP)
- Medical Board of Trinidad & Tobago (MBTT)

**V. Singh**

- President, Paediatric Society of Trinidad & Tobago (PSTT)
- President, Caribbean Endocrine Society (CARES)
- Scientific Advisor to the Diabetes Association of Trinidad & Tobago

**S. Teelucksingh**

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

**Department of Clinical Surgical Sciences****B. Bassaw**

- Assistant Editor, *Journal of Obstetrics and Gynaecology*
- Reviewer, *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, Advisory Committee, *Caribbean Medical Journal*
- Editor in Chief, *Journal of the Caribbean College of Surgeons*

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

**D. Dan**

- 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

**K. Ekemiri**

- Member, College of Optometrist, Vision Development
- Member, Trinidad & Tobago Optometry Association
- Member, Rwanda Optometry Association
- Member, Nigeria Optometry Association
- Trinidad & Tobago Licensed Optometrist

**N. Farnon**

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

**R. A. Fundora**

- Reviewer (Otolaryngology), *Caribbean Medical Journal*

**V. Harry**

- Invited Reviewer, *Lancet*
- Invited Reviewer, *British Journal of Cancer*

## Public & Professional Service (cont'd)

### S. Khan

- Member, Royal College of Obstetricians and Gynaecologists.

### R. Maharaj

- Member, Public PET-CT Access Committee
- Secretary, Caribbean Chapter of the Americas Hepato-Pancreato-Biliary Association

### M. Mencia

- Executive Member, Orthopaedic Society of Trinidad & Tobago
- Member/fellow of the following:
  - 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 & Tobago.*
  - Society of Surgeons Trinidad & Tobago*

### J. F. Paul

- Medical Chief of Staff, Eric Williams Medical Sciences Complex
- Member, Executive Team, NCRHA
- Advisor, Trinidad & Tobago Ministry of Health for National COVID Response
- 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)

### S.Y. Persad

- Invited Reviewer, BJOG – *An International Journal of Obstetrics and Gynaecology*

### C. Quan Soon

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

### M. Ramdass

- Appointed University Representative to the Medical Board of T&T for CME establishment.
- Member, Ethics Committee North-West Regional Health Authority (NWRHA)
- Executive Member, Council of Society of Surgeons Trinidad & Tobago

### A. Ramnarine

- Vice President, Trinidad & Tobago Emergency Medicine Association

### T. Seepaul

- President, The Caribbean Association of Orthopaedic Surgeons

### K. Singh

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

### School of Pharmacy

#### R. Dahiya

- Member, Caribbean Association of Pharmacists (CAP)
- Member, Commonwealth Pharmacists Association (CPA)
- Member, Bioethics Society of the English-Speaking Caribbean (BSEC)



**S. Jankie**

- Member, National Health Research Council (NHRC)
- Chairman, Scientific Review Committee

**School of Veterinary Medicine****K. F. Acevedo**

- Member, Trinidad & Tobago Veterinary Association, Trinidad & Tobago.
- Member, Davis-Thompson Foundation, United States.
- Member, American College of Veterinary Pathologists, United States.

**L. Benjamin**

- Member (alternating), National Taskforce for the Management and Control of Zoonotic Diseases, Ministry of Agriculture, Land and Fisheries

**R. Charles**

- Member, Fulbright Alumnus (LASPAU).
- Member, Review Board of the journal *Pathogens*' subsection 'Ticks'.
- Member, American Association of Veterinary Parasitologists.
- Member, Society for Tropical Veterinary Medicine.
- Member, British Association for Veterinary Parasitology.
- Member, American Society of Parasitologists.
- Member, Trinidad & Tobago Veterinary Association.
- Church Board Member, Laventille Seventh Day Adventist Church.

**K.C. Georges**

- Chair, CaribVET Tick and Tick Borne Diseases
- Member, Antimicrobial Resistance Working Group, Ministry of Health

- Member (alternating), National Taskforce for the Management and Control of Zoonotic Diseases, Ministry of Agriculture, Land and Fisheries
- Steering Committee Member - CaribVET Volcano Response Team
- CAAM-HP Representative for Veterinary Education

**R. Mohamed**

- Member, Trinidad & Tobago Veterinary Association.

**C. A. L. Oura.**

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

**A. Persad**

- Expert Panel Member, United Nations Food and Agricultural Organisation

**C. Phillips**

- Member, Management Committee of the Caribbean Fisheries Training and Development Institute (CFTDI)
- Guest Editor, *Veterinary Sciences*

**C. Sant**

- Member, CaribVET Volcano Response Team
- Member, World Association for the Advancement of Veterinary Parasitology (WAAVP).
- Member, British Society for Parasitology (BSP).
- Member, Tick, and Tick-borne diseases working group – CarbiVET.
- Member, CaribVET Regional Communications Group.

## Public & Professional Service (cont'd)

### V. Sundaram

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

### School of Nursing (UWISON)

#### O. N. Ocho

- Chairperson, Sigma Theta Tau International Honour Society
- Chairperson, Omega Kappa Chapter Leadership Succession Committee
- Co-Chair, Governance Working Group, H3E Caribbean Initiative, 2021
- Chairperson, Community of Practice Sub-Committee, Caribbean Centre for Health Systems Research and Development

#### C. Richardson-Sheppard

- Designated Expert, International Society for Quality in Healthcare (ISQua)
- Board Director, College of Science, Technology and Applied Arts of Trinidad & Tobago (COSTAATT) Board of Trustees
- Caribbean Centre for Health Systems Research and Development (CCHSRD)

#### S. Hunte

- Member, Working Group: Trinidad & Tobago National Health Research Agenda

#### D.T. Simeon

- Chairman, Scorpion Pan Reflections (Steelband), Carenage, Trinidad & Tobago.
- Chairman, Caribbean Planetary Health Regional Hub

- Chairman, Research Sub-Committee of the Senior Joint Planning Committee
- Chairman, Bioethics Committee, South-West Regional Health Authority
- Chairman, Research Ethics Committee, Tobago House of Assembly
- Chairman, Coordinating Committee of the Caribbean Community of Practice for Health Policy and Systems Research
- Deputy-Chair, Executive Board of Pan Caribbean Partnership against HIV/AIDS (PANCAP)
- Executive Committee Member, Bioethics Society of the English-speaking Caribbean
- Member, Centre for Applied Data Ethics Advisory Committee, UK Statistics Authority
- Member, National Stem Cell Ethics Committee, Ministry of Health, The Bahamas
- Member, Editorial Board, *West Indian Medical Journal*
- Member (Steering Committee), African Caribbean Cancer Consortium (AC3)
- Member (Advisory Committee), Caribbean Research Ethics Education Initiative.

## Faculty of Social Sciences

### M. Alghalith

- Associate Editor, *Journal of Optimization Theory and Applications*
- Associate Editor, *European Journal of Finance*
- Associate Editor, *European Journal of Pure and Applied Mathematics*
- Associate Editor, *Journal of Derivatives and Hedge Funds*
- Associate Editor, *Open Access Journal of Science*
- Associate Editor, *Journal of Risk Model Validation*
- Advisory Board Member, *Annals of Financial Economics*

- Editor-in-Chief, *Journal of Mathematical Finance*
- Editor-in-Chief, *IETI Transactions on Economics and Management*
- Advisory Board Member, *Journal of Portfolio Management*
- Advisory Board Member, MPDI Sci
- Advisory Board Member, *Journal of Management Information and Decision Sciences*
- Co-Editor, *International Journal of Financial Markets and Derivatives*
- Editorial Board Member, *International Journal of Mathematics, Game Theory, and Algebra*
- Editorial Board Member, *International Journal of Energy Optimization and Engineering*
- Editorial Board Member, *International Research Journal of Applied Finance*
- Editorial Board Member, *International Journal of E-Business Development*
- Editorial Board Member, *Journal of Health and Medical Economics*
- Editorial Board Member, *Journal of Informatics and Data Mining*
- Editorial Board Member, *International Journal of Open Problems of Computer Science and Mathematics*
- Editorial Board Member, *Journal of Risk and Financial Management*
- Editorial Review Board, *Advances in Decision Sciences*
- Editorial Review Board, *Journal of Business Accounting and Finance Perspectives*
- Permanent Reviewer, *American Mathematical Society*
- Council Member, Gerson Lehrman Group, USA
- Member, Panel of Experts, Euromoney Country Risk Magazine (UK)

- Fellow, International Engineering and Technology Institute
- Advisory Committee Member, Cambridge Publishing Group

#### S. Arjoon

- Member, Board, Central Bank of Trinidad & Tobago

#### V. Arjoon

- Member, Academic and Quality Assurance Sub-Committee, Institute of Banking and Finance, Trinidad & Tobago

#### H. Bailey

- Advisory Board Member, PathCheck
- Executive Committee Member, The Caribbean Health Economics Association
- P. Balwant
- Member, Industrial Relations Advisory Committee, Ministry of Labour and Small Enterprise Development, Government of Trinidad & Tobago

#### C. Bhatnagar

- Alternate University Representative, Board meetings of Institute of Banking and Finance, Trinidad & Tobago

#### D. Conrad

- Guest Editor, *Social and Economic Studies Journal*

#### A. La Foucade

- Member of Research Team, COVID-19 Caribbean Community of Practice Study
- Vice-Chair, Inter-Ministerial Research Council, Trinidad & Tobago
- Member, Regional Planning Committee, Caribbean High-Level Forum on Economic and Sustainable Investment for Non-Communicable Diseases led by the Caribbean Public Health Agency (CARPHA)

## Public & Professional Service (cont'd)

### A. Lewis-Cameron

- Vice Chairman, Board of Directors Tobago Tourism Agency
- Board Director, CARIRI

### C. M. L. Roach

- Executive Board Member, Section on International and Comparative Administration, American Society for Public Administration, USA
- Executive Board Member, Section on Women in Public Administration, American Society for Public Administration, USA
- Executive Board Member, Section on Personnel Administration and Labour Relations
- Vice Chair, Executive Board, Section on Women in Public Administration, American Society for Public Administration, USA

## Faculty of Science & Technology

### Department of Chemistry

#### D.M. Beckles

- Chairperson, National Mirror Committee for Biodegradable Products, Trinidad & 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)
- UWI Representative, Trinidad & Tobago Laboratory Accreditation Service (TTLABS) Accreditation Committee, since July 2021

- Consultant to The Ministry of Planning and Development, Trinidad & Tobago on Pesticides as part of the Medium-Term Goals for the National Development Strategy (Vision 2030), April 2021

### P. Facey

- Member, American Chemical Society
- Member, Society for Medicinal Plant and Natural Product Research

### M. Forde

- Executive Board Member, Commonwealth Chemistry Ltd
- Executive Board Member, Trinidad & Tobago Chemical Society
- Chair. Regional Teams for Paints and National Mirror Committee for Paints, Trinidad & Tobago Bureau of Standards, Development of Regional Standard on Solvent Paints.
- Member, Royal Society of Chemistry

### N.K. Jalsa

- Founding Member, Trinidad & 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*

#### 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. Lalgee

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

#### T. Mohammed

- Lead Auditor for ISO 17025, Trinidad & Tobago Bureau of Standards (TTBS)
- Committee Member, Laboratory Accreditation Council
- Member, International Laboratory Accreditation Cooperation (ILAC)
- Member, Project Management Institute (PMI)
- Member, National Association of Corrosion Engineers (NACE)

#### 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)
- Reviewer, *Natural Product Research, International Journal of Analytical Chemistry*

#### R. Ramsewak

- Vice President & Executive Officer, West Indies Group of University Teachers (WIGUT)
- 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, Royal Society of Chemistry
- Member, American Chemical Society
- Reviewer:
  - *New Zealand Marsden Fund*
  - *American Petroleum Fund*
  - *EPSRC*

## Public & Professional Service (cont'd)

- Austrian FWF der Wissenschaftsfonds
- *J. Org. Chem.*
- *Org. Lett.*
- *Chem. Rev.*
- *Synlett*
- *Polymer*
- ARKIVOC
- *Journal of Heterocyclic Chemistry*

### R. Taylor

- Founding and Executive member, Trinidad & Tobago Chemical Society
- Member, Commonwealth Chemistry, Federation of Chemical Sciences
- Member, Materials Research Society
- Member, International Liquid Crystal Society
- Regular ACS Member, American Chemical Society (Inorganic Chemistry Division)
- Associate Member (AMRSC), Royal Society of Chemistry
- Journal/Independent Reviewer
  - *Nanotechnology for Energy Applications*
  - *Frontiers in Energy Research*
  - *Frontiers in Nanotechnology (Frontiers)*
  - *Scientific Reports (Nature)*
  - *Liquid Crystals (Taylor and Francis)*
  - *Spectrochimica Acta Part A: Molecular*
  - *Biomolecular Spectroscopy (Elsevier)*
  - *Journal of Molecular Structure (Elsevier)*
  - *Zeitschrift für Naturforschung B (A Journal of Chemical Sciences)*
  - *Catalysis Letters (Springer)*

### Department of Computing & Information Technology

#### M. Hosein

- Moderator, CXC CCSLC Digital Literacy

#### K. Khan

- Member, Editorial Board, *International Journal of Advanced Networking and Applications* (IJANA).

#### P.S. Mohammed

- Steering Committee Member, CARICOM Girls in ICT Partnership

### Department of Life Sciences

#### B.N. Cockburn

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

#### A.E. Deacon

- Scientific Advisor, IUCN Red List assessments for Trinidadian freshwater fauna
- Lead Author, Chapter 2, National Ecosystem Assessment of Grenada
- Associate Editor, *Aquatic Invasions and Bioinvasions Records, Regional Euro-Asian Biological Invasions Centre* (REABIC)
- Editor, *Living World*. Journal of the Trinidad & Tobago Field Naturalists' Club
- Reviewer:
  - *Aquatic Invasions*
  - *Biological Invasions*
  - *Oikos*
  - *Behavioural Ecology & Sociobiology* (2)
- Member: British Ecological Society (BES), Caribaea Initiative and Association for the Study of Animal Behaviour (ASAB).

**W. Elibox**

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

**A.D. Farrell**

- Lead Author for the Intergovernmental Panel on Climate Change (IPCC) Working Group II contribution to the IPCC Sixth Assessment Report, Climate Change 2021: Impacts, Adaptation and Vulnerability- Chapter 5: Food, fibre, and other ecosystem products
- Member, FAO/UN Tobago Subcommittee for 'Improving Forest and Protected Area Management in Trinidad & Tobago'
- Member, Management Advisory Committee for the Aripo Savannas Strict Nature Reserve, Environmentally Sensitive Areas
- Academic Editor, PLOS ONE
- Expert Reviewer for the IPCC Special Report on Climate Change, Desertification, Land Degradation, Sustainable Land Management, Food Security, and Greenhouse gas fluxes in Terrestrial Ecosystems
- Reviewer:
  - *Agronomy*
  - *Caribbean Naturalist*
  - *Postharvest Biology and Technology*
  - *HortScience*
  - *Nature Scientific Reports*
  - *Scientia Horticulturae*
  - *PLOS ONE*

**J.F. Gobin**

- Member, National Sea Turtle Task Force, Environmental Management Authority
- Co-ordinating Lead Author (CLA), Chapter 2, National Ecosystem Assessment of Grenada.
- Reviewer, *Frontiers in Marine Science: Deep-Sea Research*.
- 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.
- Member (VC appointed), CARICOM's Biodiversity Beyond National Jurisdiction Advisory group

**M.F. Hulme**

- Member, Trinidad & 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:
  - *The 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*

## Public & Professional Service (cont'd)

### A. Khan

- Reviewer:
  - *Tropical Agriculture Journal*
  - *Journal of Stored Products Research*
  - *Natural Products Research*

### A. Lennon

- Reviewer:
  - *Acta Agronomica*
  - *Current Research in Biotechnology*
  - *Current Research in Microbial Sciences*
  - *Science of the Total Environment*
  - *LWT - Food Science and Technology*

### 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 & Tobago

### M. Oatham

- Scientific Advisor, IUCN Red List assessments for Trinidad & Tobago Vascular Plants
- Member, Management Advisory Committee for the Aripo Savannas Strict Nature Reserve, Environmentally Sensitive Area
- Member, Management Advisory Committee for the Nariva Swamp, Environmentally Sensitive Area
- Acting Curator, National Herbarium of Trinidad & Tobago
- Member, Champion Tree Committee Trinidad & Tobago, chaired by Special Advisor (Agriculture) to the Honourable Prime Minister

### R. Haraksingh

- Technical Reviewer, National Health Research Ethics Policy of Trinidad & Tobago

### S. Rampersad

Reviewer, *Frontiers in Microbiology*

### L. V. Rostant

- Board Member, Asa Wright Nature Centre
- Director and Secretary, The Trinidad & 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 & Tobago Field Naturalists' Club*.
- Reviewer, *Journal of Caribbean Environmental Sciences and Renewable Energy*
- Reviewer, *Journal Mammalia*

### J. Rouse-Miller

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

## Department of Mathematics & Statistics

### S. Smart

- Peer reviewer:
  - *Virtual Caribbean Actuarial Association (CCA) Conference*

### V. Tripathi

- Peer reviewer:
  - *Advances in Public Health (Hindawi)*
  - *BMJ open*
  - *The Caribbean Medical Journal*
  - *Scientific Reports (Nature)*

## Faculty of Sport

### S. Bonas

- Member, Trinidad and Tobago Contingent to the 2020 Olympics in Tokyo, Japan (Massage Therapist)



## 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 of *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
- 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 of the Working Group Respuestas y Alternativas en el Gran Caribe of the Consejo Latinoamericano de Ciencias Sociales (CLACSO), 2016 – 2019.

- Member, Latin American Studies Association (LASA)
- Academic Member, Athens Institute for Education and Research (ATINER)
- Member, Cuba Research Forum, University of Nottingham, UK
- Member, Editorial Board, *Revista Mexicana del Caribe*, Universidad de Quintana Roo, Mexico
- Member, Editorial Board, *Revista Anales del Caribe*, Casa de las Américas, Havana, Cuba
- Member, Editorial Board, *Revista Killkana Sociales*, Universidad Católica de Cuenca, Cuenca, Ecuador (2017-)
- Associate Researcher of the Coordinadora Regional de Investigaciones Económicas y Sociales (CRIES).
- Member, Athens Institute for Education and Research (ATINER).
- Member, Cuba Research Forum, University of Nottingham, UK.
- Member, Latin American Studies Association (LASA).
- Member, Caribbean Studies Association (CSA).

### A. Montoute

- Member, Latin American Studies Association
- Member, International Society for Third Sector Research
- Member, International Studies Association and Caribbean Studies Association
- Board Member, A Place in the Sun Foundation
- Board Member, Lennox Pierre Foundation

### K. Niles

- Member, Caribbean Green Economy Action Learning Group
- Member, Trinidad & Tobago Green Economy Action Learning Group
- Member, BP Advisory Council

## Public & Professional Service (cont'd)

### 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*.
- Member, Oran Young Prize Committee - Best Early Researcher Paper for the Earth System Governance Conferences

### 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
- Sir Arthur Lewis Institute for Social & Economic Studies (SALISES)

### G. St. Bernard

- Editor-In-Chief, *Journal of the Caribbean Association of Professional Statisticians* (JCAPS)







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CAMPUS