



**THE UNIVERSITY
OF THE
WEST INDIES
CAVE HILL CAMPUS**

ANNUAL REPORT TO COUNCIL 2017/2018



An Excellent Global University Rooted in the Caribbean



The University of the West Indies
Cave Hill Campus
**A SMART CAMPUS
for the 21st Century**

Revitalizing Caribbean Development

March 2019

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THE UNIVERSITY OF THE WEST INDIES

OUR MISSION

An excellent global university rooted in the Caribbean

VISION

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

OUR CORE VALUES

Integrity

Excellence

Gender Justice

Diversity

Student Centredness



The University of the West Indies

CAVE HILL CAMPUS

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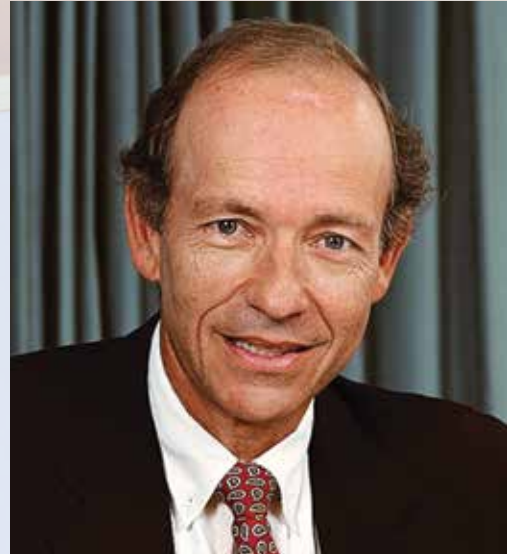
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CHAIRMAN'S STATEMENT

It gives me great pleasure to present The University of the West Indies (The UWI) Cave Hill Campus' Annual Report to Council for the Academic Year 2017/2018.

The Report documents the range of activities held in celebration of The UWI's 70th Anniversary. These activities showcased both the institution's scholarship and its contributions to the communities in which it is located. The Campus may be justifiably proud of the series of lectures which featured presents by several eminent persons, including The UWI's former Chancellor Sir George Alleyne on the *Perception and Place of Health in the Caribbean*; and the timely community presentations on matters of both local and national importance. These included disaster management, health, the inclusion of fisheries and other coastal activities into the Blue Economy and traditional versus natural medicine. The Report notes that these discussions were not restricted to the Campus but were extended to the parishes of St Andrew, St George, St James, St Joseph, St Philip, St Lucy, Christ Church and Bridgetown. The Report records the Campus' gratitude to Dr Henderson Carter and the 70th Anniversary Committee which planned and implemented the activities during the year.

The Report also documents the many achievements made in the first year under the Campus' Strategic Plan Initiatives. These include: introduction of a **Cave Hill app** that provides students with a wide range of important information in a timely manner, and facilitates two-way communication between students and staff; the deployment of **Microsoft**



Sir Paul Altman,
Chairman, The UWI Cave Hill
Campus Council.

Office 365 which modernises the business environment of the Campus; the installation of smart projectors in classrooms and teaching spaces across the Campus which have transformed course delivery for lecturers and students. The Report highlights the establishment of the Student Enrolment and Retention Unit (SERU) at the beginning of the Academic Year 2017/2018, for the management and coordination of strategies for the recruitment of new students and the retention of students through to graduation. It notes the range of activities which the SERU has already undertaken in the areas of local, regional and international recruitment.

The Report details the contribution of the Centre for Food Security and Entrepreneurship (CFSE) not only to Barbados but to several countries of the Eastern Caribbean. The Report takes special note of CFSE's initiatives which support the region's economic development. These include the rehabilitation of the arrowroot industry in St Vincent and the Grenadines, the development of the sea island cotton industry; and the conversion of leather from the Blackbelly sheep into a range of high value products. The Report records the leadership role the CFSE is taking in the development of a new

economic sector based on marine bio-prospecting which is important to the economies of many islands in the Caribbean.

The Report makes reference to the significant work of the Impact Justice Project which is now in its fourth year. It noted the training in Alternative Dispute Resolution (ADR) and Restorative Practices which continued during the year. This included the training of twenty-five (25) court-connected mediators, and eleven (11) persons in Restorative Practices. In addition, the project had held Train the Trainer sessions in Belize, Barbados, and Antigua and Barbuda and two (2) Community Based Peace Building (CBPB) courses, including a session for Indigenous and Tribal Peoples of the Caribbean. An important aspect of this work has been the Triple H (Hope, Help, Heal) programme aimed at students' holistic development, especially in the areas of anger management, conflict resolution and teamwork through sport.

The Report recognises the Faculties and Departments for their concerted efforts to support students' academic achievements, and especially those initiatives geared to ensure that the new courses and revision of programmes are responsive to the needs and aspirations of current and potential students. The Campus must be congratulated on the development of the BSc Preclinical Science which articulates with the medical programme delivered at the University of Ghana. The strong internationalisation programme of the Cave Hill Campus may also be seen in the contributions of the Confucius Institute to the development of the Minor in Chinese Studies, in the teaching of Mandarin in several primary and secondary schools, and its work with CXC on the planned introduction of Mandarin at various levels of the school system in the Caribbean. The conversion of the English as a Second Language (ESL) programme into the Centre for English Language (CEL) and its training of tourism personnel from Columbia during the academic year, is another indication of the Campus' focus on attracting international students.



The Report for the Academic Year 2017/2018, draws attention to the research and publication of several members of its academic staff. In this regard, the staff of the Institute of Gender and Development: Nita Barrow Unit (IGDS: NBU) must be congratulated for the Livity Project which was awarded €400,000 by the European Union. The project addresses marginalisation, discrimination and exclusion of persons with disabilities, LGBTI Caribbean citizens, women, girls, youth and the elderly in national and regional decision-making processes, through enhancing the capacity and participation of Civil Society Organisations (CSO). The Campus also congratulates Dr Philmore Alleyne, Senior Lecturer in Accounting, who received the Emerald Literati Award for his article *Antecedents of Taxpayers' Intention to Engage in Tax Evasion: Evidence from Barbados* published in the Journal of Financial Reporting and Accounting.

The Campus expresses its sincere gratitude to the Government of Barbados for the resumption of the payment of tuition fees for Barbadian nationals registered at The University of the West Indies. Current data has indicated that this has already resulted in a significant increase in the number of students enrolled at The UWI Cave Hill Campus.

The Campus is cognizant that the continued support of students and staff throughout the academic year has contributed to the achievements recorded in this Report. It also extends appreciation to its international, corporate and individual donors who have been of critical importance to the sustainability of the Cave Hill Campus.



THE UNIVERSITY OF THE WEST INDIES
CAYMAN ISLANDS
*Congratulations
Graduates*

PRINCIPAL'S REPORT

The University of the West Indies Cave Hill Campus is pleased to present the Report to Council for the Academic Year 2017/2018. It documents both the achievements and the challenges of the period, as well as the support which the Campus has received from students and staff, the Government of Barbados and its international, corporate and individual sponsors and donors.



Professor V. Eudine Barriteau, PhD, GCM
Pro Vice-Chancellor and Principal.

During the year under review, the Cave Hill Campus joined with its sister campuses in celebrating the 70th Anniversary of The University of the West Indies. The Campus' year-long celebration began on January 28, 2018, with an Inter-faith service at the St. Patrick's Roman Catholic Cathedral, Jemmott's Lane, St. Michael. This was followed by a media launch on February 5, 2018, during which The UWI was endorsed by several well-known alumni. The year concluded on December 5, 2018, with the burial of a time capsule in the quadrangle in front of the Faculty of Humanities and Education. The Capsule will be opened in thirty-years (30) years when The UWI reaches its 100th anniversary. Within those markers, during the year, the Campus community was engaged in a wide range of activities which showcased The UWI's scholarship, and its contribution to community development. These activities featured a series of lectures including the lecture delivered by Sir George Alleyne entitled *The Perception and Place of Health in Caribbean Integration*, held on September 5, 2018. Faculties were also engaged in community discussions on relevant topics, such as disaster management, health, including

fisheries and the other coastal activities into the Blue Economy, traditional versus natural medicine. These discussions were held in the parishes of St Andrew, St George, St James, St Joseph, St Philip, St Lucy and Christ Church. On March 17, 2018, the Faculty of Medical Sciences held a symposium on Nutrition in the auditorium of the well-known Steel Shed in Queen's Park in Bridgetown. Members of the public participated in two 70th Anniversary Heritage Bus Tours led by historian Dr Henderson Carter. On May 1, the Campus launched: *The Grooming of a Chancellor* the autobiography of Sir George Alleyne, at the Walcott Warner Theatre of the Errol Barrow Centre of Creative Imagination. On November 10, 2018, the Alumni Chapter held a one-day symposium: *The Alumni Reflects: Taking the Region Forward*, with presentations by Sir George Alleyne, Mr Owen Arthur, former Prime Minister of Barbados, Dr Marion Williams, former Governor of the Central Bank of Barbados, Mr Ralph Williams, well-known Barbadian entrepreneur, Dr Raymond Massay, Physician Cardiologist, and Professor Emeritus Sir Woodville Marshall.



The Campus wished to make special mention of the fund raising *Luminaries Gala – Dining with the Stars* held on April 28, 2018 under the distinguished patronage of Her Excellency Dame Sandra Mason, Governor-General of Barbados, a graduate of the Cave Hill Campus' Faculty of Law. The Gala was attended by, Chancellor of The UWI Mr Robert Bermudez; Vice-Chancellor Professor Sir Hilary Beckles, and the Chairman of Cave Campus Council Sir Paul Altman, as well as members of the Campus community and the public of Barbados. The Gala recognised several outstanding persons including Mr Anderson "Blood" Armstrong and Cultural Ambassador Anthony "Gabby" Carter (Hon. DLit). We are pleased to report that the Gala was supported by the Sir Elliott and Lady Belgrave Scholarship Trust which presented the Campus with a cheque for BD\$50,000.

On October 10, 2018, the Campus recognised seventy (70) outstanding Cave Hill alumni. They were selected by an independent committee chaired by Emeritus Professor Sir Woodville Marshall, for their significant influence on all facets of the region's social order, including; politics, judiciary, clergy, labour movement, education and civil society. The seventy recipients of the award are highlighted in the centre-spread of this Report.

The Cave Hill Campus wishes to record its gratitude to Dr Henderson Carter and the 70th Anniversary Committee which planned and implemented the celebratory activities throughout the year.

Even as the Campus celebrated The UWI's seventy years of commitment and service to the Caribbean, it continued to manage its scarce resources in order to provide the teaching and learning environment suitable to a 21st century university. Wherever possible, the Campus sought to enhance its teaching facilities, with an effort to satisfy the needs of its growing differently-abled student population. During the year, with the support

of our corporate donors and staff we continued to provide financial support to many students.

However, the Campus wishes to express sincere gratitude to the Government of Barbados which stated in May 2018, that it would resume payment of tuition for Barbadian nationals registered at The University of the West Indies. This promise came into full effect on July 25, 2018, with a statement made in the House of Assembly by the Hon Santia Bradshaw, M.P., Minister of Education, Technology and Vocational Training that the Government of Barbados regarded *facilitating access to education through state subsidies as both a moral obligation and an economic strategy... the Government of Barbados will take urgent steps to restore free tertiary education at UWI for Barbadians.*

The Cave Hill Campus is also grateful to the Government of Barbados for the resolution of the long outstanding arrears to The UWI.

*Dr Henderson Carter,
Chair, Cave Hill
Campus 70th
Anniversary
Committee*



Reaccreditation of the Cave Hill Campus

During the year, the Cave Hill Campus began to prepare for its reaccreditation review by the Barbados Accreditation Council (BAC). In June 2013, the Cave Hill Campus received its first Institutional Accreditation from the BAC for the period June 18, 2013 to June 17, 2019, after an extensive evaluation of the Campus' operations against a set of established guidelines outlined by the BAC. These guidelines set the framework through which the Campus thoroughly examined its processes and identifies not only its many strengths, but also those areas that needed greater focus and strengthening.

In March 2017, the Campus received a mid-cycle review during which the evaluation Review Team met with the Campus' internal stakeholders to monitor the progress during the period of Institutional Accreditation. Anticipating the end of the accreditation period, the Campus indicated to the BAC its intent of to seek reaccreditation. On November 24, 2017, Dr Jeanese Badenock, Chair of the Campus' Academic Quality Assurance Committee (AQAC), was invited to chair the Institutional Reaccreditation Steering Committee and the Self-Study exercise. Mrs Gale Hall, Director of Institutional Planning, was asked to re-assume the role of Coordinator of the reaccreditation exercise, and Mrs Deborah Deane, Executive Assistant to the Principal was asked to serve as Deputy Coordinator.

In order to ensure maximum participation in the process, Pro Vice-Chancellor and Principal Professor Eudine Barriteau wrote to a wide cross-section of the Campus community indicating that the Campus would be seeking institutional reaccreditation and inviting them to sit on either the Reaccreditation Steering Committee or one of the Working Groups.

Five (5) Working Groups were formed to each address one of the five accreditation standards set by the BAC. A sixth Working Group was formed to



*Dr Jeanese Badenock, Chair,
The UWI Cave Hill Campus,
Reaccreditation Steering Committee*

review Graduate Studies, Research and Innovation. The BAC granted permission for the Cave Hill Campus to utilise a new criterion statement and associated standards for this sixth Working Group. This sixth standard was adopted from the Continuing Accreditation Report of The UWI, St Augustine Campus. The Cave Hill Campus wishes to thank the St Augustine Campus for the use of this standard, which captures the importance The UWI places on research, graduate education and innovation.

A full list of the members of the Reaccreditation Steering Committee and the Working Groups is found elsewhere in this Report.

A meeting of the Reaccreditation Steering Committee, chaired by Professor Barriteau, was held on March 22, 2018, and a follow-up meeting with the Chairs of the Working Groups was held on March 28, 2018. The meetings provided information on the reaccreditation exercise and established the expectations for the deliberation of the Working Groups.

Each Working Group was led by a senior and experienced member of the Campus, and membership was drawn from all Faculties and Departments, Centres, Units and Institutes, as well as from the senior administrative and senior professional staff, and the ATS staff. Emphasis was



placed on ensuring that both senior and junior faculty members were included in each Working Group. Meetings of the Working Groups were held between April and August 2018. The Working Groups were assisted, as necessary, by administrative support provided by Mrs Deidre Carrington-Skeete, who was assigned to the Accreditation Secretariat, Ms Alexis Lawrence and Ms Leeandra Gilkes.

The Working Groups were provided with access to the Alfresco repository, which contained administrative policy documents, minutes and papers of the meetings of Campus and University Boards and Committees, institutional publications, statistics and surveys. In addition, all of the Working Groups acquired documents, reports, policy papers, guidelines and minutes to serve as evidence in the Reaccreditation Self-Study. These were also shared using the Alfresco platform. The groups also conducted informal and formal interviews to substantiate and to clarify information.

A survey of students and staff was conducted by Dr Dwayne Devonish, Senior Lecturer in the Department of Management Studies, Faculty of Social Sciences, who created the instrument in collaboration with the Reaccreditation Coordinating Committee. The survey was administered to staff using the Survey Monkey online survey tool, and face-to-face to students at the undergraduate and postgraduate levels. The results of this survey were provided in a report to the Chair of the Reaccreditation Steering Committee. The reports of the Working Group were integrated to constitute the final Self-Study Report. An internal team, which included the entire Reaccreditation Coordination Committee, reviewed the Draft Report. Pro Vice-Chancellor and Principal Professor Barriteau carefully reviewed the Report to ensure historical accuracy and internal cohesion. The Report was delivered to the BAC on February 15, 2018.

The Campus has been informed that the BAC Review Team will visit the Campus from March 2018 to March 22, 2018. The team will include:

- **Mr John Randall**, CBE (Team Chair) – Education Consultant and Former Chief Executive, Quality Assurance Agency (QAA) in Higher Education, United Kingdom
- **Dr Celestino Fernandez** – Consultant and Distinguished Professor Emeritus, School of Sociology, University of Arizona
- **Dr Sanjiv Sarin** – Interim Vice-Chancellor for Research and Economic Development, North Carolina Agricultural and Technical State University

Chairs of Cave Hill Campus Reaccreditation Working Groups

Working Group 1

Standard 1: Mission & Objectives

Dr David Berry, Chair

Working Group 2

Standard 2: Governance & Administration

Mr Rommel Carter, Chair

Working Group 3

Standard 3: Teaching & Learning

Professor Clive Landis, Chair

Working Group 4

Standard 4: Readiness for Change

Dr Justin Robinson, Chair

Working Group 5

Standard 5: Quality Enhancement

Dr Korah Belgrave, Chair

Working Group 6

Standard 6: Graduate Studies, Research and Innovation

Professor Eddy Ventose /

Professor Winston Moore, Chair

Graduation Performance

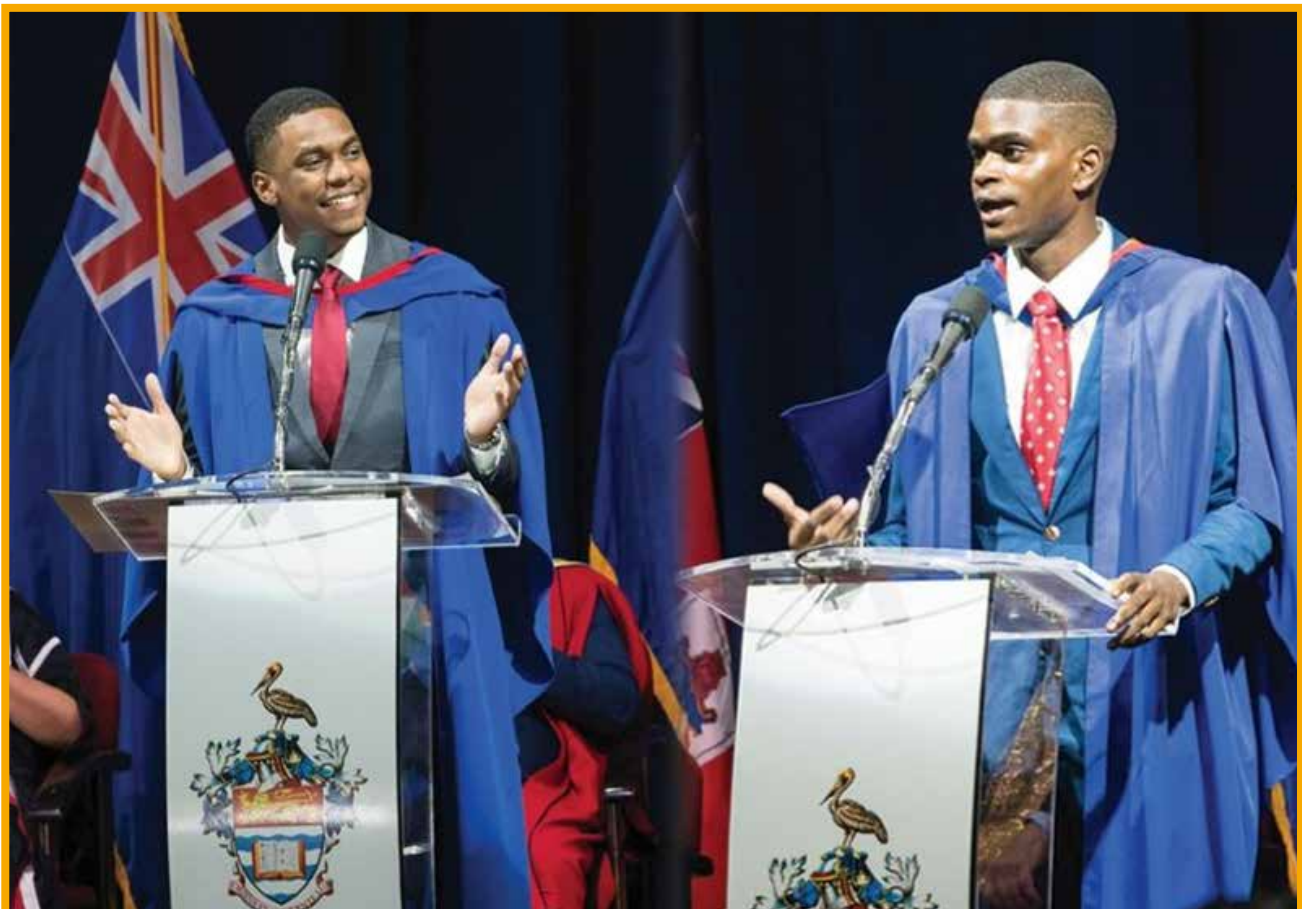
During the Campus' graduation exercises held on October 19, 2018, a total of one thousand, five hundred and fifty-three (1,563) students were awarded degrees. One thousand, and sixty-five students (1,065) were awarded undergraduate degrees with one hundred and twenty-three (123) students receiving First Class degrees. Seven (7) medical students were award distinctions. Three hundred and forty-seven students (347) were awarded Upper Second Class degrees, and three hundred and sixty-nine students (369) received Lower Second Class Degree. Two hundred and nineteen (219) students graduated with Pass degrees.

Thirty-one (31) students received doctoral degrees including eight (8) students from the Faculty of Humanities and Education, twelve (12) students

from the Faculty of Medical Sciences, six (6) students from the Faculty of Science and Technology, two (2) students from the Faculty of Social Sciences and one (1) student from the Institute for Gender and Development Studies: Nita Barrow Unit.

Five (5) students were awarded Masters of Philosophy degrees, while one hundred and eighty-six (186) students received taught Masters degrees. This included fourteen (14) students who received the Masters in Business Administration. Seventy-six (76) students were awarded Postgraduate Diplomas.

The Campus was also extremely pleased to welcome the following two distinguished honorary graduands in to its community – *Professor Ebenezer Owusu, Vice-Chancellor of the University of Ghana (Doctor of Science) and the Honourable Mr Justice Adrian Dudley Saunders, President of the Caribbean Court of Justice (Doctor of Laws).*



Cave Hill Campus' Valedictorians 2018 (L-R): Mr Kai Bridgewater and Mr Trey Tristan



ENROLMENT

As at Semester I, 2018, five thousand eight hundred and fifty-six (5,856) students were registered in programmes across the Campus' six Faculties. Of this number five thousand and fifty-one (5,051) students were registered in undergraduate programmes. This is an increase of approximately thirteen percent (13%) over the enrolment numbers for 2016/2017. This increase reflects the announcement that the Government of Barbados resumed the payment of tuition for Barbadian nationals registered at The UWI as of August 2018.

As in previous years, the Faculty of Social Sciences continues to record the largest numbers of students, followed by the Faculty of Science and Technology. This is followed by the Faculty of Humanities and Education, the Faculties of Law, and Medical Sciences, respectively. At the graduate level, eight hundred and five (805) students were registered. Enrolment of postgraduate students was also highest in the Faculty of Social Sciences.

The UWI Triple A Strategy 2017-2022: Revitalising Caribbean Development

As stated in the Report to Council 2016/2017, the Campus has identified the Smart Campus Initiative (SCI) as the main driver to facilitate the achievements of both the Campus' key performance initiatives, and its targets for first two years of The UWI Triple A Strategy. The Smart Campus Initiative advances the modernisation Cave Hill to satisfy 21st century's human resource and changing labour market needs. It also advances the strategic goal, *Agility- AG5 fostering the digital transformation of the Campus*. The SCI seeks to harness advances in information

technology towards transforming services, facilities, pedagogical strategies and curriculum content. The SCI centralises the student life cycle in all its processes.

Major achievements under the Smart Campus Initiative during the review period have been:

1. The introduction of a **Cave Hill app** that has proven to be immensely popular with students. During the Academic Year 2017/2018, four thousand seven hundred and sixty-four (4,764) downloads, and three thousand and forty-six (3,046) registered student users were recorded. The app provides a secure space for student interaction, serves as a vital communication link between students, faculty and administrative staff; promotes engagement within the Campus community on matters such as: the students' shuttle service, location of classes and services, lost and found, sounding off, Campus events, and provides an online student market place.
2. The Campus-wide deployment of **Microsoft Office 365** which modernises the business environment of the Campus. The software provides anywhere, anytime access to e-mail, online storage and other office applications, and the attendant benefits of process enhancement. The Campus notes that the slower than expected full deployment of Microsoft Office 365, has resulted from the need to upgrade or replace existing office computers to meet the hardware requirements of the system. The full deployment of the Microsoft Office 365, will ensure that every member of the Campus will be a member of the Campus' digital platform.



The University of the West Indies
Cave Hill Campus
**A SMART CAMPUS
for the 21st Century**



Workshop on the Development of Web Applications Using Blockchain

This will provide the opportunity to fully modernise all business processes, aligning these with expected global standards for higher education institutions.

However, during the year, the events management team in the Office of the Campus Registrar benefited from an online form designed in Office 365 to capture data from staff participating in the graduation exercise. The information allowed real-time assessment of the number of persons attending as well as enabled the timely preparation of gowns and seating arrangements. Office 365 is expected to be used in a similar manner for future events.

The recruitment team from the Student Enrolment and Retention Unit (SERU) has also started using an Office 365-based electronic form to collect information from prospective students during local and regional recruitment drives. This information is shared in real time with other team members.

3. The implementation of **Touchnet Market Place** for online payments for conferences and seminars, thereby improving administrative efficiency and revenue collection.

4. **The installation of thirteen (13) smart projectors** in classrooms and teaching spaces across the Campus has transformed course delivery through interactive, touch screen engagement between lecturers and students. The Centre for Excellence in Teaching and Learning (CETL) has been instrumental in providing training in the use of these smart projectors.
5. In July 2018, The University of the West Indies signed a Memorandum of Understanding with BITT Inc. to establish a collaborative effort in support of regional development, and for the mutual benefit of both institutions, particularly the students of The UWI. With their experience in using blockchain and distributed ledger technology to facilitate secure peer-to-peer transactions with mobile money, BITT Inc. can be seen as a key partner in the realization of a smart Campus. Through collaboration with BITT, it is expected that the Campus will leverage technology to create a robust, secure and efficient “cashless” environment for transactions for both the Campus community and external stakeholders.



Strategic Plan 2017-2022: Specific Agreed Targets and Achievements of Key Performance Indicators (KPIs) at the end of Year 1.

As the Campus indicated in its Report to Council 2016/2017, while the Cave Hill Campus is committed to the Triple A goals, given its ongoing challenges

the Campus has prioritised the strategic goals of *Access* and *Alignment* as shown in **Table I: The UWI Cave Hill Campus Strategic Initiatives**.

Table I: The UWI Cave Hill Campus Strategic Initiatives

Pillar	Title
Access AC 1	Create a greater variety of entry paths to first degrees
Access AC 1	Create a greater variety of entry paths to postgraduate programmes.
Access AC 1	Increase the attractiveness of programmes to prospective students through accreditation/recognition of programmes.
Access AC 1	Increase the attractiveness of programmes to prospective students through creation of more external double or joint degree programmes.
Access AC 1	Offer more flexible entry/learning options such as 2+2 programmes.
Access AC2	Increase opportunities for life-long learning and Professional Development through development of an Institute of Professional Development and Lifelong Learning.
Access AC2	Increase the number of foreign students.
Access AC1 & AC3	Increase the number of enrolled students, the undergraduate retention rate and the on-time undergraduate graduation rate.
Access AC4	Increase the visibility of the Campus as a research institute as well as the quantity and quality of research.
Alignment AL1	Increase the provision of recommendations that impact Caribbean and Global development.
Agility AG2	Enhance profitability and increase operating margin.
Agility AG3	Increase economies of scale by undertaking a zero budgeting exercise across the Campus.
Agility AG4	Improve transparency of the measurement of academic and professional staff performance
Agility AG4	Improve ATS staff engagement by developing meaningful and sustained programme of job rotation, job enrichment, rewards and recognition.
Agility AG5	Create a fully SMART Campus by harnessing IT to enhance student journey.

Under *Access* the Campus has foreground the strategic objectives of *AC1- To be a university for all*, *AC2- To be the university of first choice for alumni and non-student customers seeking products and services for all things Caribbean*, and *AC4 – Improving the quality, quantity and impact of research, innovation and publication*.

By the end of the Academic Year 2017/2018, the Campus had recorded the following achievements:

- A suite of new undergraduate and graduate programmes and diplomas developed.
- Fifteen (15) undergraduate programmes received five-year exemptions/accreditation from the Association of Chartered Accountants

(ACCA). The Campus has also been awarded silver partnership status by ACCA. This enables the Campus through the Department of Management Studies to deliver ACCA programmes.

- In March 2018, the BSc Management with Marketing and the MSc Marketing were certified, in entirety, by the Institute of International Marketing Professionals (IIMP), Canada. Cave Hill graduates can now obtain the various Certified Marketing Management Professional (CMMP) designation levels in the minimum time, as a consequence of the full exemption status granted to both the undergraduate and postgraduate programmes.

- The MSc Human Resource Management also won full certification from the Society of Human Resource Management (SHRM), which is the world's most highly rated association for the practice of human resources management. As with the Institute of International Marketing Professionals (IIMP), Cave Hill's graduates can immediately register to pursue the SHRM designation examination, since they are exempted from having to take all of SHRM's preliminary courses.
- The Centre for Professional Development and Lifelong Learning (CPDLL) has been established, thus increasing opportunities for lifelong learning.

These achievements also advance the strategic objective *AG2-Restore financial health to The UWI*, and the Campus' initiative to enhance profitability and increase operating margins. As it relates to the targets set under *Access*, the Campus is pleased to report the increase in the number of Caribbean students enrolled over 2106/2017. This is due primarily to the GOB's resumption of tuition payment for Barbadian nationals.

Under the strategic goal of *Alignment*, the Campus has established a Centre for Biosecurity Studies which is awaiting a funding partner to become operational. In addition, the Campus is pleased to report it has already exceeded the established targets of two annual collaborative seminars and/or symposia. It has hosted the following four symposia during the period:

- The Inaugural Conductors' symposium with York University;
- The regional symposium on Building Resilience to Biosecurity Threats in the Caribbean;
- The European Union/Latin America and the Caribbean/The UWI International Conference on Museums, and
- The UWI/BCCI Economic Symposium: The Global Financial Crisis – Ten Years Later: Implications for Barbados and the Wider Caribbean.



Professor William Thomas, Chair of the Department of Music and Director of the Wind Symphony, York University, conducting the Barbados Police Band during the Conductors' Symposium.

Under the strategic goal *Agility*, the Campus has focused on three strategic objectives *AG2 – Restore Financial Health to The UWI*, *AG3 – Generate Economies of Scale*, and *AG5 – Foster The Digital Transformation of the University* which is addressed by the Smart Campus Initiative.

Over the academic year, with the objective of achieving economies of scale, the Campus has developed materials for training staff on zero budgeting, held some training workshops and has begun to introduce zero budgeting. The Campus has also begun reviewing job functions towards rationalising of work functions, and the redeploying and retooling of staff.

The efforts of the Renewable Energy Committee, led by the Campus Bursar, have seen the successful reduction of energy consumption by the Campus. During the academic year 2017/2018, the Campus spent approximately BD\$5.39 million in electricity as compared to academic year 2013/2014 when the electricity bill was approximately BD\$7.55 million. These savings are a result of: the installation of LED lights, replacing fluorescent bulbs thus reducing electricity use by forty percent (40%).





President of the Barbados Economic Society, Mr Shane Lowe making a contribution during the UWI/BCCI Economic Symposium under the theme: The Global Financial Crisis – Ten Years Later: Implications for Barbados and the Wider Caribbean. Also pictured: Dr Kevin Greenidge, Economic Advisor to the Government of Barbados (left) and Professor Winston Moore, Director, School for Graduate Studies and Research (right).

Student Centredness

The establishment of the Student Enrolment and Retention Unit (SERU) in August 2017, is a major initiative for the management and coordination strategies for the recruitment of new students and the retention of students through to graduation.

SERU is led by Senior Assistant Registrar Ms Patricia Atherley, and supported by a small staff reassigned from a number of administrative departments. The functions of the SERU include the following areas:

Recruitment & Enrolment which Involves, *inter alia*

- Assisting in the design and execution of student recruitment exercises in accordance with best practice, ensuring that the communication strategies employed are sensitive to, and effective in the regional and local context and portray optimally the best aspects of the Cave Hill experience;
- Researching best practice internationally with regard to application/admission processes; reviewing practice at Cave Hill in this context and recommending improvements;
- Following up on offers of admission at the undergraduate and graduate level with a view

to identifying those inhibiting factors which create the existing degree of loss between offer, acceptance and registration, and addressing each individual case with a view to persuading the applicant of the opportunities/remedies available;

- Ensuring the design and implementation of feedback mechanisms to facilitate data capture on reasons for acceptance /rejection of offers or non-registration.

Retention which includes:

- Working with Academic, Administrative and Service Departments to ensure that new students are appropriately oriented and prepared for success in their studies;
- Identifying students with poor performances during each semester and facilitate interventions to assist these students in improving on their performance;
- Liaising with Admissions and Graduate Studies to identify students who request leave of absence or withdrawal and ensure that they are counselled appropriately on options for continuing their studies.

International Students

- On the basis of research, SERU advises on the best fit for the Cave Hill Campus in terms of the design and execution of a programme for international student recruitment;
- Work with the marketing team to develop and implement international marketing and recruitment strategies in accordance with the Campus' recruitment objectives;
- Determine those opportunities for study abroad, student exchanges, and business opportunities contained in Memorandums of Understanding and agreements to which the Campus is party, and monitor the full exploitation of these by Faculty and Administration;

During the academic year 2017/2018, SERU has focused on the following areas of activities:

Recruitment and Enrolment

During its first year, the SERU paid major attention to establishing the infrastructure to support local, regional and international recruitment. A major achievement in this regard was the development of a

database of secondary schools and colleges in all The UWI member countries, and which includes contact information for guidance counsellors and principals. A database of select schools in Nigeria, Ghana and Kenya was also developed, and a database of schools in the Dutch Caribbean is underway. These databases are being used to establish direct relations with these institutions and to provide information on the university and its programmes in order to build brand recognition and encourage the selection of The UWI at Cave Hill as a competitive choice for higher education. The SERU is also working to build stronger relations with local and regional guidance counsellors. To this end, the Unit hosted a breakfast meeting for local guidance counsellors which allowed for a robust sharing and exchange of ideas and information on how to work together. The SAR SERU is also developing a blog, SERU Schools Connector (<https://seruschools.blogspot.com/>) which will be used to connect with local and regional counsellors for ongoing information sharing. Local and regional guidance counsellors will be invited to subscribe to the blog, and will automatically receive updates to the blog via email.



L-R: Mrs Andrea Walker, Mrs Andrea Green-Forde, Mrs Patricia Altherley, Mrs Shavonne Demendonca and Mrs Paula Jarvis.





SERU's Road Poster

Road Team Visits

The SERU assembled a series of Road Teams comprising representatives from Student Affairs, the Faculties and the Marketing Department for recruitment visits to local schools and outreach at local Malls. Visits to schools in St. Vincent and the Grenadines and St. Lucia as well as Ghana and Nigeria were also organised. With the assistance of the Smart Campus Coordinator, an app was created using Office 365, to enable the Road Teams to capture demographic data on prospective students and their areas of interest which were automatically entered into a database for follow-up. Follow-up contacts were made and information provided to hundreds of prospective students during the course of the year.

With respect to local schools, the SERU sought opportunities to meet with third-form level students and their parents at annual Form Level meetings. Attendance at these meetings, allowed the Road Team to assist these students in selecting subjects that would equip them for admission to the University, based on their areas of interest.

The SERU has recognised the need for a Customer Relationship Management System to facilitate this process of prospect communication and management.

Policy on Use of Agents

As part of infrastructural developments the SAR SERU worked with colleagues in the Office of Business and Internationalisation and the Director of Institutional Planning to develop a draft policy on the use of Recruitment Agents who would be paid, based on performance, for recruitment of international students. The Agent Application Form and Agent Agreement were also revised. This has paved the way for a more structured approach to the use of Recruitment Agents.

Virtual Outreach

During the year, the SERU experimented with the use of technology to facilitate interaction with prospective and incoming students. A web conference using the Zoom system was held with applicants from Nigeria and Ghana and another for accepted international students from North America. The success of these initiatives has confirmed this approach as a cost effective strategy to be used in the recruitment and orientation of international students

Technology

The SERU has also expanded the use of technology in other aspects of recruitment and marketing of the Campus including the following:

Expansion of the use of social media tools with the establishment of Facebook and Instagram accounts targeting regional and international prospects. Engagement on these platforms has been growing, with some boosted posts reaching several thousands of users. Blogs were also established to allow incoming and outgoing exchange and study abroad students to share their experiences. The SERU has benefitted from the dedicated support of a student in the Faculty of Humanities and Education who has assisted in the management of the international programme social media accounts.

The Campus' profile and select programmes are being promoted on international studies portals, currently, GoAbroad.com, Goodwall.com, and Institute of International Education (IIE) Passport. These are platforms used by international students seeking information on overseas institutions and programmes. Negotiations are underway for use of additional portals. The Go Abroad portal has been the most effective to date, generating a small number of prospects who have made contact with the Campus. There is potential for much greater and more aggressive use of these portals. However, maintaining and monitoring the sites requires resources. The SERU will be exploring greater use of student assistants in this process.

Open Day

The SERU collaborated with colleagues in Marketing and Public Information Offices to mount an Open Day for prospective students and their parents. The Open Day was held on a Saturday and was well received by outreach deans and by those who attended.

One-stop-shop for Student Information and Guidance

In establishing the infrastructure to support student retention, the SERU established a Student Information Hub to serve as a First-Stop for students requiring information, guidance and assistance on any issue impacting their university life. On average, the SERU handles ten to fifteen (10-15) such cases per day. Some of these are simple cases involving financial aid counselling and information or facilitation of referrals to other professional units, but several are complex cases requiring sustained interventions across a range of units on the students' behalf.

Student Enrolment and Retention Plan

By the end of the first year, the SAR SERU had led a taskforce comprising representatives of all major stakeholder units to develop a Student Enrolment and Retention Plan (SERP) for achieving the Campus' goals as regards enrolment, retention and student



Ms. Patricia Welch, Guidance Counsellor of the St. George Secondary School shares a point during the discussion of mutual issues at the Breakfast Forum for Guidance Counsellors organised by the SERU.

success, over the period 2018/2019 – 2021/2022. This plan focuses on three main areas - Recruitment and Marketing, Student Retention and Success, and Systems and Data Management and Use. The Plan has set out the major goals in these areas, and outlines strategies and actions to guide the work of relevant units over the Strategic Planning period, 2017-2022. In developing the Plan, the task force acknowledged that the Campus' Retention and five-year graduation rates were generally high, and were at or above the strategic targets set. The task force identified the need to focus on the wider issue of improving the quality of the student experience, student engagement and student satisfaction which it saw as critical elements of student success in the broadest sense, while also including strategies to assist students who struggle

As an initial step toward the establishment of the Academic Support Centre, the Director of Student Services and the SAR SERU, completed a programme of training in Supplemental Instruction (SI) with the National Centre for SI at the University of Missouri. They also attended sessions on metacognition and teaching students how to learn with the National College Learning Centre Association. This is intended to provide the foundation for the launch





Participants at the first SERU-led Open Day for Prospective Students.

of a pilot SI programme in 2019/2020, as well as the introduction of a workshop for students on warning on 2018/2019.

SERU also collaborates with the Human Resource Section and the Office of Student Services on a programme to develop a Campus-wide student success culture through team learning. Under this initiative – *Building a student success culture through organisational learning* - a number of seminars for staff have been held to date including:

- Improving Student Retention: Conceptual Frameworks & Data Needs;
- Developing A Comprehensive Approach: Organizing & Resourcing for Success;
- Retention Interventions That Work: Programmatic Examples & Assessment Outcomes;
- Supporting 1st year Students: Incorporating Academic and Soft Skills into Curriculum;
- Developing an Online One-Stop Student Experience;
- Training Front Office Staff: Handling Difficult and Disruptive Behaviours;
- Students with Autism;
- Student Motivation: Practical Strategies That Will Increase Engagement, Learning & Persistence;
- Guided Pathways: Redesigning First Year Seminar Curriculum to Intentionally Address Career & Educational Planning;
- Conducting Difficult Conversations with Students: How Faculty & Staff Can Change a Negative into a Positive;
- From Recruitment to Job Placement: Data-Driven Strategies to Support Persistence, Graduation & Employment;
- Apprenticeships & Internships: How to Implement & Manage Programs That Meet Employer Demands;
- Using Appreciative Advising to Support Student Retention & Completion.

Some of these seminars were open to general staff while others targeted staff in the Offices of Student Services and/or the SERU.

Cave Hill Campus Holds Inter-Ministerial Consultation

On July 16, 2018, the Cave Hill Campus hosted Ministers from the new Barbados Labour Party Administration to an Inter-Ministerial Consultation. Pro Vice-Chancellor and Principal Professor V. Eudine Barriteau noted in her welcoming remarks that the consultation provided the Campus with the opportunity to share the work and vision of the Cave Hill Campus, and to identify synergies between the Campus teaching, research and outreach agenda with national development priorities. Professor apprised the Ministers on the plans for the redevelopment of the Faculty of Science and Technology, the Campus' renewable energy programme, the establishment of a Centre in Biosecurity Studies, and the proposed launch of a Centre for Caribbean Creative Arts and Culture. The consultation included presentations by each of the Faculty Deans. The Ministers lauded the Campus and made a number of suggestions which they considered of importance to national

development. These included: the establishment of an apprentice system whereby UWI students would be attached to trade missions abroad, opportunities for the Academy of Sport to develop a wellness and fitness programme targeted at the youth; the need to improve language training in the primary and secondary schools and the role that the University could play in the development of agriculture.

The participants in the consultation included: the Hon. Santia Bradshaw, M.P., Minister of Education, Technology and Vocational Training; the Hon. Lt. Col Jeffrey Bostic, M.P., Minister of Health and Wellness; the Hon Adrian Forde, M.P., Minister of Youth and Community Empowerment; the Hon Indar Weir, M.P., Minister of Agriculture and Food Security, the Hon Sandra Husbands, M.P., Minister in the Ministry of Foreign Affairs, Senator Lisa Cummins, Permanent Secretaries and other senior members of Government Ministries. The Campus' senior management team was led by Sir Paul Altman, Chairman, Cave Hill Campus Council.



L-R: Sir Paul Altman, Chairman, Cave Hill Campus Council, the Hon. Sandra Husband, M.P., Minister in the Ministry of Foreign Affairs; the Hon. Indar Weir, M.P., Minister of Agriculture and Food Security; Professor V. Eudine Barriteau, Pro Vice-Chancellor and Principal of The UWI Cave Hill Campus; the Hon. Lt. Col Jeffrey Bostic, M.P., Minister of Health and Wellness; the Hon. Santia Bradshaw, M.P., Minister of Education, Technology and Vocational Training. Ms Lisa Alleyne, Campus Bursar; Mr Rommel Carter, Director, Human Resource; Professor Clive Landis, Deputy Principal, The UWI Cave Hill Campus.





Front L-R: Dr. *Ciro Ugarte*, Director, Health Emergencies Department, Pan American Health Organisation; Dr. *Leslie Rollock*, Senior Medical Officer, Environmental Surveillance, Ministry of Health, Barbados; Professor *Akin Abayomi*, Professor of Medicine, Nigerian Institute of Medical Research; Pro Vice-Chancellor and Principal *V. Eudine Barriteau*, Professor *Rebecca Katz*, Center for Global Health Science and Security, Georgetown University; Mr. *Ronald Jackson*, Executive Director, Caribbean Disaster Emergency Management Agency, Barbados. Back Row L-R: Professor *Marvin Reid*, UWI, Mona Campus; Mr. *O'Neil Hamilton*, Regional Coordinator, United Nations Security Council Resolution.

Cave Hill Holds Inaugural Regional Symposium on Biosecurity

The Inaugural Regional Symposium on Biosecurity entitled *Building Resilience to Biosecurity Threats in the Caribbean* was held on August 2, 2018. The symposium was the first initiative of the newly founded Centre for Biosecurity Studies. This multidisciplinary Centre will, when funded, enhance the region's capacity to address threats to the Caribbean's biodiversity and ecosystem. Professor *V. Eudine Barriteau* Pro Vice-Chancellor and Principal of the Cave Hill Campus welcomed the participants, and the Honourable *Dale Marshall*, M.P., QC Attorney General and Minister of Legal Affairs of Barbados made remarks. This was followed by presentations on the following three thematic areas:

1. *Principles of Biosecurity: Global Health and the Industrial Revolution* by Professor *Akin Abayomi*, Professor of Medicine, Nigerian Institute of Medical Research, Principal Investigator Global Emerging Pathogens Treatment Consortium (GET), and Emeritus Faculty of Medicine

and Health Sciences, Stellenbosch University, Cape Town, South Africa.

2. *Climate Change Risk and Biosecurity: Implications for the Caribbean* by Dr. *Leslie Rollock*, Senior Medical Officer, Environmental Surveillance, Ministry of Health & Wellness, Barbados.
3. *Biosecurity Governance, International Diplomacy and Risk of Pandemic Outbreak in the Caribbean*, by Professor *Rebecca Katz*, Associate Professor and Director, Centre for Global Health Science and Security, Georgetown University, USA.

Other presentations included:

Strengthening Biosecurity and Preventing Bioterrorism in the Caribbean: The Role of United Nations Security Council Resolution 1540 by Mr. *O'Neil Hamilton*, Regional Coordinator for the Implementation of United Nations Security Council Resolution 1540 in CARICOM.

The Role of PAHO in Preparedness and Response to Regional Biosecurity Threats by Dr. *Ciro Ugarte* Director, Health Emergencies Department Pan American Health Organization.

Academic Programming

FACULTY OF HUMANITIES AND EDUCATION

During the period under review, the Faculty of Humanities and Education gained approval for the BEd Early Childhood Care and Education Programme to be offered from Semester I 2017/2018. Additionally, the Minor in Creative Writing and the Minor in Chinese, went through the Campus' approval process, and were approved for launched in 2018/2019.

Some internal restructuring took place over the course of the year as the English as a Second Language (ESL) programme moved from the Business Development Office to the Faculty, as the Centre for English Language Learning with Dr Stacy Denny as Coordinator. Customised teaching programmes were developed and marketed to capitalise on links with Latin America, the Francophone Caribbean and institutions seeking English language competence.

The Foundation Language Programme, renamed the Academic Literacies Programme was moved from the Faculty Office to the Department of Language, Linguistics and Literatures where it would have a stronger academic foundation as obtained at the Mona and St Augustine campuses.

Following on the review of the discipline of Psychology, discussions between the Deans of the Faculties of Social Sciences and Humanities and Education, and lecturers in Psychology across the two Faculties resulted in the development of a common Action Plan. The Faculties have also agreed to design a common core degree structure, with different electives offered by each Faculty; as well as a commitment to the eventual establishment of a Centre for Psychology at Cave Hill. A Behavioural Sciences laboratory, to be available to psychology staff and students is being established in the Faculty of Social Sciences.

FACULTY OF MEDICAL SCIENCES

The Faculty of Medical Sciences gained approval for the launching of the MSc Nursing Administration and the MSc Nursing Education in 2018/2019. During the year, the Faculty also worked with the Faculty of Science and Technology and the University of Ghana in the development of a BSc in Preclinical Sciences which will be articulated with the MB ChB degree of the University of Ghana.

FACULTY OF SCIENCE AND TECHNOLOGY

The Structural Renewal of the Faculty of Science and Technology

In recognition of the critical importance of science and technology to the social and economic development of Barbados and the OECS, the Campus appointed a committee during the Academic Year 2015/16 to undertake a comprehensive review of the Faculty of Science and Technology. The committee, chaired by Professor Sean Carrington, former Faculty Dean and Professor of Biology, made recommendations for a renewed Faculty required for modern scientific teaching, learning and research. In January 2017, the Caribbean Development Bank (CDB) approved the Campus' request for technical assistance for a Conceptual Study for the Enhancement Project for the Faculty of Science and Technology (FST).



Students from the BSc Software Engineering: Mobile Technology programme in China.





IMPACT Justice's Regional Project Director, Professor Velma Newton (2nd from left) and the Hon. Judge Patrick Robinson (right), with participants of the IMPACT Justice Treaty Drafting Workshop. Participants came from Ministries of Foreign Affairs, Trade and Attorneys General chambers across the Caribbean region.

The objective of the study is to assist the Campus in determining the programmatic, institutional and infrastructure requirements for a revitalised Faculty. A Request for Expressions of Interest (REOI) for consultancy services was issued in October 2017, and negotiations were started with the selected consultancy firm. However, these were terminated as the Caribbean Development Bank and the Campus could not reach consensus on the consultant's work programme. Another REOI was issued in September 2018, and five (5) consultancy firms are currently preparing proposals which are due on February 12, 2019.

BSc Software Engineering: Mobile Technologies

In August 2018, the first cohort, which included nine students from the programme at the Cave Hill Campus and eighteen students from the programme at the Mona Campus, entered the third year of the programme in Suzhou, China. The Cave Hill students were accompanied by both the Programme and Oversight Coordinators to support the initial settling of the students, and to hold discussions with the academic staff at the Global Institute of Software Technology

(GIST). The UWI has appointed an Assistant Registrar, who is resident in China and responsible for Academic Affairs and Student Services.

FACULTY OF SOCIAL SCIENCES

In 2017/2018, the Faculty continued its focus on enhancing the Mathematics and Statistics capabilities of its students. A survey conducted by the Faculty, indicated that challenges in the area of Mathematics and Statistics were some of the major impediments to persons accessing higher education, as well as to student success. Students in the Faculty have now been provided with access to a diagnostic test in Mathematics and Statistics, and to a remedial course "Preliminary Mathematics," geared to improve deficiencies or for revision.

IMPROVE ACCESS TO JUSTICE IN THE CARIBBEAN (IMPACT JUSTICE PROJECT)

During the review period, the Improve Access to Justice in the Caribbean (Impact Justice Project) enter is its fourth year. The Project reported that four (4) model bills: Arbitration, Business Names, Legal Profession and OECS Judicial Pensions

were drafted and circulated for submission to the LAC or the OECS Commission for approval. Additionally, in 2017/2018, the Project provided financial assistance to eight (8) persons including six (6) students in the LLM programme at the Cave Hill Campus. This brings to thirty-three (33) the total number of students trained by the Project. A survey of the legislative drafters supported by the Project, undertaken during the year, indicated that the majority of persons trained under the Project reported that their skills had improved, that they had remained in the region, and in the Government Departments which had sponsored them.

Training in Alternative Dispute Resolution (ADR) and Restorative Practices also continued during the year. The Project organised fourteen (14) gender-responsive training courses in ADR, including the training of twenty-five (25) court-connected mediators in Barbados; and eleven (11) in Restorative Practices. In addition, the project held three (3) Train the Trainers sessions, one each in Belize, Barbados, and Antigua and Barbuda and two (2) Community Based Peace Building (CBPB) courses, including a session for Indigenous and Tribal Peoples of the Caribbean, in Guyana on October 9-11, 2017, and a Triple H (Hope, Help, Heal) programme at the Parkinson Memorial Secondary School in Barbados. The latter programme is aimed at the students' holistic development and encompassed six (6) themes: conflict resolution and anger management, spiritual development, making the best choices, academic development, teamwork through sports and dealing with community issues.

The following Project-funded studies were also completed during the year:

1. *The Legislative Framework for Environmental Impact Assessment (EIA) in the Caribbean: An Assessment of its Contribution to the Environment.*
2. *The Survey of Disaster Management Legislation in the Caribbean Community.*

THE CENTRE FOR FOOD SECURITY AND ENTREPRENEURSHIP

During the period, the Centre for Food Security and Entrepreneurship (CFSE) continued the implementation of seventeen (17) on-going projects, and introduced a new one: Medicinal Marijuana.

The Agribusiness Park at Dukes in St Thomas, Barbados

During February 2018, the Cave Hill Campus hosted a team of engineers and architects from the Aviation Design Institute, Beijing, China. The team held meetings with the CFSE, the Office of Planning and Development, the Pro-Vice Chancellor and Principal and senior Campus Administrators, the Ministry of Education, Science Technology and Innovation and private sector investors. The main objective of the visit was to conclude the designs of the facilities that were selected for funding through a grant provided by the Government of the People's Republic of China. The final designs were subsequently submitted by the Planning Department to the Barbados Government Town and Country Planning Department Office for approval.



Professor Leonard OGarro, Director, Centre for Food Security and Entrepreneurship (CFSE).





A section of the CFSE display, including Blackbelly Sheep leather products, at Lime Grove, Barbados.

Arrowroot Project in St. Vincent and the Grenadines

During the Academic Year 2017/2018, the CFSE continued to work with the St. Vincent and the Grenadines Government on the rehabilitation of the country's arrowroot industry. The first consultancy was completed by the International Trade Centre of the United Nations, under the overall co-ordination of the CFSE and the report entitled "Arrowroot Industry: Market Technology, and Food Safety/Quality Compliance Assessment" was submitted in August 2018 by the CFSE to the St. Vincent and the Grenadines Government and the Caribbean Development Bank, the consultancy's funding source. The CFSE has secured US\$2.5 million on behalf of the St. Vincent and the Grenadines Government to implement the Report's recommendations. The CFSE has been informed by the Government of St Vincent and the Grenadines that a new facility to process arrowroot to starch will commence construction during 2019.

A second arrowroot study, which is also funded by the CDB, will begin in March 2019.

Barbados Blackbelly Sheep Leather Project

Work on the Blackbelly Sheep leather project, progressed during the Academic Year under review. In February 2018, the CFSE received a catalogue of thirty (30) shoe styles. The CFSE is currently in the process of concluding the 2021 to 2022 catalogues of belts and ladies hand bags. The Centre has a large stockpile of cured Blackbelly Sheep skins to bring the catalogue products to market through the investor partner, Island Leathers Inc., of Barbados.

West Indies Sea Island Cotton

The CFSE continues to implement a research and development programme in support of the West Indies Sea Island Cotton industry in the Caribbean, beginning with Barbados. Although the West Indies Sea Island cotton type is generally regarded as the most exquisite for the characteristics of its lint, the local cotton industry is constrained by poor yield, deteriorating lint quality, inadequate marketing, absence of value chain upgrades, and a series of other factors mostly regarded as management problems. The CFSE has developed a comprehensive programme of R&D valued at US\$3.3 million to tackle these constraints.

The CFSE has also secured grant funding to mount a one-week exhibition and workshop for the local cotton industry and the other cotton-producer countries of the Caribbean. The exhibition will include machinery, fashion designers, financiers, etc., for the purpose for improving the local cotton industry, and the agriculture and agribusiness sectors overall.

Working with investor partner, Exclusive Cottons of the Caribbean Inc. the CFSE has accomplished the objective of getting the company to participate in value-added activities to capture more of the revenue associated with finished products made from this renowned cotton type. The CFSE has successfully brought together resources for the design and manufacture of a commercial quantity of exquisite ladies' scarves on behalf of ECCI. The scarves will be sold under a special promotion to



Professor V. Eudine Barriteau admires garments made from Sea Island Cotton.

be launched by ECCI and the CFSE. The plan going forward is to repatriate more of the West Indies Sea Island Cotton fabric for finishing in Barbados, until such time when a vertically integrated cotton industry can be set up within the Dukes Project.

Dominica Organic Isle Project

During the year, the CFSE completed a survey of government coordinated drug services and private sector pharmacies in selected Caribbean countries. The objective of the survey was to collect specific information on medicinal herbs and to quantify the demand by pharmacists for formal training in medicinal herbal pharmacopeia. Parallel surveys targeting medical doctors and several other types of health care service providers were conducted in selected countries. The surveys, information and the subsequent analyses were used by the CFSE to prepare projects for further development of the medicinal herbs sector. Development will include standardisation of the quality of dispensation, upgrading the infrastructure of the supply chain from cultivation to finished products, and the provision of postgraduate training. The over-arching objective is to bring Caribbean medicinal preparations into the main stream drug prescription system. Based on the survey, work has begun on the development of a curriculum to offer postgraduate training on medicinal herbal pharmacopeia at The UWI.

Products Launch by CFSE and Private Sector Clients

On April 28, 2018, the CFSE in association with its private sector clients, held a display, at Lime Grove Courtyard, St. James, Barbados, of the exquisite products and services emanating from the Centre over the last four (4) years. The objectives of the display were to showcase the work of the Cave Hill Campus through the CFSE, and to invite the private sector to place orders for the products and services on display. Marine services by the CFSE-conceptualised Caribbean Sail Cargo project were available, as well as products including the Blackbelly Sheep leather shoe catalogue, West Indies Sea Island Cotton scarves, herbal medicines, chocolates based on Caribbean fine flavour cocoa, and teas. The products and services were selected for display based on their readiness for market.

Marine Bio-Prospection Project

The CFSE has begun assisting the Government of St. Vincent and the Grenadines with the development of a new economic sector based on marine bio-prospection. While the project started with St. Vincent and the Grenadines plans are now advanced to extend the project to other Caribbean countries, beginning with Barbados. In this regard, the CFSE has teamed up with the Bellairs Research



Institute of McGill University through the Coral Reef Restoration Alliance Project (CORALL) under the local coordination of Dr Susan Mahon. The CORALL project is hosted and supported by the University of Miami, Florida. The mission of CORALL, is: To foster conservation and restoration of coral reef ecosystems in Barbados for the well-being of all. Healthy coral reef ecosystems are required to investigate and develop the potential for sustainable marine bio-prospection. The CFSE is in the process of assembling the full technical capability and the pharmaceutical sector interests to create meaningful impetus and impact.

New Project – Medical Cannabis

On November 20, 2018, the Government of St. Vincent and the Grenadines enacted legislation to create a medical cannabis sector. The CFSE is the main agency formally requested by St. Vincent and the Grenadines to provide guidance and support. To date, the CFSE has developed a comprehensive project document and has assembled a world-class team of medical cannabis practitioners to help with its implementation through the entire supply chain from cultivation of cannabis to finished products, including pharmaceuticals and edibles. The Centre's

support also includes the development of the infrastructure for accredited process controls and manufacturing standards throughout the supply chain. The medical cannabis capability will be based at the CFSE and will be available to other Caribbean countries that wish to develop medical cannabis industries.

On October 12, 2018, on invitation by the CARICOM Secretariat, the CFSE made a presentation on the global developments in the medical cannabis sector and prospects for Caribbean countries in this evolving global industry, to the Meeting of the Council for Trade and Economic Development (COTED) held in Barbados.

THE INSTITUTE FOR GENDER AND DEVELOPMENT STUDIES: NITA BARROW UNIT: LIVITY PROJECT

In December 2017, the Institute for Gender and Development Studies: Nita Barrow Unit IGDS: NBU was awarded a grant of €400,000.00 to deliver the LIVITY Project. The project, which was developed by Drs Tonya Haynes and Halimah DeShong, is a four-year, seven-country partnership between the IGDS: NBU Cave Hill Campus, the Barbados



IGDS:NBU receiving a Grant of €400,000 for the LIVITY Project - 2017. L-R: Dr Letnie Rock, Head, IGDS:NBU; Dr Halimah DeShong, Lecturer; Ambassador Daniela Tramacere, Head of the EU Delegation to Barbados and the Eastern Caribbean States; Dr Tonya Haynes, Lecturer; Mrs Sonia Mahon, Deputy Dean, Faculty of Social Sciences; Mr Rene Holder, Board Member, ECADE; Ms Maria Fontenelle, ECADE.



Visit to the Cave Hill Campus by University of Ghana Officials – July 2018. L-R: Dr Kenneth Connell; Dr Madhuvanti Murphy; Dr Paula Michele Lashley; Dr Damian Coholl; Professor Margaret Lartey, Dean, School of Medicine and Dentistry, University of Ghana; Professor Clive Landis; Professor Samuel Kwame Offei, Pro Vice-Chancellor, Academic & Student Affairs, University of Ghana; Dr Don Marshall; Professor V Eudine Barriteau; Dr Colin Depradine; Dr Peter Adams; Ms Lisa Alleyne; Dr Korah Belgrave; Dr Wendy Grenade.

Council for the Disabled (BCD) and the Eastern Caribbean Alliance for Diversity and Equality (ECADE), headquartered in St Lucia.

The objective of this initiative is to meaningfully address marginalisation, discrimination and exclusion of persons with disabilities, LGBTI Caribbean citizens, women, girls, youth and the elderly in national and regional decision-making processes, through enhancing Civil Society Organisations (CSO) capacity and participation. The six core activities of the LIVITY project are: a CSO Incubator, Coalition-Building Groundings, a Leadership Academy focused on the production and dissemination of new knowledge, an annual Policy Forum and a Street Art Festival. The LIVITY Leadership Academy, will conduct research to produce two case studies on Civil Society Organisation challenges which will be used in capacity building for CSOs. Policy briefs will also be published ahead of each policy forum.

The project's first Grounding, led by the BCD, was held on May 29-30, 2018 at the Hilton Barbados, and was attended by fifteen participants from each of the target countries.

Internationalisation

During the Academic Year 2017/2018, the Campus continued to advance its internationalisation agenda mainly through initiatives in the Faculty of Medical Sciences, the Confucius Institute and the Centre for Language Learning.

Medical Programme between the UWI and the University of Ghana

In July 2018, the Campus hosted Professor Samuel Offei, Provost of the University of Ghana and Professor Margaret Lartey, Dean of the School of Medicine and Dentistry, University of Ghana, on a two-day working visit, which included a tour of the medical facilities at the Cave Hill Campus. The Ghanaian team also worked with colleagues from the Faculties of Science and Technology and Medical Sciences, to finalise the three year BSc Preclinical Sciences which fully articulates with the final three clinical years of MB CHB Programme, the medical degree offered at the University of Ghana. Professors Offei and Lartey also met with the Campus articulation team led by Dr Kenneth Connell, Chair of the Faculty Medical Science Task Force for International Outreach. During the meeting, the joint UG/UWI group worked to finalise the articulation agreement which documents the





L-R: Vice-Chancellor, Professor Ebenezer Owusu and Vice-Chancellor, Professor Sir Hilary Beckles signing an MOU between the University of Ghana and The University of the West Indies, while Pro Vice-Chancellor and Principal, Professor V Eudine Barriteau looks on.

relationship and the programme of study between the two universities.

The Cave Hill Campus is pleased to report that it has now received approval to offer the BSc Preclinical Sciences. This means Ghanaian and other West African students may complete their preclinical medical training at the Cave Hill Campus, gain a UWI degree and satisfy the requirements for fully accredited pre-clinical medical training in Ghana.

In October 2018, the Campus also hosted Professor Ebenezer Owusu, Vice-Chancellor of the University of Ghana, who besides receiving an honorary degree, renewed the MOU between the University of Ghana and The UWI. This university-wide MOU provides a framework for the collaboration in medicine and other areas.

The Confucius Institute

The work of the Confucius Institute is an important element in the Campus internationalisation agenda. The extensive work programme of the Institute is reflected in its award as a Confucius Institute of the Year in 2017. The CI's contributions also underscore the vital contributions the Campus is making to expanding access, enhancing The UWI's global reputation, earning revenue, and meeting the education resource needs in Barbados and the Caribbean.

During the year, the CI continued working with the CXC on the planned introduction of the curriculum for the CCSLC, CESC and CAPE certification in Mandarin, which will provide access for every school child between the ages of 11-18 in eighteen (18) Caribbean territories to a course of study leading to certification in Chinese. The introduction of the curriculum is slated to begin in 2019.

As is shown in Table 2: No. of Persons Registered in Chinese Language Programmes 2017/2018, during the academic year, over one thousand three hundred and fifty (1,350) persons, including students and staff at the Cave Hill Campus, and members of the general public participated in Chinese classes. In addition, the CI continues programmes for the teaching of Chinese in public primary and secondary schools, approved by the Ministry of Education, Science, Technology and Innovation. These included the Ellerslie School, St Stephen's Primary School, the Springer Memorial School and the Charles F. Broome School, as well as "Taste of China" after-school programme launched on June 29, 2018, at the Combermere School. This programme is modelled after the French club and Spanish clubs at the school and is expected to last for one (1) year, initially. During the period, the CI also continued teaching Chinese language and culture courses to students enrolled in the BSc Software Engineering programme.

Table 2: No. of Persons Registered in Chinese Language Programmes During the Academic Year 2017/2018

		2017 / 2018 Semester 1	2017 / 2018 Semester 2	Total
UWI Cave Hill evening class		185	151	336
UWI-CIIT Chinese Standard Course		10	10	20
Teaching Spots	Providence Secondary School	6	6	12
	St. Stephen Primary School	120	300	420
	Ellerslie School	20	30	50
	Inspire Academy	–	12	12
Chinese School		25	25	50
Home School		15	15	30
Oral Chinese at BIMAP		20	–	20
VIP Students		12	8	20
Caribbean Examinations Council (CXC)		–	38	38
Chinese Culture Club & Chinese Corner		120	80	200
Summer Camps	3Bs Summer Camp	–	16	16
	Guild Summer Camp	–	17	17
	Open Campus Summer Camp	–	25	25
	Schools Summer Camp	–	80	80
	Summer Class	–	4	4
Total		533	817	1,350

Registration for Chinese language Classes at the Confucius Institute during the Academic Year 2017-2018

HSK and YCT Testing

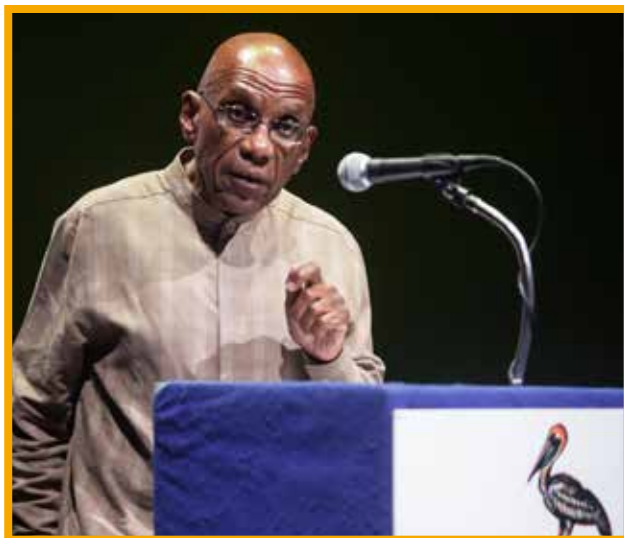
The CI remains the first and only official testing site in the Eastern Caribbean for certified proficiency in the Chinese language. To date, the CI has administered the HSK (*Hanyu Shuiping Kaoshi*, Chinese Proficiency Test) and YCT (Young Chinese Test) to one hundred and forty-two (142) students, with ninety-three (93) students sitting the HSK and forty-nine (49) sitting the YCT. The aim is to

consolidate the position of the CI at the Cave Hill Campus, as the only HSK proficiency testing centre for the Eastern Caribbean. Efforts are underway to place the HSK exams on-line, in keeping with the UWI Smart Campus initiative and the emphasis on increasing access to the teaching programmes and courses offered by the Campus.

Table 3: Registration for HSK AND YCT Test at the Confucius Institute During the Period 2016/2018

	HSK 2016	HSK 2017	HSK 2018	YCT 2016	YCT 2017	Total
Level 1	24	24	4	8	21	81
Level 2	11	19	4	5	–	39
Level 3	1	2	3	14	–	20
Level 4	–	1	–	1	–	2
Total	36	46	11	28	21	142





Dr DeLisle Worrell delivering the Inaugural Confucius Institute Lecture.

The Annual Chinese Bridge Competition

The Annual Barbados Tertiary Students Chinese Bridge competition, now in its fourth year, was held on May 29, 2018. Two students from the Cave Hill Campus, one from Trinidad and Tobago, and one from Barbados, were selected to attend as representative, and observer respectively, at the competition in Changsha, China in July 2018. The competition is held under the theme “One World, One Family” and aims to improve students’ Chinese speaking skills, knowledge and understanding of the Chinese culture.

In addition, two students, selected for the Chinese Bridge for Secondary Schools, received teaching in Chinese language and culture, and were also prepared for a performance in their competition.

Public and Private Sector Partnerships

On September 14, 2017 and September 25, 2018, Memoranda of Understanding were signed, between the Cave Hill Campus and the Barbados Institute of Management and Productivity (BIMAP), for the implementation of a Chinese Language and Culture Curriculum for the period September to December 2017 and 2018, respectively. This programme is one of the key undertakings of the CI. BIMAP’s role in shaping a generation of business leaders places it at the forefront of the drive to connect with China

and expand cooperation with China especially in the area of business.

The CI has worked with the Faculty of Humanities and Education to develop a Minor in Chinese Studies, introduced at the beginning of the Academic Year, 2018/2019. The Campus is also working to support Ministries of Education in the Eastern Caribbean in having their students gain access to CXC certification in Mandarin. As part of this initiative, the Campus is in discussion with the Beijing Language and Culture University, the largest university which specialises in the training of language teachers in China, to develop Chinese courses for teachers who already possess degrees.

Summer Camp

Students from Cave Hill now participate in an annual CI sponsored three-week summer camp in Beijing. Sixteen (16) students participated in the 2017 camp which took place from July 11-31, 2017. Sixteen (16) also students participated in the 2018 camp which took place from July 3-24, 2018.

Inaugural CI Lecture 2018

The inaugural annual CI lecture was held on January 31, 2018, as part of the celebrations marking the 70th Anniversary of The UWI. Dr DeLisle Worrell, former Governor of the Central Bank of Barbados spoke on the topic of “How China’s Economic Success Contributes to Caribbean Prosperity”. Dr Worrell indicated several of the practical benefits to the Caribbean from China’s economic revolution, and the trade between the Caribbean and China. The 2019 CI lecture is scheduled for January 28, 2019.

Board Meeting of the Confucius Institute (CI)

Pro Vice-Chancellor and Principal, Professor V Eudine Barriteau, GCM visited Beijing, China, from June 11-15, 2018, during which she co-chaired the Board Meeting of the Confucius Institute (CI); attended the 2nd annual Caribbean Chinese Moot Court in which students from the Cave Hill Campus



Colombian tourism officials from the English as a Second Language with Sustainable Destination Management Programme.

Faculty of Law participated, and met with leaders of several Chinese institutions.

During the meetings, the Professor Barriteau emphasised Cave Hill Campus' interest in attracting students from China. The CI continues to support this initiative, particularly with respect to the promotion of programmes in which students from China would be interested.

The Board also agreed on the exchange of legal scholars between Barbados and China.

The person selected by China is expected to: teach the Cave Hill Campus Faculty of Law course entitled "Introduction to Chinese Law and Institutions; support the implementation of the Caribbean-China Legal Research Centre jointly established by the Cave Hill Campus and the CUPL; deliver the 2019 CI lecture which would be developed into a major initiative to help further explain the Belt and Road Initiative to the region.

Professor Barriteau was accompanied on her trip to China by Dr Don Marshall, Director of the Sir Arthur Lewis Institute of Social and Economic Research (SALISES), Mr Westmin James, Deputy Dean of the Faculty of Law and Co-Directors Dr Paul Song and Mr David Bulbulia of the CI. His Excellency, Francois Jackman, Ambassador of Barbados to China accompanied Professor Barriteau on official visits.

Symposium on the Belt and Road Initiative and China-Caribbean Research Cluster

The CI, the Sir Arthur Lewis Institute for Social and Economic Studies (SALISES), the Latin American Institute of the China Academy of Social Sciences (CASS), and the CUPL collaborated on the proposed symposium on the Belt and Road Initiative, scheduled for January 29, 2019, and the development of research clusters.

THE CENTRE FOR ENGLISH LANGUAGE: FONTUR ESL PROGRAMME

Twenty (20) Colombian tourism officials, including hotel managers, tour guides, tourism police, travel agents and tourism administrators participated in an English as a Second Language with Sustainable Destination Management programme, from September 19, to October 18, 2017, under the FONTUR/UWI initiative. Fontur is the Tourism Promotion Fund set up to manage resources for the promotion of tourism in Colombia. The CEL programme include two weeks primarily dedicated to English language training to help scaffold students' learning of the language. The final two weeks were split between ESL and the Sustainable Destination Management (SDM) course. The latter was centred on assessing the basic components of the tourism



system and the implications for effective management of the sector. Throughout the duration of the programme, students also participated in several field trips which are highlighted various parts of the tourism product in Barbados.

Barbados Tourism Marketing Inc. (BTMI) hosted the Fontur and Heart for Change students at a Cocktail Reception on October 13, 2017. CEL and BTMI are working together to establish a partnership to promote educational tourism in Barbados.

Heart for Change

The CEL also hosted four (4) students on the Heart for Change programme from September-November, 2017. Heart for Change is a non-profit organisation in Colombia which supports social projects throughout Colombia and Latin America through voluntary and scholarship funded programmes. These four students were on Campus to pursue the Teaching English as a Second language programme which trains in-service and pre-service teachers of English to teach English as a second/foreign language.

Future Programmes

During the academic year, The Centre for English Language Learning worked on developing programmes for hosting English in the Caribbean for Interpreters in January 2019, and ESL with Ecotourism in March of 2019. CEL will also host an intensive English programme for thirty (30) students from Martinique.

Infrastructural Development

During the year, work continued to progress on two major capital projects: The Mutual Life Building and the Dukes Development Project.

The Mutual Life Building project is comprised of an internal retrofit of the historical Mutual Life building in the City of Bridgetown, to provide teaching and administrative facilities for the delivery of the BSc Software Technology programme, which is a joint venture between The University of the West Indies and the Suzhou Global Institute of Software Technology (GIST) of China. Construction commenced in December 2017, and was scheduled to be completed in September 2018, however due to delays, the works were not completed until end of October 2018. The retrofit provided for:

- Three computer laboratories;
- Three labs/incubator spaces;
- Lecture theatre with a seating capacity of 75;
- Two classrooms;
- Ten office spaces for staff;
- Meeting room;
- Lunchroom and student lounge;
- Washrooms and other supporting facilities.

The project was funded by GIST and the works were carried out by the local Chinese construction company ChinaDos.

The Development of the Agribusiness Park at Dukes, St Thomas

During the academic year 2017/2018, design work continued on an agri-industrial park which will support the work of the Centre for Food Security and Entrepreneurship. The park is located at Dukes, St. Thomas on 28.5 acres of land donated to The

University of the West Cave Hill Campus by the Edgehill family. The project is funded by the Republic of China through a bilateral agreement with the Government of Barbados. The park will consist of:

1. Five (5) agro processing facilities for fruits, vegetables and herbal processing.
2. Meat curing facility.
3. Chocolate factory for chocolate production and training in chocolate manufacturing.
4. Cotton facility for weaving of sea island cotton yarn into fabric.
5. Standard laboratory for physical, chemical and biological analyses testing of agricultural produce including cooked and raw foods and meats, processed and unprocessed fruits and vegetables etc.
6. Conferencing/training facilities for the hosting of major international and regional symposia on agriculture research and development, training in agribusiness and related entrepreneurship, as well as specially trained courses in support of targeted commodities of the agriculture sector.
7. Restaurant.
8. Retail shops for display and sale of the products produced by the various agribusinesses.
9. Administrative offices and other support facilities.

The Government of the People's Republic of China, is responsible for the design and construction of the facilities. Consequently, China Aviation Planning and Design Institute (Group) Co. Ltd. of China has been contracted to design and manage the construction of the facilities. As reported earlier, during the second quarter of the academic year 2017/2018, two technical teams from the company, visited the Campus to refine the design parameters and to

conduct site investigations. The detailed drawings were completed in July 2018 and submitted to the Town Planning Department through local architectural firm, SRM Architects Ltd., for approval.

During the year, the Campus also secured grant funding from the Caribbean Development Bank for a conceptual study for the renewal of the Faculty of Science and Technology (FST). The aim of the study is to develop a long term strategic direction for the Faculty, based on current global and regional trends in science, innovation and technology in the following areas: *programmatic* in terms of degree programmes, *research and innovation* which would contribute to regional development needs and Campus income; *institutional framework* in relation to human resource needs; and *infrastructural development* to enable the new strategic direction. The selection process for the consultants utilizing CDB consultancy procurement procedures/ guidelines has also commenced.



INTERNAL OPERATING PROCESSES

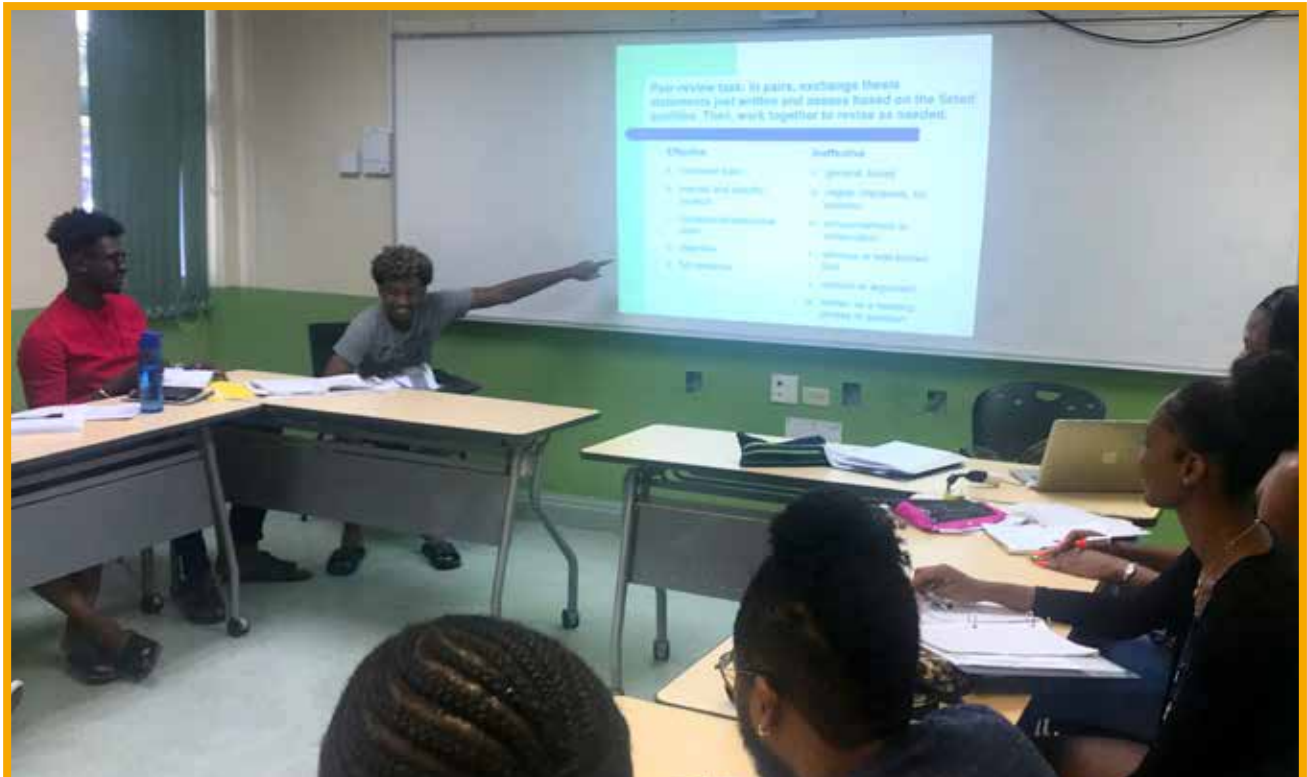
ADMINISTRATION

Though confronted by the realities of continued economic difficulty, the Campus Administration made notable progress in delivering on a number of key strategic initiatives and remained steadfast in its commitment to a student-focused Campus. Within this context, the review period saw the introduction of a number of innovative interventions which brought benefit to the institution.

Achievements were recorded in all areas of Administration's mandate, including those related to human resource development; management of the Campus' finances; the oversight and development of Campus records and archives; promotion

of a healthy workplace; and ensuring the smooth functioning of the institution's organs of governance. Administration also made a stellar contribution to the Campus' slate of events supporting the activities of the Campus 70th Anniversary Committee.

Across the Campus the effort to enhance internal operation processes continued in keeping with strategic goals aimed at improving administrative efficiency while reducing costs. That effort saw an increased deployment of the Alfresco document management system by various sections and Departments, particularly in the area of servicing and managing meetings. A number of technology



A class in session in a smart classroom on Campus



Accounts Clerk, Mr Christopher King assisting a customer in the Bursary

infused projects were also undertaken as part of the Smart Campus Initiative.

STUDENT ADMISSIONS

During the 2017/2018 academic year the Campus continued to consolidate on previously implemented initiatives aimed at improving the admissions process through introducing increased levels of automation in its operations; providing enhanced levels of feedback on application status; and facilitating improved communication with applicants. The important goal of cost savings through a reduction in paper usage was also advanced.

The Student Admissions Section continued to assume an active role in helping to shape the Campus' response to the major challenge of mitigating the impact of the Barbados Government policy requiring its nationals to pay tuition fees. With a return to the previous policy of Government assuming responsibility for tuition fees there was a notable increase in the number of applicants, the greatest found among returning/reentry students. This resulted in more offers and a higher acceptance

rate compared to the previous period. Staff participated in a retooling exercise in order to maintain high standards within the admissions process.

THE BURSARY

During the review period, the Bursary continued efforts to create smoother and more efficient systems for managing processes and streamlining the internal operations under its remit. Particular attention was paid to those aimed at enhancing services to students. Given the stringent economic environment, much attention was also given to cost cutting measures

During the previous period, the Bursary had introduced online payments for conferences and seminars through Touchnet's Market Place programme. That initiative had borne fruit with excellent feed-back from those utilising the service. In the effort to continue the online payment initiative, two new, PayPal accounts were established at the Bank of Nova Scotia: one dedicated to the Bookshop to facilitate online payments and the other for general Campus use.



Efforts to improve efficiencies, also saw the Bursary completing a preliminary vendor management exercise towards working with the Registrar's Office to reduce some of the outsourcing of services. The groundwork for introduction of incremental central purchasing was also undertaken. This is expected to assist in cash flow and management of vendors.

As part of its programme of streamlining procedures, the Bursary devised a policy on the storage, collection and security of cash for the approval of The Finance and General Purposes Committee.

Concerted efforts to reduce the Campus' energy bill through initiatives implemented by the Campus Renewable Energy Committee, chaired by the Campus Bursar continued and were beginning to show benefits; a key objective being reduction of the energy bill by 50% by 2026. The committee had, amongst other things, launched a pilot project installing sensors on some air-conditioning units and on lights in common Campus spaces. The photovoltaic programme continued to be augmented with installations at the Physics, Sagicor and CLICO buildings. Adjustments were also made

which included replacing air-conditioning units with inverter type units to impact among other things, lower maintenance and operational costs.

MEETING MANAGEMENT AND SERVICING: THE SECRETARIAT

The effective functioning of the Campus' principal organs of governance namely the statutory Committees of Campus Council, Academic Board, Campus Finance and General Purposes Committee, the Steering Committee and sub-committees of these bodies, continued to receive focus. Campus Administration sought to build on successes in servicing these meetings particularly in relation to the infusion of technology into the processes of paper circulation/management and the communication of key meeting decisions. Within this context, relevant meeting decisions were made available online. The archives of minutes and papers of meetings continued to grow providing records from academic years 2004/2005 – 2018. This resource was increasingly utilised by members whose research of past decisions and meeting



Connected solar PV system on the roofs of the Sagicor and CLICO Buildings



Leadership Workshop for Managers facilitated by the University Registrar, Mr C William Iton

outcomes is now easily facilitated. In pursuit of best practice, the Academic Board site sought to furnish members with information on the central role of this committee aimed at promoting their active and informed participation in deliberations.

The Campus also instituted protocols to improve the timeliness of paper submission to ensure that members were given the requisite opportunity for fully examining issues brought before the committees.

During June 27-29, 2018, the Secretariat collaborated with the Human Resources Section to deliver a workshop which was aimed at improving minute-writing skills across the Campus.

HUMAN RESOURCES

Training and retraining of staff is critical to ensuring that the Campus can effectively meet the needs of a modern university and the challenge of a dynamic global environment. During the review period, the Human Resources Section continued its internal

workshops targeting the specific needs of various staff categories. Training included the orientation programme through which new Academic, Senior Administrative and Professional Staff are equipped with information in critical areas such as The UWI Strategic Plan 2017-2022 and The UWI procedures, benefits and policies. Appropriate training was also hosted for Deans and Heads of Departments; Associate Lecturers/Lecturers and the Senior Administrative and Professional staff.

The Human Resources section also continued its employee engagement programme towards ensuring that staff were appropriately assigned, so that they could widen their knowledge of the Campus, while simultaneously enhancing their skills.

In the prior period, the Campus sought to more effectively engage its Administrative Assistants by establishing an Administrative Assistant committee. This committee has been tasked with developing and spearheading a range of initiatives particularly related to service excellence. The Committee's recommendations were formally brought to the Academic Board for consideration through the Office of the Campus Registrar.

The Human Resources Section also implemented a programme of rotation and re-assignment of ATS staff. This is aimed at developing individual talent and interest thereby bringing new perspectives and dynamism to the various sectors. Webinars were also coordinated by Human Resources for training in a number of areas.

The Human Resources Section also introduced the "MIVIVA Initiative" to raise awareness of the 2017-2022 Strategic Plan of the University. The objective was to ensure that the staff of this section understood The UWI's mission, vision and values and could make it applicable to their daily duties. The initiative would be replicated and "rolled out" to the other members of the Campus community.

The Annual Health Week was also convened, exposing members of the Campus community to various issues related to the promotion of a healthy life-style.





Artefacts in the form of plaques & medals on display from the recently accessioned Alleyne Papers, May 2018

HEALTH, SAFETY AND ENVIRONMENTAL MANAGEMENT

During the review period, the Campus placed special focus on further developing its health and safety programme, acknowledging this as key to the well-being and productivity of both staff and students. There was also recognition that the plant at the Cave Hill Campus was an ageing one, and that this would require renewed efforts to ensure general maintenance, regular commercial cleaning and testing, to ensure a safe working environment.

Emphasis was also placed on making revisions to the membership and terms of reference of the Health and Safety Committee to assure its vibrancy and compliance with the Barbados Safety and Health at Work Act.

The Campus Health and Safety Committee again collaborated with the Human Resources Section to host another successful day (Wellness Wednesday) during the Campus Annual Wellness Week. The event received overwhelming support from staff.

RECORDS AND ARCHIVES MANAGEMENT

During the review period, the staff of the Records and Archives programme continued to assist the University to achieve its mission through the efficient and effective management of the institution's corporate records ensuring that the records were complete, accurate, accessible and adequately preserved thereby establishing continuing value for ongoing operational as well as historical and research purposes.

Training and Outreach

The 2018 Records Management Certificate programme at the Cave Hill Campus provided training for thirty-two (32) persons from both the public and private sectors in Antigua, Barbados, Dominica, Grenada, and Guyana. Outreach programmes were also conducted in records management, archives, care and handling of records and disaster preparedness and recovery of records. The Cave Hill programme hosted two undergraduate student interns and one graduate intern from the Masters programme in Archives and Records Management from the Department of Library and Information Services, at the Mona Campus. The Cave Hill Records Management Certificate programme also hosted visits from senior staff of the Barbados Government and the Caribbean Examinations Council who were interested observing the management of hybrid paper and electronic records at Cave Hill, as they were experiencing challenges in that area in their institutions.

Technology

At Cave Hill, the HP Records Management System is used for receipt, e-distribution and storage of administrative records. During the period, 23,293 records were scanned and over 15,000 were accessed for use. A project for the digitization of HR records began in 2018 and is expected to end in 2020, allowing for full electronic accessibility. All members of Academic Board and Finance and



Inaugural Archives Outdoor Exhibition in the Historic Quadrangle of the Cave Hill Faculty of Humanities celebrating the 70th Anniversary of The UWI, June 2018

General Purposes Committee continued to access their minutes, agenda and papers in the Alfresco repository before and during meetings, as well as check the repository for papers of past meetings.

Retention and Disposition

At Cave Hill, the records and archives staff continued to assist faculties, units and departments with inventories, appraisal of their records and their eventual disposition to the archives, or the destruction of those that were no longer needed.

West Indies Federal/ Cave Hill Campus Archives

Records deemed archival are regularly transferred to the West Indies Federal Archives Centre (WIFAC) for archival arrangement and description. The transfer, storage and preservation of original memoranda of understanding and agreements in both paper and electronic formats to the Archives continued over the year.

Seventy-one (71) persons visited the WIFAC during the period under review. These included Barbadian

and international students, as well as researchers from the US and the UK. The Campus and University Archivist contributed a chapter entitled, “*The Legacy of the West Indian Federation*” in the Academic journal “*Archeon*” which was published by the Serbian Archivists of European Archival Branch of the International Council of Archives in December 2018.

The Campus Records Manager/University Archivist and the Assistant Archivist, Cave Hill, also continued to render extensive service on a range of local and international committees.

Accruals to the Archives

The Archives signed a deed of gift with the Association of Caribbean Historians. This represented an extensive collection of correspondence, writings, journals, photographs and posters which chronicle the beginning of the Association, its membership and annual meetings from its inception to the 2018 Conference which was held in Barbados with further accruals expected in time.



Campus IT Services

Information Technology continues to play a major role in the achievement of the Campus strategic goals as set out in The University's Strategic Plan 2017-2022. During the reporting period, Information Technology projects have targeted the reinforcement of the digital nervous system to create the foundation for the Smart Campus Initiative. This is evidenced by the work done on the network infrastructure in the area of WiFi coverage, thereby providing a more reliable consistent access to internet connectivity. The organisational support structure is being revamped to established an agile and responsive IT enabling environment for the Campus. This will allow the institution to align its "change and improvement agenda" with its business needs.

IT sees the Smart Campus initiative as an imperative to enrich the student's experience by automating key business functions such as admissions, teaching and learning, research, collaboration, facilities management, operational analytics, student information, examinations, among others on a single platform.

WIFI COVERAGE

This has received much attention in the period under review, and despite the challenges experienced by the Campus' service provider, significant progress has been made. One important improvement during the Academic Year 2017/2018, has been the increase and improved coverage in the area of the Faculty of Humanities and Education. To date, all indoor areas on the Campus are covered, leaving CITS to concentrate on the outdoor spaces and to improve the density of the WIFI for consistency, reliability and capacity. This remains a work in progress.

WEB ENHANCEMENT

The web enhancements projects undertaken during the review period, were focused mainly around improvements to the visitor experience, and more specifically for the prospective student. Critical interface webpages were identified, and the content and aesthetics revamped for a more informative and sensory impact. This was effected through added audio, video, and photography enhancements. Further, in recognition of the fact that consumers are accessing information via a range of newer mobile technologies, CITS has committed to the redesign and conversion of all Campus websites to ensure compatibility, regardless of the make and size of the device.

WINDOW XP UPGRADE

During the year, the Windows XP upgrade projects continued to be an area of concern. The Campus notes that it cannot move to a Smart Campus with devices over five (5) years. The chart shows the age of the Campus' XP systems. This aging system affects productivity of the academic, professional and ATS staff and increases the maintenance workload of the technicians. The faculty have noted that they are unable to take full advantage of the newer software available for teaching because of the outdated operating systems.

Table 3: Approximate Age of XP Computers

APPROX. AGE OF XP COMPUTERS	
Age	Quantity
7 Years	26
9 Years	25
10 Years	137
11 Years	18
13 Years	8
Others Unknown	24

Table 4: Types and Quantity of Campus Computers

COMPUTERS ON CAMPUS	
Operating System	Quantity
Win 7 & 10	1,052
Win XP	238
Total	1,290

CLASSROOM TECHNOLOGY SERVICES

During the year, the Centre for Excellence in Teaching & Learning (CETL) continued to train faculty in the use of digital devices used for teaching. These include tablets, iPads, smart boards, digital cameras and computers. At the same time, students have intensified their use of the same technologies and devices. As a result, the academic year, 2017/2018 has seen an increase demand for classroom technology, with the highest requests being placed for LCD projectors, speakers, and

document presenters. The recent acquisition of thirty-five (35) new projectors has refreshed the Campus’ aging projector fleet while introducing smart digital technologies into the classroom.

The Campus is also giving priority to expanding the number of classrooms with installed smart technology. To this end, the Roy Marshall Complex has been identified as a zone to pilot the use of remote management of projectors, and other classroom technology devices across the network.

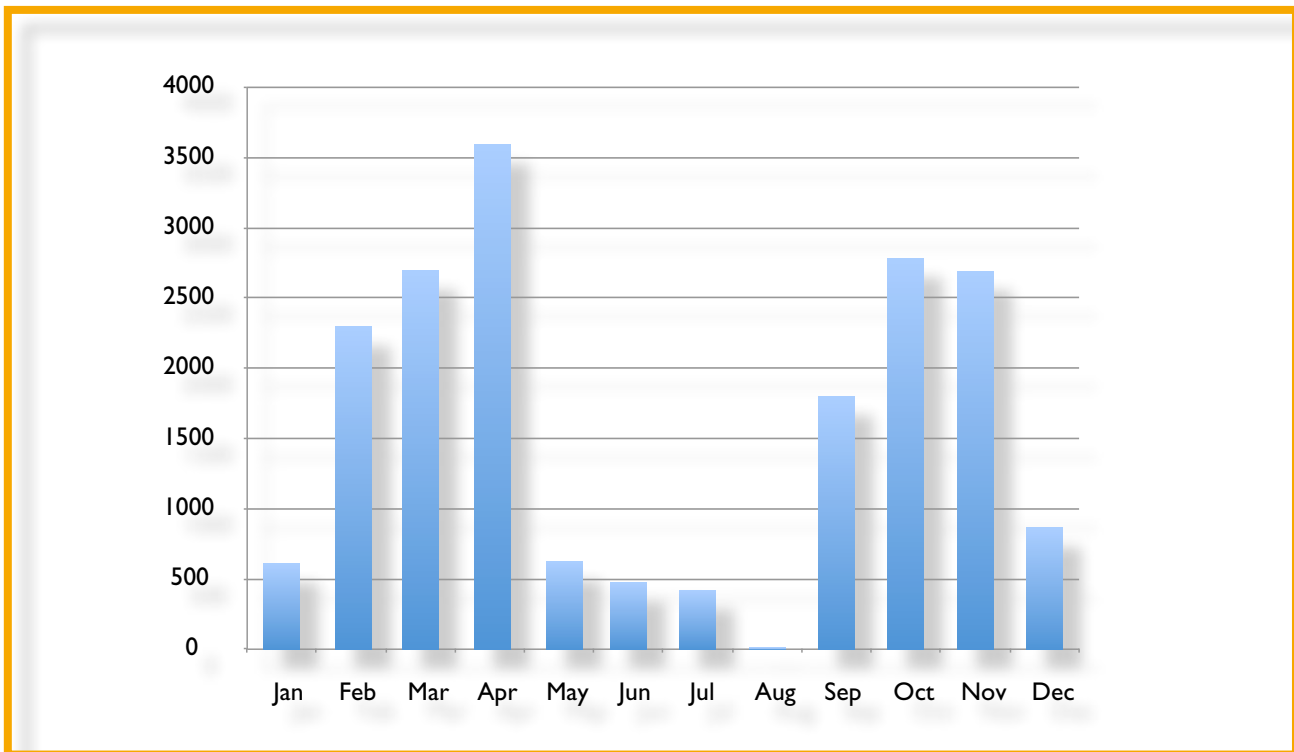


Figure 1: Equipment Requests for 2018



During the year, the Resource Management System software continued to provide the Campus community with a channel to request electronic IT equipment for use within the teaching spaces. *Figure 1: Equipment Request for 2018*, illustrates requests made during the year by month and the *Figure 2: Requested Equipment for 2018*, highlights the types of equipment requested during the year.

EMBEDDED TECHNICIANS

Embedded technicians in the Faculty of Medical Sciences, Faculty of Science and Technology, CERMES and Sagcor Cave Hill School of Business continue to be a great asset to the delivery of IT resources and skills to remote locations. For example, during the Academic year 2017/2018, the technician assigned to the Faculty of Medical Sciences provided:

- Continual technical support to student and staff at the Errol Walrond Building (EWB), the

Faculty of Medical Sciences at the Queen Elizabeth Hospital, (FMS-QEH), the George Alleyne-Chronic Diseases Research Centre (GA-CDRC) and the Edgar Cochrane (Willey) Polyclinic;

- Assistance to the Campus Webmaster and Faculty Webpage Committee in the management and updating of the Faculty's webpage;
- Continual Computer Lab support at FMS-EWB for Moodle and other Medical online examinations, monthly Polycom videoconferences, and FMS Zoom videoconferences;
- Booking of teleconference and computer lab rooms for videoconferences, online exams and teaching;
- Liaise with suppliers and third-party maintenance companies for equipment repairs;
- Setup services the Faculty's MCQ/EMQ Examination Scanner.

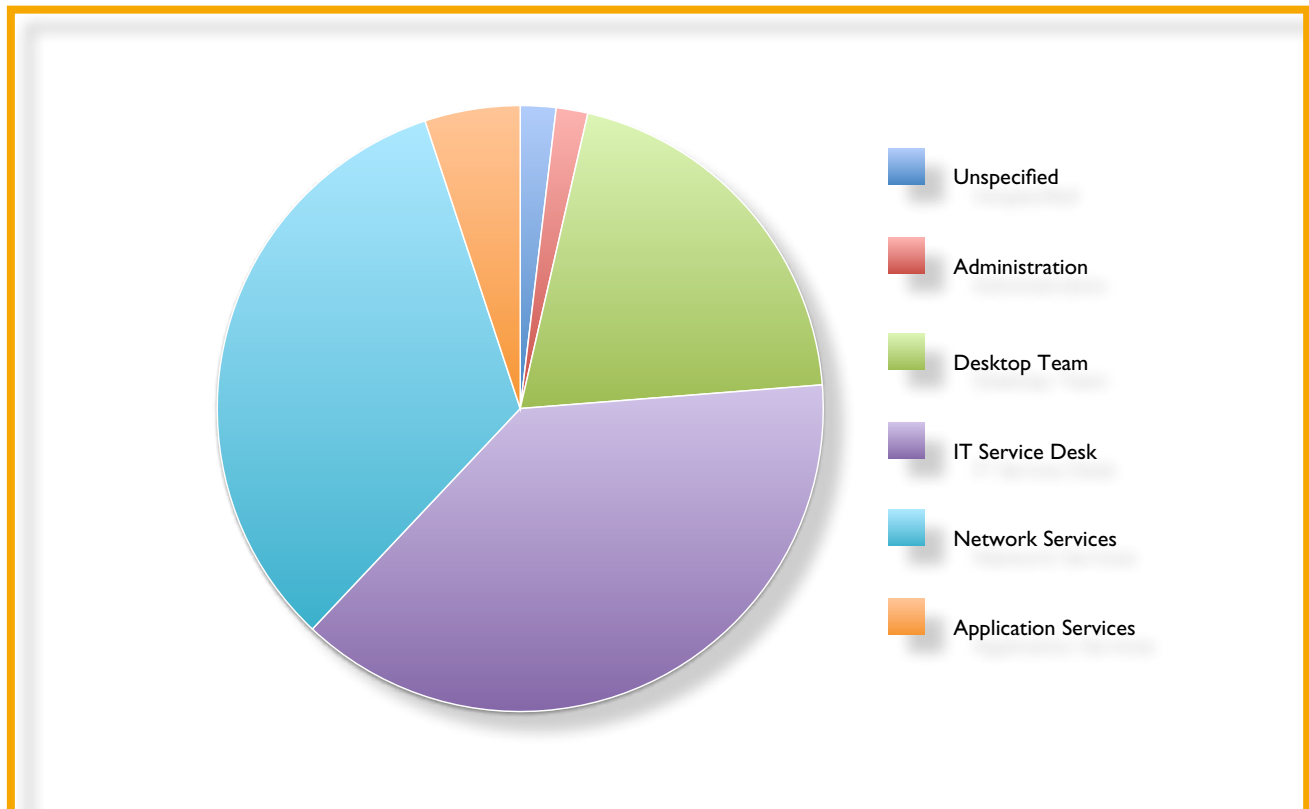


Figure 2: Requested Equipment by Category 2018



Members of Campus IT Services staff and their families participating in “Fantastic Friday” activities during Health Week 2018

BUSINESS PROCESS IMPROVEMENTS

During the year, the Campus IT Services completed a number of critically important business process projects. These included:

- Penface Software Reporting System that takes pension information from PeopleSoft and converts it to a more user friendly report;
- Upgrade of the Infosilem timetabling from version 5 to version 10, required for use with Banner student;
- Implementation of the technical solution for the unified UWI transcript. The use of Evisos allows for the production of transcripts by staff, faculty and students and improves the quality of transcripts, the speed of production and increases uniformity across the University;
- Implementation of UniCharts, an industry-compliant electronic medical record system, fully scalable to multi-specialty, multi-location, multiple providers, allow the sharing of common data as well as the streamlining and vastly improve management of patient records;
- Implementation of absence management with primary focus on entitlement processing. Initial configuration will focus on automation of vacation leave processes. This will ensure the more effective management of absence data, thus resulting in increased efficiency, accuracy and improved reporting. Documentation of the vacation leave process for ASAP and ATS Staff has been completed and sent to HR for review;
- Implementation of health and safety module. This provides a more efficient process for storing and tracking of all incidents, injuries and illnesses which occur on Campus as well as documenting of corrective/preventative actions taken as a result of an incident/hazard;



- Automation of the Undergraduate Acknowledgement letter for the Admissions office. Staff in the Admissions office no longer have to create and send acknowledgement letters to each applicant; Applicants now receive individual automated responses within twenty-four hours of completing an application to the University;
- Implementation of a Statistics Dashboard. Statistics Dashboard The development of a Dashboard in Argos that is used for the production of the data in the University Statistics Handbook all data can be found in one location.
- SurePay Uploads and Downloads System (Bursary) provides improved student experience and operational processes, therefore making it easier for students to make payments using SurePay and for the Bursary to access payment records.

TRAINING

Service Desk

The Service Desk Team is the first point of contact for IT services and support. Therefore, staff must constantly upgrade their skills in all the disciplines of Information Technology. During this period, the team took advantage of the following training opportunities;

- Blackboard Collaborate Training for User-Support/ Helpdesk (Cross Campus).
- Introduction to PeopleSoft for HRMS Rel 9.1 Ed I PRV.
- Fundamentals of Business Analysis.
- Learn to Build Production based Web Applications with Microsoft's ASP.NET, C#, Entity Framework, JavaScript & Bootstrap.
- Installing and Configuring Windows Server 2012.
- System Center 2012 Configuration Manager – Application Development.



Mr Jevon Seale providing support at the IT Service Desk, CITS

Desktop Support

The Desktop support provides assistance to users of the end point devices such as desktops, laptops and printers across the offices and micro-labs. As the Campus continues the upgrade from Windows XP to Windows 7, 8 and 10, members of the Desktop Support team pursued training to support the new operating system. To this end the following courses were completed by one (1) team member:

- Workshop PLUS – System Center 2012 Configuration Manager: Advanced Concepts and Administration through University Centre.

User Training

During the academic year, the Campus ICT User Trainer participated in a number of short on-line courses to ensure the continued upgrade of skills.

These included:

- Real Time Teaching with Blackboard;
- Getting Started with ELearning;
- Zoom;
- Smart Campus: Improving your Professional Innovation and Research;

- Why Security & Privacy Shouldn't be Enemies;
- Office 365 – SharePoint;
- Office 365 Outlook 2016;
- Office 365 OneDrive;
- Office 365 Forms;
- Office 365 Planner;
- Office 365 Teams;
- Disaster Recovery Management.
- Global knowledge Agile Project Management;
- Basic Training software support for Outdoor Screens;
- Innovation and Entrepreneurship;
- IT Security Webinars;
- BI Publisher for PeopleSoft People Tools;
- SQL Fundamentals of Querying;
- Project Management Fundamentals;
- Introduction to Cloud Computing (CompTIA).

NETWORKING AND INFRASTRUCTURE TRAINING

The Networking and Infrastructure team continued its efforts to create a robust modern network infrastructure. In order to do so the team completed training in:

- Office 365 Exchange Online;
- Business Analysis;
- Project Management Professional Development Training;
- Fortinet - New Software releases;

CITS also provided a range of training opportunities which allowed the Campus to maintain both IT skills and cybersecurity awareness. *Table 5: Courses Offered by CITS During the Academic Year 2017/2018* provides data on the number of persons who attended and the courses that were offered. In addition, training sessions are conducted with departments to meet their demands for unique application to their specific daily tasks. *Table 6: Specially Requested Courses Provided by CITS during the Academic Year 2017/2018* highlights those unique departmental sessions.

Table 5: Courses Offered by CITS During the Academic Year 2017/2018

Course	Level	No of Persons	No of Sessions
Microsoft Word	Intermediate	15	2
Microsoft Publisher	Intermediate	15	2
Excel	Intermediate	12	2
OneNote	Power User	18	2
PowerPoint	Intermediate	13	2
Office 365 – Windows 10 and OneDrive	Power User	80	7

Table 6: Specially Requested Courses Provided by CITS During the Academic Year 2017/2018

Course	Level	No of Persons
Outlook – Sharing Calendars	Power user	2
Office 365 – Windows 10 Awareness	Power User	2
UniCharts	Power User	17
Office 365 & Microsoft Apps	FMS Students	40



PRODUCTIVITY METRICS

The Service Desk

The CIT Service Desk's efforts in keeping the IT operation going is sometimes referred to as "Keeping the lights on". During the period January 1 to December 31, 2018, the Desk received five thousand, seven hundred and seventy-one (5,771) calls for assistance.

Table 7: Total tickets submitted for the period January 01 – December 31, 2018, shows that five thousand, two hundred twelve (5,212) tickets or ninety percent (90%) of the calls were closed by the department.

Table 7: Total Tickets Closed During the Period January 01 – December 31, 2018

Closed Tickets – 1 Jan – 31 Dec 2018	
CITS Unit	Total Tickets
Unspecified	99
Administration	88
Desktop Team	1,051
IT Service Desk	1,995
Network Services	1,714
Application Services	265
TOTAL	5,212

HEALTH SAFETY AND THE ENVIRONMENT

CITS believes that the working environment should be safe and healthy. Therefore, the Department has been active in this area by implementing various safety measures and by attending safety training sessions. Below are a few of these activities in which CITS participated:

1. Continuous inspection of the surroundings to ensure that safety rules are observed.
2. Collaborating with Safety Officers and Barbados Fire Service personnel during fire drills.
3. Continuous revision of the Emergency Evacuation Plan based on the new use of the building.
4. St. John Ambulance delivered First Aid Training.
5. A number of schedule seminars were held for Security and safety Officers.
6. Practical Fire Safety Skills at the St. Thomas Fire Station.

The Emergency Evacuation Plan has been a springboard for identifying and reducing the ever-present hazards in the environment.

CITS also continued to make strides in Safety and Health Awareness. To coincide with World Health Day 2018, CITS shared information with staff on strategies on ensuring "Universal Health Care for All".

TEACHING AND LEARNING

The Faculty of Humanities and Education

MA in History Programme

During the year, the Department of History and Philosophy continued with the revision of its MA in History. The revised MA will provide the skills necessary for advanced historical research and writing and will improve students' capacity to effectively teach history in secondary and tertiary institutions.

In addition, candidates will be exposed to a range of new digital communication skills which will enhance their research competencies, as well as their capacity to effectively communicate the discipline.

In order to achieve these objectives, the Department has identified a critical core of courses, including

three (3) compulsory courses in fundamental areas such as historiography, theory, philosophy, contemporary debates within the discipline, as well as a range of hands-on digital techniques to enhance both research and teaching competencies. The Department has also identified a number of elective courses, which will allow history graduates to engage in film scripting and documentary production. Thus, the revised MA History will provide graduates with marketable skills in documentary production and images and sound heritage preservation.



Confucius Institute Lecturer, ZHANG, Chunxue (Snow) teaching The UWI / Global Institute of Software Technology (GIST) BSc Software Engineering students





Faculty of Science and Technology undergraduate student participating in an Electronics class

Masters in Fine Arts

During the year, the discipline of Literatures in English worked on the development of a Masters in Fine Arts – Creative Writing, while the discipline of Modern Languages will seek approval during the Academic Year 2019/2020, for the revised BA in Latin American Studies.

In December 2017, the Department collaborated with the Centre for Excellence in Teaching and Learning (CETL) to hold the first department-specific Blended Learning Workshop. The two-day workshop was particularly well attended by Modern Languages lecturers, who were mindful of the high contact hours of language courses, and the difficulty many students had to include a language course in their schedule. Two lecturers have subsequently secured approval to teach blended versions of courses with reduced contact hours.

The Faculty of Science and Technology

Computer Science Mathematics and Physics

Following the successful delivery of new first year three credit courses during the Academic Year 2016/2017, the Department of Computer Science Mathematics and Physics (CMP) introduced revised second-year three credit courses in September 2017, and worked on the conversion of third year three-credit courses for delivery in 2018/2019. In addition, the Mathematics and Physics Majors were significantly updated with appropriate integration with Computer Science and Electronics Majors.

In September 2017, staff from the Department in collaboration with *MathTV.com* successfully created the first fully multimedia online textbook <http://math.uwitube.com> that covers CAPE Pure Mathematics Units I and II.

A new MSc in Information Technology with specialisations in Enterprise Systems, Mobile Applications and Web Development was developed for delivery in 2018. The programme has been designed to allow for additional streams of specialisation. For example, courses are currently being developed for a specialisation in Blockchain technology.

The Department also continued its support of the BSc Software Engineering programme by successfully delivering Level II to students who were due to leave for China in September 2018.

Ongoing collaboration between Chronic Disease Research Centre (CDRC) and the CMP department allowed the Cave Hill team to reach stage two of the international *xprize* competition <http://xprize.org>. The Cave Hill team was the only team from the entire Caribbean and South America to reach that level. The team's entry was an artificial

intelligence system to predict behaviour in persons predisposed to diabetes.

In January 2018, the Department in collaboration with the company Input Output <http://iohk.io> conducted a Haskell Programming Training Workshop. Participants were drawn from Barbados, Trinidad, Argentina, Sweden, USA and Hong Kong.

In May 2018, the Department hosted three (3) academics and twenty (20) third-year Energy Engineering students from Exeter University. The group participated in visits to renewable energy sites throughout Barbados, and the students worked in groups as mock consultants for local energy sector stakeholders. The groups presented reports and made oral presentations on the Campus.

During the year, the staff from the CMP Department visited several companies to secure summer internships for students. A natural extension of this current ad-hoc process is the creation of an internship course with a dedicated website to bring all summer placements together, and to create a showcase of internships. The Department is working on such a website which will include photos, blogs and videos. It is expected that the website will be available in 2019.



Medical students on Campus

The Faculty of Medical Sciences

During the year, Firecracker, an adaptive learning platform and assessment software for medical students, was introduced on a trial basis by all sites of the Faculties of Medical Sciences. This software combines learning and memory science techniques, including spaced repetition, active recall and pretesting, and is intended to improve student learning and provide formative assessment. The Cardiovascular System, a year-2 MBBS course was chosen for trial at the Cave Hill and Mona Campuses. Course objectives and content were sent to Firecracker so that appropriate questions





Mr Zubin Deyal, Winner of the Inter-American Development Bank (IDB)/ Cave Hill Campus Department of Management Studies, Annual Internship Competition

customised to the Faculties' curriculum could be provided for students. Questions are tailored to individual students and varied, depending on how a particular student performs on a previous quiz. Students who have not done well on a particular topic may get more questions on that topic in future weeks, while students who have done well on that topic may get a different set of questions. Of the four sites, Cave Hill students had the highest participation rate for Firecracker.

The Faculty of Social Sciences

The Department of Economics

During the year, the Department of Economics revised and gained approval for the following courses approved: *ECON 1005-Introduction to Statistics*, *ECON 2001-Intermediate Microeconomics II*, *ECON 3016 - Public Finance I*, *ECON 3017- Public*

Finance II, *ECON 3037 – Operations Research I*, *ECON 3038 – Operations Research II* and *FINA 6050 – Treasury, Foreign Exchange and Trade*. The revisions were necessary for ensuring that the courses in the Department remained relevant to the challenges faced by Caribbean economies, and to new developments in the field of economics.

The Department also continued to maintain an active internship programme with several organisations as a means of enhancing the work readiness of its students. In partnership with the Inter-American Development Bank (IDB) the Department holds an annual internship competition, the winner of which receives a paid internship at Bank. Mr Zubin Deyal, a final year student in the BSc Economics and Finance Programme, was the winner of the 2017 competition. The Department also works with the Caribbean Regional Technical Assistance Centre (CARTAP) to place graduate students in internships in Central Banks and research centres throughout the Caribbean.

The Department of Government Sociology and Social Work

The Department of Government, Sociology and Social Work (GSSW) reported that during the academic year 2017/2018, the MSc Counselling Psychology, the newly adopted MSc Labour and Employment Relations, and the MSc Integration Studies continued to register successes. The course *INGR 6030 - CARICOM and the CSME*, which is a core course in the MSc Integration Studies programme, continued to be offered as a stand-alone course for students in several Social Science Taught Masters programmes. As part of the Department's programme of enriching the teaching and learning experience, experts from several CARICOM institutions were invited to deliver guest lectures.

The Department of Management Studies

During the Academic Year 2017/2018, the Department of Management Studies introduced the MSc in Business Analytics, with specialisations in Marketing and Finance. The programme was developed to

equip graduates with the tools and skills needed for the exploration of past and current business trends, in order to forecast future performance, and to offer organisations new opportunities for competitive advantage. Specifically, the programme is expected to develop students' skills in data mining, statistical and quantitative analysis, explanatory and predicative modeling, and fact-based management to drive decision making. The programme includes a capstone research project that allows students to apply the skills developed during the programme. The programme has proven to be attractive to members of the business community.

During the summer of 2017/2018, the Department hosted and taught a joint course/programme in Global Human Resource Management, with Indiana University. The first cohort included seventeen (17) students from Indiana University and four (4) from the Cave Hill Campus.

Institute for Gender and Development Studies: Nita Barrow Unit

During the year under review, the IGDS: NBU prepared for internal review of its curriculum which will take place in the 2018/2019 Academic Year. However, in response to a need to mentor student writers, Dr. Tonya Haynes developed the course "Writing Workshop for Researchers" for MPhil/PhD students across The University. The design and mounting of this course are envisioned as part of the larger curriculum strengthening to take place in the coming academic year. In addition, the Unit has been assessing the efficacy of offering the MSc in Gender Studies online, and streamlining the marketing of its programmes, short courses and products. In order to enhance its internationalisation agenda, the Unit has continued discussions with gender and women's studies departments in North America, Europe and Africa.

The Centre For Excellence in Teaching and Learning

Supporting SMART Teaching and Learning with Technology

In support of Cave Hill's Smart Campus initiative, and in recognition of Disability Awareness Month the Educational Technologist created a new page on the CETL website to host resources for students and faculty members who may experience challenges with a disability as they learn and/or teach.

During the review period, the CETL continued to distribute the teaching and learning resource the *Monday Morning Mentor* with moderated discussions on a revised forum entitled: *Conversations on SMART Teaching with Technology*. This forum has been created to engage faculty on issues significant to teaching, learning and professional development. In the weekly podcasts, faculty development experts and experienced faculty share their insights on innovative teaching and learning practices along with practical solutions to 21st century classroom challenges.

The *Monday Morning Mentor – Online Series* for which Cave Hill CETL has obtained that distribution license is available every Monday. Some of topics which were viewed and discussed by faculty during the reporting period include:

- How Do I Design Innovative Assignments to Foster Learning in the Online Classroom?
- How Can I Evaluate Online Teaching If I Haven't Taught Online?
- How Can I Use Peer Mentoring to Improve Online Teaching?
- How Can Course Design Help Prevent Online Cheating?
- How Do I Create the Ideal Learning Environment for Modern Learners?



- How Can I Create a Lively, Yet Functional, Online Classroom?
- How Do I Create the Ideal Learning Environment for Modern Learners?
- How Can I Use Controversial Issues to Build Cognitive Skills in My Students?
- How Can I Be an Effective Mentor?
- How Can I Revitalise My Classroom with Workforce Development Concepts?
- How Can I Make My Multiple Choice Tests More Effective?

The Educational Technologist, through the platform CORSIZIO, has established a CETL registration site which makes it easier for persons to select and register for workshops and seminars, and for CETL to keep track of those who are benefiting from its services.

In an effort to provide professional development opportunities for part-time faculty members who are unable to join formal sessions during the day, the Educational Technologist has commenced *SMART Teaching with Technology for Part -Time Faculty* as a customised version of the CUTL *Technology Course 3: Teaching and Learning with Technology*. This is delivered from 5:00 p.m. – 7:00 p.m. During the reporting period, twenty (20) persons attended the training, and thirty-seven (37) persons were enrolled in the online support sessions.

To further support the Smart Campus focus, the Faculty Development Facilitator (eLearning and Instructional Technology) conducted workshops on technology integration, and facilitated five (5) webinars for faculty, hosted by Innovative Educators, on blended learning, open educational resources and assessment. The workshops and webinars included: *Active Learning Through SMART Apps*; *Real-time Teaching with Blackboard Collaborative Ultra*; *Personalising Online Learning*; *Developing Multiple Choice Tests that Assess Higher Order Thinking Skills*;

Hybrid Instruction: How to Re-Design Your Course to Maximise Benefits; *Creating a Hybrid Course Blueprint*; and *Open Educational Resources: Supporting Student Success in the Classroom with Quality Free and Reusable Content*. The Facilitator also assisted with the instructional design and integration of technology for forty (40) courses.

Curriculum Renewal and Support: Quality Assurance and Quality Control

The CETL continued to add significant value to the Campus' rigorous Quality Assurance process. This included the provision of curriculum and instructional design support to course and programme developers, and the review of new and revised courses and programmes before submission to the Campus Quality Assurance Committee (AQAC) and the Campus Committee on Graduate Studies and Research. CETL support also included contribution to the development and revision of policies, protocols and standards that support quality assurance and quality control.

During the review period, the Faculty Development Facilitator (Curriculum & Instruction), (FDF, C&I) assisted faculty in the revision and/or development of two hundred and fifty-six (256) courses and fourteen (14) programmes. These included: Major in Chemistry, Major in Computer Science, Major in Information Technology, Major in Mathematics, Major in Meteorology, BSc in Electronics, BSc in Physics; as well as the new programmes: Minor in Chinese, Minor in Creative Writing, Major in Environmental Science, MSc Information Technology, MSc Nursing (Education and Administration), MSc Procurement Management, and the Postgraduate Diploma in Renewable Energy. One hundred and ninety-seven (197) courses and twelve (12) programmes were completed, while fifty-nine (59) courses and two (2) programmes are at various stages of the iterative review or development process up to July 2018. The Instructional Development Specialist also assisted the Centre for Professional Development and Lifelong Learning (CPDLL), and the Department of Management Studies with the review of its course



CETL's Teaching and Learning Week, June 2018 - Teaching Tech Savvy @ 70 facilitated by Dr. Kenneth Connell. L-R: Dr. Kenneth Connell, Lecturer, Faculty of Medical Sciences; Ms. Margaret Gill, Tutor, Foundation Language Programme, Faculty of Humanities and Education; Dr. Sylvia Henry, Instructional Development Specialist and Officer-in-Charge, CETL.

outlines for the recently introduced professional development short courses.

Contribution to Student Development: Seminars and Learning Support

The CETL continued to incorporate student representation into specially arranged fora associated with the Research Supervisor Development course, and the Postgraduate Certificate in University Teaching and Learning (PCUTL) programme. Student representatives from all Faculties and the Cave Hill Association for Students with Disabilities joined with faculty members on two occasions during this period to discuss topics such as:

- *Addressing Special Disabilities in the Classroom; Classroom Management,*
- *Teaching and Learning Strategies That Work and Those That Do Not; Research Supervision.*

In September 2017, the IDS conducted an orientation seminar for first-year medical students on the topic: *Surviving Medical School- Study and Learning Strategies and Reflective Learning*. Similarly, the FDF (eL&IT) conducted a seminar with new medical students on the topic: *Using Technology to Support Learning in the 21st Century*.

The FDF (eL&IT) assisted students within the LLM programme in interpreting reports from papers submitted through the Turnitin similarity checking tool. Generally, in an effort to develop the quality of research papers submitted by students, the FDF (eL&IT) has made available a Turnitin resource via the Moodle/My eLearning system.

The FDF (eL&IT) conducted a training workshop in using Padlet for reflective journaling which was attended by students who were part of The UWI-UNCW Summer School student exchange in the Department of Economics.



On May 7, 2018, the CETL assisted with the facilitation of a meeting for the students of the Software Engineering programme and their parents with the Campus Principal and other Campus officials in advance of the students' journey to Suzhou, China for their final two years of the programme.

Academic Advising

As Academic Advising continues to be infused within the structure of the Postgraduate Certificate in University Teaching and Learning programme, on May 4, 2018, the IDS and Mrs Sonia Mahon, the Deputy Dean, Faculty of Social Sciences conducted a sensitisation workshop for academic and administrative staff of the Faculty of Science and Technology. The main purpose of the workshop was to improve the quality of academic advising services to students.

Supporting for Graduate Research

The CETL in collaboration with the School for Graduate Studies and Research continued to offer the Research Supervisor Development Course. To date, four courses have been delivered with twenty-six (26) graduates receiving their certificates and another twenty-five (25) research supervisors progressing at various stages of the course. The Campus is appreciative of the voluntary sharing of expertise and knowledge given by the sixteen (16) faculty facilitators. Each course includes a special forum for the Cave Hill Association of Postgraduate Student (CHAPS), and graduate research students who are given the opportunity to discuss matters related to achievements, challenges, diversity issues, and pitfalls in their research supervision experience.

Graduate Research Supervision Course topics include:

- *Expectations of Graduate Supervision at Cave Hill;*
- *Responsible Conduct: Graduate Regulations on Plagiarism;*
- *The UWI Code of Ethics;*
- *Characteristics of an Effective Supervisor;*
- *Managing the Supervisor/Supervisee Relationship; Regulatory Frameworks – The UWI Regulations and Procedures;*
- *The Quality Management Process; Quality Assurance and Graduate Supervision;*
- *The Research Process: Proposal Writing, Thesis Development; Finding the Right Articles;*
- *Supporting Students: Achievements, Challenges, Diversity and Pitfalls;*
- *Faculty / Student Panel; and The Viva;*
- *Publishing Your Research.*

An online conversation forum allows participants to discuss topics and share experiences away from the face-to-face sessions.

The Campus Quality Assurance Office

During the year, The Campus Quality Assurance Office (CQAO) supported the Campus' ongoing pursuit of its key strategic and operational objectives by delivering stakeholder insight and experience design services. Specifically, the office coordinated the capture, analysis and application of the Campus' stakeholder inputs to inform the design of a range of programmes and services.

Stakeholder Insight

The CQAO supported academic and administrative units in developing a more in-depth understanding of the Campus' stakeholders (e.g. their students, staff, corporate partners or sponsors) and of stakeholders' evolving needs, preferences and satisfaction, by conducting primary research, including routine and ad hoc studies.

Generating insight into stakeholders' needs and preferences

At the request of the Faculty of Humanities & Education, the CQAO conducted market research to assess likely demand for two new proposed academic programmes – a Minor in Chinese and a Minor in Creative Writing. The CQAO designed and administered the *Majors & Minors Poll* in October 2017, to explore current students' views of the new offerings. Findings from the research allowed the Faculty to better understand the key influences on students' choice of a major (primarily based on intended career, interest in the subject and previous studies) versus a minor (primarily driven by interest in the subject, then career interest and its likelihood of complimenting one's major) and made recommendations for promoting each Minor, based on students' motivations and common concerns.

On behalf of the Office of Planning and Projects and the Faculty of Medical Sciences, in December 2017, the CQAO administered a *Survey of Nursing*

Professionals. This survey was designed to inform the further development of two new Master's programmes – the MSc in Nursing Administration and the MSc in Nursing Education. Nursing professionals provided insight into their educational and employment background and interests, which supported the launch of the two new Master's in 2018-2019.

The Campus' Commercial Purposes Committee, through the Office of Business and Internationalisation, commissioned research to guide its recommendations for the enhancement of the study/work/life experience on Campus. In March 2018, the CQAO designed and administered the Campus Services Survey to explore student and staff preferences for new and/or improved on-site dining and convenience services. The results suggested that there was strong current demand for snacks, drinks, cooked lunch and cooked breakfast options and significant interest in new offerings such as an outdoor food court, additional park tables/benches around Campus, and a café or coffee shop.

Having successfully installed a fit-for-purpose 24/7 study room for students in 2016, the Sidney Martin Library (SML) was keen to explore options for developing additional study spaces that were responsive to students' needs. On behalf of the SML, in April 2018, the CQAO developed and administered a *Study Room Survey* among two hundred and sixty-four (264) current users of the 24/7 Study Room. By capturing details of students' patterns of usage of the facility and its range of amenities, and by soliciting their suggestions on what should be included in the next study room (e.g. couches, single cubicles, vending machines) the survey will allow the SML to factor users' preferences into the design of future spaces for both group and individual study.

The SML also commissioned research among a second group of key users – faculty. The SML plans to launch a Scholarly Communication Programme to support lecturers in conducting research and publishing their work. In order to inform the





Students in the 24/7 Study Room in the Sidney Martin Library

development of this programme, the CQAO designed a two-part *Scholarly Communication Needs Assessment* involving focus groups (in March 2018) and a survey of academic staff (in May 2018). The findings allowed the SML to develop a better understanding of lecturers' attitudes and approaches to research and publication and will inform its decisions related to programme content, instructional materials and activities, and related library services.

Generating insight into stakeholders' experience and satisfaction

In addition to administering and reporting on *student evaluations* of academic and co-curricular courses in Semesters 1 and 2, the CQAO supported the Campus' commitment to evaluate the quality of its services and processes by administering two key customer experience assessment studies.

In August 2017, the CQAO administered its annual *New Student Survey* – an online questionnaire that allows first year undergraduate and graduate students to provide feedback on services and support provided during their matriculation period. The 2017 edition featured a revised questionnaire,

which had been re-structured to provide data that would allow Campus units to more easily map and improve students' journey through key administrative processes. In 2017/2018 the NSS found that a majority of students had a 'good' or 'very good' experience while completing seven out of nine key processes (from participating in orientation to visiting the Bookshop) and collected students' suggestions for service enhancement.

In October 2017, just ahead of Graduation Day, the CQAO developed and administered the *Graduate Survey 2017* – an online survey of the class of 2017. This questionnaire invited graduates to provide feedback on their overall educational experience at Cave Hill. The results revealed that sixty percent (60%) of respondents had a 'good' or 'very good' experience as students, seventy percent (70%) would recommend the Campus as a good place to study, and the most valued aspects of their university experience were: their academic learning experience (quality teaching by competent, knowledgeable, enthusiastic, inspiring faculty), opportunities for personal growth (encouragement and support in developing discipline, time management, communication skills etc.) and opportunities to

network with other students (including students from different countries and cultures). The survey also highlighted opportunities for Cave Hill to enhance support to students in managing factors that were most likely to affect their academic success or progress, including challenges related to managing workload and financing their studies.

The Campus' employee recognition programme, *PULSE Points* (Positioning the University to Lead through Service Excellence) yielded additional insight into the service experience of students, staff and visitors to the Cave Hill Campus. Following the internal launch in June 2017, the CQAO coordinated the programme's official launch to the broader Campus community and general public on November 1, 2017. This coincided with the launch of the *PULSE Points* website at www.cavehill.uwi.edu/PULSE. The website features details on *PULSE Points* awardees, providing both insight and inspiration to staff on how they can impress customers by demonstrating exceptional attentiveness, efficiency and courtesy – the Campus' service values. *PULSE Points* reports at Campus and unit level are also posted and provide additional information on the 138 *PULSE Points*, which had been awarded by the end of 2017-18.

Stakeholder Experience Design

In addition to providing research-based recommendations for improvement or action, the CQAO also assisted Campus units in incorporating research insights into their decision-making by facilitating training or working sessions on re-designing services and processes to enhance the user/ customer experience.

The Campus Quality Assurance Coordinator facilitated two sessions for lecturers completing the Certificate in University Teaching and Learning in May 2018. Apart from outlining the elements of the Campus' processes for course and programme design and delivery, these sessions on *Quality at The UWI* provided practical guidance on how individual lecturers could use data from course evaluation reports, failure rate reports and quality assurance



Professor V. Eudine Barriteau presenting prize to Mrs Shavonne Demendonca, one of the First Pulse Point Winners

review reports to inform their strategies for supporting student achievement and enhancing the learning experience.

Between February and April 2018 the QAC facilitated *Student Journey Mapping* sessions for supervisors and staff of departments who were keen to use feedback from the 2017/2018 New Student Survey to assess their services and plan enhancements. These sessions built upon the introductory customer journey mapping sessions conducted in 2016/2017 and encouraged participants from Admissions, Student Services, Accommodation, the Faculty of Science & Technology and Campus IT Services to consider new students' reported progress through each phase of their service or process in order to confirm which stages were satisfactory, and which required adjustments to improve efficiency or responsiveness.

In May 2018, the QAC also delivered a speaker presentation at the 2018 Forum of the Association for Institutional Research, which reviewed the Campus' use of *Student Journey Mapping* as a mechanism for gathering more pertinent student feedback, facilitating wider dissemination of survey results and encouraging both discussion of and action towards service improvement.





Regional Disaster Relief: Dominica Food Drive

Office of Student Services

Hurricane Relief

During the year, the Cave Hill Campus community made highly commendable effort to ensure that the immediate needs and concerns of students affected by natural disaster were addressed and that the potential negative psychological and psychosocial effects were mitigated. The Office of Student Services coordinated two debriefing sessions on September 15 and 22, 2017 to discuss the events that had occurred and the attending impact, and to ascertain the types of support the Campus could mobilise to assist the members of the various communities. Ms Andrea Cumberbatch and seven (7) OSS Volunteers sorted and packed numerous donations of seven (7) barrels were sent to the Open Campus while another eight (8) barrels, and cases water were distributed among three (3) communities in Dominica. The Barbados Coast Guard provided the transportation of the supplies.

Students with Academic Concerns

On October 2, 2017 the OSS launched an Academic Study Skills Service in response to the concerns

over students' academic under-performance. It was felt that students could benefit from such a service, during which they could discuss areas of concern and obtain the skills to allow them to improve upon and sustain academic success.

Psychological Support Services

During the year, Dr Gibson joined the Department on a part-time basis to provide relief for the full-time Counsellor who was away on extended sick leave. This turned into a sustained complimentary service which enabled students to access counselling outside of the normal working hours. The service has been highly commended, with heavy requests for the available allocated slots.

Co-curricular and Extra Curricular Engagements

In an effort to promote student engagement, the OSS continued to work to improve the administrative infrastructure that supports student activities. Attempts continue to be made to institutionalise the co-curricular transcript so that students

would have a record of the activities in which they engage in support of their holistic development. A classification system has been developed and the OSS is collaborating with Student Records to determine how Banner can accommodate the *Co-Curricular Transcript*. The Guild of Students is supportive of the initiative which allows students to get recognition for their extracurricular and co-curricular activities. The executive members of the Guild are also collaborating with the OSS to determine the ways in which the Guild could be included in the verification process.

The Campus App

The Campus App was officially launched on August 21, 2018 at the New Student Orientation. Prior to this, extensive work was done in collaboration with: the Academy of Sport who sponsored the initial cost of acquiring the App, the Smart Campus Coordinator and the Marketing Manager (Acting). Meetings were also held with several stakeholders to introduce the App, and to indicate ways that the App might support their work with students, and to gain their feedback for further use. The Student feedback has indicated that the app has proven to be very beneficial.

Students Volunteer Programme

The OSS now has a fully operational and dedicated service for persons who wish to build their professional repertoire through volunteerism. Students are able to select from a range of activities that are listed on a dedicated webpage. The Programme offers an avenue for students to contribute meaningfully to the society in which they are live, and more importantly instill a sense of responsibility for problem solving around common concerns.

The First Year Experience (FYE) programme has adopted two leadership projects which require all first year students in the programme, to conduct an awareness campaign and also undertake an outreach project in collaboration with NGOs that target vulnerable populations. The FYE Programme



Poster Promoting Campus App.

continues to be funded by the RBC Race for the Kids, and the funding is distributed on the basis of the alignment of the mutual intent to foster youth development.

Student-Centred Processes

During the Academic Year 2007/2018, the Department focused on enhancing the referral process so that an effective Campus-wide student support system could proactively address student concerns. As a result, the *Student in Distress Handbook* was extensively revised and published. The handbook provides step-by-step guidelines for managing various student concerns. This publication of these procedures should help internal and external stakeholders better identify the services available to students, as well the means of accessing these services. Attempts have been made to revisit the *Mental Health Policy* and to ensure that there is a clause that facilitates involuntary leave of absence in support of student mental health difficulties.

The OSS has also developed a dedicated webpage that provides information on the services available for persons with disabilities and which outlines the process for seeking accommodations. The website has been continuously updated to reflect the



feedback of persons with disabilities. One notable improvement is that the webpage is now accessible to visually-challenged persons through the JAWS software.

A committee comprising a wide cross section of stakeholders, including representatives from UWICAPD, agreed on the process to ensure early referral for accommodations for examinations. The process has ensured that accommodations are timely and students are aware of the examinations locations in advance of the examinations.

INTERNSHIPS

The OSS's targeted outreach to local organisations has yielded some faculty-specific successes. As a result of internship or recruitment outreach, companies recruiting on-Campus, included first time partners such as Lynch Brokers and PriMed Medical Products, Lashley Financial, Fujitsu and Caribbean LED Lighting. Efforts to continue to grow the database of internship offers is ongoing. As shown in Table 8: Undergraduate Internships eighty-one (81) undergraduate students were provided with internship opportunities during the year.

Table 8: Undergraduate Internships 2017/2018

COMPANY	NUMBER OF INTERNSHIPS OFFERED
Ansa McAl Ltd.	-
Flow	-
Accounting	
Deloitte	3
Ernst & Young	8
KPMG	3
Brookfield International Bank Inc..	3
Simpson Motors	2
Administrative, Marketing, Business	
Grantley Adams International Airport Inc. (GAIA)	4
Republic Bank	6
Caribbean Examination Council	5
Gildan Active Wear	24
Science	
Future Centre Trust	4
Computer Science	
PriMED Medical Products	1
Goddard Enterprises Limited	2
Hyuna International Ltd.	4
Economics	
Central Bank of Barbados	9
Barbados Chamber of Commerce & Industries	3
Total Internships/Hirers	81



Cave Hill Campus' Summer 2018 Interns – Hyuna International Ltd.

Postgraduate Internships

The Caribbean Internship Project is funded by The UWI's three resident campuses. The internships foster the development of skills in the discipline of Social Work, and provides support to parents and children in communities where these services are limited or unavailable and therefore serve to strengthen regional social agencies. Two UWI Cave Hill BSc Social Work graduates, Ms Annalicia Skeete and Ms Sueann Mc Lennan, were selected to participate in the 2018 Summer Caribbean Internship Project. Ms Skeete interned in the Division of Family Services, Ministry of Social Transformation and Human Resource Development, Antigua, while Ms McLennan served in the Department of Early Childhood Development, Ministry of Education and Human Resource Development, Dominica.

Acquisition of New Shuttles

The Office of Student Services was pleased to report that during the Academic Year 2017/2018, two (2) new shuttle buses were added to the Shuttle Service fleet, while two older buses were retired. The OSS recorded a high ridership of 101,840 students in Semester II 2017-2018. This demonstrates the heavy use of the shuttles and the need to constantly upgrade the fleet.

The Shuttle Spot App

The Shuttle Spot Application was launched on April 5, 2018. This application provides Cave Hill Campus shuttle users with a simple web application interface powered by Google maps. The app outlines the existing routes of the shuttle and the shuttle's location on that route. This communication tool allows students to make decisions about accessing the service.



CELEBRATING STUDENT ACHIEVEMENTS



Recipients of the Award for Scholarly Excellence with Pro Vice-Chancellor and Principal, Professor Eudine Barriteau; Deputy Principal, Professor Clive Landis; and Dr Justine Robinson, Dean of the Faculty of Social Sciences

Recognising Scholarly Achievement

October, 2018, the Campus held its third annual “*Celebration of Scholarly Excellence*”. This ceremony, the brainchild of Principal and Pro Vice-Chancellor Professor Eudine Barriteau, recognises the achievements of undergraduate students who gained first class honours and postgraduate students who achieved masters or doctoral degrees with distinction or high commendation, respectively. As shown in **Table 9** over the past three years, four hundred and ninety (490) students have been recognised during these ceremonies which are sponsored by private sector companies.

Table 9: Number of Students Recognised for Academic Excellence by Faculty, 2016-2018

Faculty	Undergraduates with First Class Degrees	Masters' Distinctions	Doctoral High Commendations	TOTAL
Humanities & Education	49	20	4	73
Law	34	6		40
Medical Sciences	1	7		8
Science and Technology	62	14		76
Social Sciences	177	115		292
Gender and Development Studies		1		1
TOTAL	323	163	4	490

Source: The UWI Cave Hill Campus, Office of the Principal.

Student Awards CEREMONY 2018



L-R: Ms Novaline Brewster, Public Affairs Officer, presents the Central Bank of Barbados Scholarship to Ms Jade Kirton.



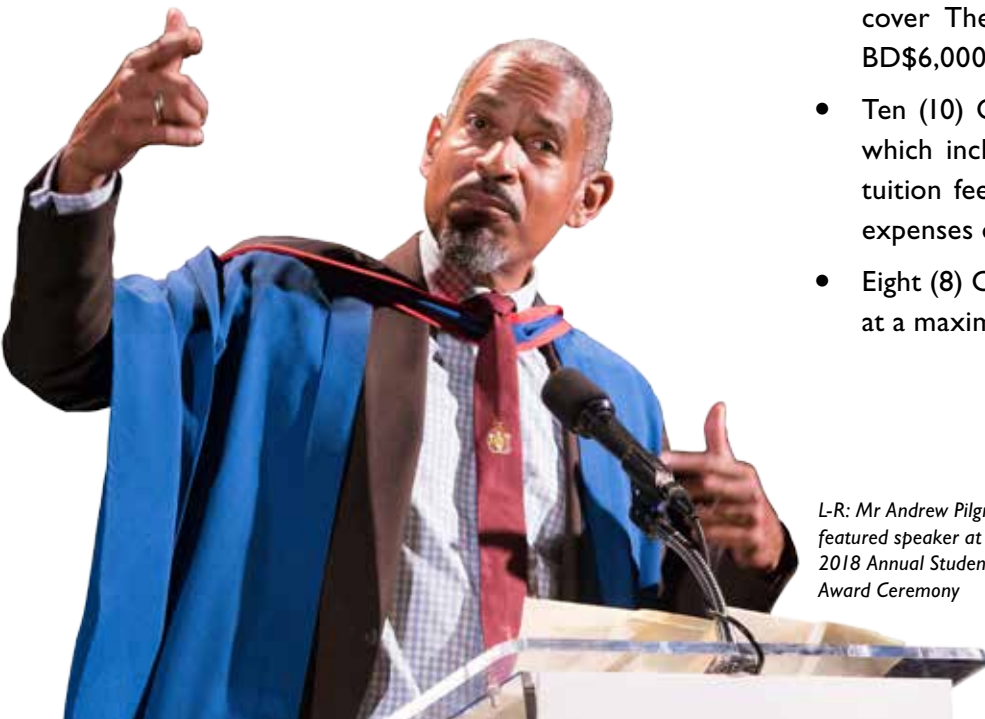
L-R: Mr Jeremy Nurse, Director Regional Strategy and Business Development presents the Massy Barbados Scholarship to Mr Dominic Wilson.

STUDENT AWARDS

Eighty-three (83) students received scholarships, bursaries and prizes during the sixteenth Annual Student Awards Ceremony which was held April 3, 2018, under the theme *Celebrating Success, Resilience and Excellence*. Mr Christian Attong, President of the Guild of Students, welcomed participants and the feature address was delivered by Mr Andrew Pilgrim, Q.C. Citations were read by Ms Annika Bellot and Mr Zachary Phillips. CIBC First Caribbean International Bank continues to be one of the Campus' most generator benefactors, providing fifteen (15) undergraduate scholarships valued at BD\$5,000 each. The RBC Royal Bank provided five (5) one-year scholarships valued at BD\$3,000 each. Gildan Active Wear offered a new two-year scholarship, valued at BDS\$7,000 to a national of Barbados, registered at the Cave Hill Campus and reading for a degree in Mathematics, Accounting, Finance or a related field.

The Cave Hill Campus also provided the following awards:

- Thirty-nine (39) Arthur Lewis Awards. These three-year scholarships are valued at The UWI's economic cost plus tuition and are open to nationals from the OECS to read for a degree in any discipline except Medicine and Law;
- Four (4) Arthur Lewis Awards for Indigenous People. The awards are for three years, and cover The UWI's economic cost, tuition and BD\$6,000 for maintenance and incidentals.
- Ten (10) Cave Hill Campus Sport Scholarships which includes economic costs, amenities and tuition fees, as well as maintenance, incidental expenses of BD\$6,000.00.
- Eight (8) Cave Hill Campus Sport Grants valued at a maximum of BD\$3,000 each.



L-R: Mr Andrew Pilgrim, featured speaker at the 2018 Annual Student Award Ceremony





L-R: Dr Justin Robinson, Dean of the Faculty of Social Sciences, presents the Vision and Fortitude Scholarship to Mr Dwaine Clarke.



L-R: Ms Sophia Payne, Personal Assistant to Mr Cheltenham, presents the Richard Cheltenham Scholarship to Ms Tanesha Leslie.



L-R: Mrs Debra King, Director Corporate Communications presents the CIBC First Caribbean International Bank Scholarship to Ms Aisha Lewis



L-R: Miss Keisia Mayers, Manager Human Capital, presents the PriceWaterHouseCoopers Scholarship to Ms Tiffany Reid.



L-R: Dr Justin Robinson, Dean of the Faculty of Social Sciences, presents the Gildan Active Wear Scholarship to Ms Issabi Cobham.



L-R: Dr Leroy McClean, President of the UWI Alumni Association (Barbados) Chapter, presents The UWI Alumni Circle Scholarship to Ms Tamaira Rowe.



L-R: Ms Kieva Cadogan, Chairperson, Scholarship and Grants Committee, presents the Ralph Boyce Scholarship to Ms Trenelle Gill.

At the postgraduate level The UWI awarded:

- Three UWI General Scholarships for two (2) years, each valued at BD\$22,000, per year;
- The UWI General Scholarships which are: the Rex Nettleford Scholarship, The UWI General Scholarships, and the Elsa Goveia Scholarship. Each of these are awarded for two (2) years, and are valued at BD\$22,000, per year.



EBCCI students Ms Courtney Walker and Mr Christian Gibson, in a performance at the Sussex Festival of the Performing Arts.

THE FACULTY OF HUMANITIES AND EDUCATION

During the review period, the Department of Language, Linguistics and Literatures continued to facilitate intercultural engagement through immersion for language learning. As a consequence, during the summer four (4) graduate students took up positions as English-Language Teaching Assistants in Colombia for nine months. Three (3) students went to France for the same period, and five (5) students who are currently registered at the Campus participated in the Spanish Immersion programme at the Universidad Internacional Menéndez Pelayo in Santander, Spain.

The Errol Barrow Centre for Creative Imagination (EBCCI)

Sussex Festival of the Performing Arts

In April 2018, Ms Courtney Walker, Mr Christian-Paul Gibson and Mr Saleem Small, student of the EBCCI's dance programme participated in the 2018

Sussex Festival of the Performing Arts. The trio was accompanied by EBCCI's Lecturer in Dance, Ms Neri Torres. Students in the Centre's dance programme were specially invited by the Chair of the Sussex Festival of the Performing Arts to participate in the Festival, which was held at the Hawth Theatre, Crawley, England.

The touring party performed: "*Your Substance*" choreographed and performed by Mr Gibson, "*Unhinged*," choreographed and performed by Mr Small, "*I.C.U*", choreographed by Ms Tara-Jane Herbert and performed by Ms Courtney Walker and Mr Christian Gibson, and "*Oggun, the Blacksmith*", choreographed by Ms Neri Torres and performed by Mr Saleem Small.

The Festival featured the work of many well-known dance companies and choreographers from the United Kingdom and around the world.





2nd Caribbean-China International Law Moot Court Competition L-R: K-Wani Roberts, Jeriah Rock, Tassah O Kieffe, Westmin James and Andeisa Weste

THE FACULTY OF LAW

The Faculty of Law participated in three International Competitions in academic year 2017-2018: the Caribbean Court of Justice International Moot Court Competition, Trinidad; the Caribbean-China International Law Moot Court Competition, Beijing, China; and the Inter-American Court of Human Rights Moot Court Competition,

Second Annual Caribbean-China International Law Moot Court Competition, Beijing, China

The second Inaugural Caribbean-China International Law Moot Court Competition took place at the Chinese University for Political Science and Law (CUPL) Campus in Beijing,

The Cave Hill teams were composed of Mr Jeriah Rock and Ms Tassah O'Keiffe, and Mr K-Wani Roberts and Ms Andeisa Weste, both of whom were Level II students at the time of competing.

This year's mooters debated a hypothetical situation involving decolonization and title to territory. The Team of Jeriah Rock and Tassah O'keiffe won the Moot and received the prize for the Best Memorial for the Applicant, while O'keiffe earned Best Advocate for the Applicant. Weste and Roberts placed third, with Roberts also taking Best Advocate for the Respondent. Both Teams were coached by Mr Westmin James.

Inter-American Court of Human Rights Moot Court Competition, Washington DC, May 20-25, 2017

The Inter-American competition is trilingual (English, Portuguese, and Spanish) and is organised by the American University Washington College of Law, in Washington DC. Participants are drawn from universities throughout the Americas and beyond. The competition is based on a cutting-edge topic currently debated within the Inter-

American system. This year's topic was the rights of indigenous girls and women in international human rights law. Team Cave Hill, which comprised Mr Kai Bridgewater and Ms Rebecca Rafeek, were the only English-speaking team to place in the semi-finals out of one hundred (100) teams from all around the world. Team Cave Hill was awarded the Prize for the 2nd Best Memorial for the Victims in English. Mr Kai Bridgewater was named the Best Oralist in English and Ms Rebecca Rafeek was named 2nd Best Oralist in English. The team was coached by Mr Westmin James. Since Mr James assumed the role of coach, Team Cave Hill has placed in the top three teams in this Competition every year.

Cave Hill Participates in Harvard National Model United Nations (HNMUN) Competition.

Joshua Hinds, Malika Pino, Sonju Patterson, Justin Mayers-Tull, Rhyesa Joseph and Tequain Vieira participated in the 2018 edition of the Harvard National Model United Nations (HNMUN) competition in Boston, USA. The event was staged from 15-18 February, and was the first time Cave Hill students were part of an overall UWI delegation, though some students had participated individually in the past. There were a total of twenty (20) delegates, from all three of the landed campuses. An estimated two thousand, seven hundred (2,700) students from sixty-nine (69) different countries participated in the event.

The Faculty of Law Dean's List Awards

The Dean's list ceremony was held on November 24, 2017, to honour forty-six (46) students who achieved a semester GPA of 3.60 or above based upon a minimum of five courses (Full Time Students) or three courses (Part Time Students). A second Dean's List Ceremony was held on April 6, 2018, at which the achievements of fifty-five (55) students were recognised. The Faculty was very pleased to be able to honour Law students with the two ceremonies, and to present them with formal certificates marking their accomplishments. Friends and



Inter-American Moot L-R Professor Diego Rodríguez-Pinzón, Kai Bridgewater and Rebecca Rafeek and Professor Claudia Martin

family attended and there were performances in song and poetry by fellow students.

The Faculty of Law - Student's Trust Fund

On April 4, 2018, the Faculty provided three bursaries in the amount of BD\$3,000 to each student. Generous contributions by academic staff members also allowed the Faculty to grant an additional two bursaries, both in the amount of BD\$1,000. These bursaries assist students who are experiencing serious financial hardship and who otherwise might be unable to complete their studies.

FACULTY OF SCIENCE AND TECHNOLOGY

During the year, Ms Darlene Field, PhD student in the Faculty of Science and Technology continued to analyse the effects of weather and dust on photovoltaic (PV) performance in Barbados. Ms Fields had set up four (4) modules (PV panels) and compiled data from 2015-2016 on matters such as planar radiance, ambient temperature and the concentration of dust in the atmosphere.

Mr Nikolai Holder, PhD student in the Department of Biological and Chemical Sciences, continued research on the use of grass clippings from around the Campus to generate biofuel. Biofuel has been used to power six (6) research labs, the biology prep





Mr Nikolai Holder, PhD student in the Department of Biological and Chemical Sciences, working on his research into the use of grass clippings to generate biofuel

room and a teaching lab in the Faculty of Science and Technology. Mr Holder is actively considering expanding this use of energy to other laboratories, canteens and kiosks across the Campus.

In June 2018 Postgraduate student, Mr Orville Roachford, from the Department of Biological and Chemical Sciences was awarded the CSM (Canadian Society of Microbiologists) Student/Postdoctoral Travel Award.

FACULTY OF SOCIAL SCIENCES

In 2017, PhD candidate Ms Renée Thompson conducted research into the governance of State-Owned Enterprises (SOEs) in Barbados. Ms Thompson's investigations revealed that there are significant concerns with political interference, independence of boards, accountability and transparency. Additionally, unclear accounting and auditing guidelines, lengthy board meetings which resulted in excessive delays in decision making and lack of training in financial and corporate governance matters were also identified as significant

weaknesses. Ms Thompson is being supervised by Dr Philmore Alleyne, Senior Lecturer in Accounting, and Dr Wayne Charles-Soverall, Senior Lecturer in Public Sector Management.

THE FACULTY OF SPORT

Academy of Sport

During the academic year 2017/2018 the Cave Hill Blackbirds continued to shine at a number of sporting disciplines.

Chess

In April 2018, UWI Cave Hill student, Mr Orlando Husbands, captured the first prize at the CARIFTA under 20 Absolute Division Chess Championships. Husbands, the highest rated player in the 27-man field, finished with six-and-a-half out of a maximum seven points and won the title for the third straight year.

Cricket

In Cricket the Sagcor UWI Blackbirds Cricket team won the three-day competition in the Barbados Cricket Association's (BCA) Elite Division and the Elite T20 competitions. The Blackbirds also won The UWI/ BCA Inter Parish Cricket Tournament and the Division 2 team placed second in their first season of competition.

During the year, The UWI Blackbirds Sports Club made the following valuable contributions to national and regional cricket teams: Mr Nicholas Kirton, who is a scholarship recipient, was selected to play for the Canada National Team in that country's World Cup Qualifiers; and UWI Blackbirds Elite Cricketer, Kavem Hodge who represented the Windward Islands was voted the Most Valuable Player (MVP) in the final of the Regional Super 50 competition. Mr Hodge's stellar performance throughout the season resulted in his selection to the one-day Windies A team against the England Lions.

The Cave Hill Sports Academy is also proud to report that seven members of the winning Barbados female cricket national team are members of the Cave Hill Blackbirds team. The ladies competed for Barbados in the 2018 Regional Super 50 female competition.

The Cave Hill Campus also congratulated Mr Floyd Reifer on his assignment as Head Coach of the West Indies A Team against the England Lions. Mr Reifer and his team defeated England 3-0 in the test series and 2-1 in the one-day series.

Football

The UWI Blackbirds premier league team placed 6th in the Barbados Football Association (BFA) league competition and exited at the quarter final stage of the knockout competition.

Hockey

Three UWI Blackbirds Hockey teams claimed a 3rd title in the mixed category, while the men's team made another appearance in the finals. The women's



Mr Orlando Husbands – winner of the CARIFTA Under 20 Absolute Division Chess Championships

team qualified for the semifinals, but were unable to reach the finals.

Netball

Five members of The UWI Blackbirds netball team were selected to represent Barbados at the Commonwealth Games held in Australia in April 2018.

Volleyball

The UWI Blackbirds female volleyball team won the 2017 Knockout title in only their first year since being promoted to the top level division. Aply led by captain Dania Hamilton, the team performed extremely well to take the title from defending Champions, Warrens Sports Club.



70 for Our 70th

Seventy of the most illustrious alumni, were recognised on October 18, 2018, by the Cave Hill Campus as part of The UWI's 70th University Celebrations.



1960s

Professor Emeritus
Sir Frank Alleyne
Dr. Jeffrey Dellimore
Dr. Lilith Haynes
Mr. Andrew Lewis
Sir LeRoy Trotman

1970s

The Honourable Vance Amory
Dr The Honourable Kenny Anthony
The Right Honourable Owen Arthur
The Right Honourable Dean Barrow
Mrs Edith Bellot-Allen (Deceased)
Mr. Alwin Bully

The Honourable
Mr. Justice Andrew Burgess
Mr. Patterson Cheltenham
Dr. Kortright Davis
The Right Honourable
Dr. Denzil Douglas
Dr. Cleopatra Dombia-Henry
Professor Emeritus Andrew Downes
The Honourable Sir Marston Gibson
Rev Dr. John Holder
Mr. Rawle Hollingsworth (Deceased)
Professor Emeritus Michael Howard
Professor Linden Lewis
Dr. Adrian Lorde
Dame Pearlette Louisy
Mrs. Ophelia Marie

Her Excellency Dame Sandra Mason
The Honourable Madam
Justice Zaila McCalla
Dr The Right Honourable
Keith Mitchell
The Honourable Dame
Dr Janice Pereira
The Honourable Madam Justice
Maureen Rajnauth-Lee
Sir Hugh Rawlins
The Honourable Mr. Justice
Adrian Saunders
The Honourable Mr. Justice
Sir Manuel Sosa
The Right Honourable Freundel Stuart
The Honourable Tillman Thomas
Dr. Marion Williams



“As much as we have a job to ensure that access is made readily available throughout the region, at the same time, the University has a job to identify brilliance, to nurse it and always, at all times, to ensure that brilliance is recognised, maintained and guaranteed.”

**Dr Kenny Anthony, former Prime Minister of St Lucia,
in delivering the response on behalf of the alumni.**



1980s

*The Honourable
Mr. Justice Winston Anderson
Professor Rose-Marie Belle Antoine
Professor V. Eudine Barriteau
Professor Curwen Best
Professor Ian Boxill
Her Excellency Alix Boyd Knights
Dr. David Browne
His Excellency Mr. Anthony Carmona
Ms. Roberta Clarke
Professor Roland Craigwell (Deceased)
Mr. Oriel Doyle
Dr The Honourable Timothy Harris
Mr. Cleviston Haynes*

*His Excellency
Dr. Didacus Jules
Mrs. Faith Marshall-Harris
Professor Velma Newton
Professor Leonard O'Garro
Professor Hazel Oxenford
The Honourable Kamla
Persad-Bissessar
Dr. Wendell Samuel
Her Honour Deborah Thomas-Felix
The Honourable David Thompson
(Deceased)
Her Excellency
Paula-Mae Weekes
Professor Emeritus Pedro Welch*

1990s

*The Honourable Mr. Justice
Wynante Adrien-Roberts
Mr. Timothy Antoine
Dr. Glenford Howe
Ms. Kerryann Ifill
Senator Toni Moore
Her Excellency Dr. June Soomer
Professor Emeritus Alvin Thompson
The Honourable Mr. Justice
Eddy Ventose*

2000s

*Mrs. Margaret Ashby (Deceased)
Dr. Dodridge Miller*

RESEARCH AND PUBLICATIONS

During the academic year under review, the Cave Hill Campus provided a total of BD\$481,925 to fund the research of postgraduate students and staff. As recorded in Table 10: Summary of Postgraduate Student' Research Awards Fund 2017/2018, postgraduate students received BD\$303,172.33 or approximately sixty-seven percent (67%). Table 11: Summary of Cave Hill Campus Research & Publication Awards 2017/2018, shows that faculty received BD\$178,573.00 or thirty-seven percent (37%) of the total sum. The largest portion of the funds awarded went to the Faculty of Science and Technology to support the research of nineteen (19) students and four (4) faculty.

Table 10: Postgraduate Students' Research Awards Fund 2017/2018

FACULTY/UNIT	NO of AWARDS	RESEARCH BD\$	CONFERENCES BD\$	RESEARCH BD\$
CERMES	–	–	–	–
Humanities & Education	6	\$23,284.10	\$23,284.10	–
IGDS: NBU	–	–	–	–
Law	–	–	–	–
Medical Sciences	5	\$48,483.79	\$37,707.39	\$10,776.40
SALISES	–	–	–	–
Science & Technology	19	\$188,992.27	\$56,118.50	\$132,873.77
Social Sciences	9	\$41,037.42	\$36,157.42	\$4,880.00
Miscellaneous	1	\$1,374.75	\$1,374.75	–
TOTAL	40	\$303,172.33	\$154,642.16	\$148,530.17

Table 11: Summary of Cave Hill Campus Research & Publication Awards 2017/18

FACULTY/UNIT	NO of AWARDS	RESEARCH BD\$	CONFERENCES BD\$	RESEARCH BD\$
CERMES	1	\$40,930.00	–	\$40,930.00
Humanities & Education	6	\$39,000.00	\$6,000.00	\$33,000.00
IGDS: NBU	1	\$8,000.00	–	\$8,000.00
Law	–	–	–	–
Medical Sciences	1	\$2,000.00	–	\$2,000.00
SALISES	–	–	–	–
Science & Technology	4	\$59,460.00	–	\$59,460.00
Social Sciences	4	\$29,183.00	\$1,543.00	\$27,640.00
TOTAL	17	\$178,573.00	\$7,543.00	\$171,030.00

In addition to the funding for research provided by the University, faculty obtained funding from research through grants and contracts. Some of these are recorded in the section below.

Pediatric ECHORN Cohort Study: Intergenerational Factors that Contribute to Cardiovascular Risk in the Eastern Caribbean

GA-CDRC Investigators: Ian R Hambleton and Christina Howitt with other UWI Investigators: Peter Adams (Barbados PI), Faculty of Medical Sciences, Cave Hill Campus and Rohan Maharaj, St Augustine Campus.

Obtained US\$794,567 for all sites for year 1, from the National Institutes of Health for this five-year project which began in 2018.

The Project aims to

- 1:** Establish an intergenerational longitudinal cohort study of parents/grandparents) and their children age 5-17 years focused on factors that contribute to elevated cardiovascular risk (sleep deficiency, obesity, hypertension, hyperlipidemia and diabetes). with measures aligning to US cohorts, child participants will undergo a brief physical exam and blood tests.
- 2:** Examine the association of sleep duration and sleep quality with lipid metabolism by comparing sleep lipid profiles of parent-child triads with atherogenic lipid levels and protective lipid levels.
- 3:** Explore the influence of social determinants of health on pediatric cardiovascular risk (obesity, hypertension, sleep deficiency, hyperlipidemia).

Improving Household Nutrition Security and Public Health in The CARICOM (FaN)

GA-CDRC Investigators: T. Alafia Samuels (Principal Investigator), Ian R. Hambleton and Christina Howitt and *UWI Investigators:* Madhuvanti Murphy, Faculty of Medical Sciences, Cave Hill Campus; Leith Dunn, IGDS, Mona Campus; Althea LaFoucade, HEU, St Augustine.

Obtained CAD\$4,000,000 over 4 years from the Canadian International Development Research Centre.

Start Date: January, 2018 *End Date:* January, 2022.

The FaN project will leverage findings from the prior Farm to Fork project, creating pathways for agriculture and schools to improve school feeding and the diets of children, as well as being a follow up to the Port of Spain evaluation project, implementing policies and programmes to confront the rising tide on NCDs in the Caribbean. The project will also engage with stakeholders to understand how local food systems currently determine dietary patterns in our populations; and develop, implement and assess an integrated, adaptable and gender sensitive package of interventions addressing identified leverage points within the local food systems, in order to increase healthy eating and sustainable rural livelihoods. Some of these interventions include revision of the CXC curriculum to include upstream determinants of NCDs and enhanced capacity to monitor salt, sugar and fat in packaged foods. The lessons learned from these countries will be used to propose a wider CARICOM intervention, which can be adapted, adopted and implemented.

Implementation of a Very Low Calorie Diet to Reverse Type 2 Diabetes in A Community Setting Utilizing Churches as Hubs (BDRS2)

GA-CDRC Investigators: Kim Quimby (Principal Investigator) T. Alafia Samuels, Ian R. Hambleton and Natasha Sobers and other *UWI Investigators:* Natalie Greaves, Madhuvanti Murphy and Colette George, Faculty of Medical Sciences, Cave Hill Campus.

Obtained: BD\$143,982 from Massy Foundation (Barbados) Inc.

Start Date: June, 2018 *End Date:* July, 2019.

The aim of this project, which builds on the work of BDRS1, is to investigate if sustained weight loss due to caloric restriction can be achieved in a community setting, using churches as hubs; and if this weight loss leads to the re-establishment of normal metabolism (using the normalisation of blood sugar levels while off glucose lowering medication as a proxy) in a person with prediabetes or T2DM.

Developing Theory and Methods for Evaluating the Impact of Community Food Initiatives On NCD Risk, Social and Economic Wellbeing and The Environment. Short Name: Community Food and Health (Cfah)

GA-CDRC Investigators: T. Alafia Samuels, Ian R. Hambleton, Catherine Brown with other *UWI Investigator:* Neela Badrie (Dep't of Food Production, St Augustine).

Obtained: GB£427,192 over 2 years, with approximately GB£144,588 coming directly to the GA-CDRC from the Medical Research Council, UK.

Start Date: March, 2017 *End Date:* February, 2019.

The aim of the project is to develop a theoretical framework and methods for evaluating the impact of community-based food initiatives (CFPIs) on risk factors for non-communicable diseases (NCDs), social and economic wellbeing and the environment, in order to support the development of a multidisciplinary research programme in Africa, the Caribbean and the Pacific. The Drivers of Childhood obesity project (DChOP) project was designed by researchers from The University of the West Indies in collaboration with the Ministry of Health and the Heart and Stroke Foundation of Barbados.

Establishing a Global Diet and Activity Research Network (GDAR) via an NIHR Global Health Research Group on Diet and Activity

GA-CDRC Investigators: T. Alafia Samuels, Ian R. Hambleton with *UWI Investigator:* Marshall Tulloch-Reid, CAIHR.

Obtained: GB£1,999,804 for the entire grant with approximately GB£135,834 coming to The UWI from the UK National Institute for Health Research through the University of Cambridge.

Start Date: March, 2018 *End Date:* May 2020.

The goal of the Global Diet and Activity Research (GDAR) Group and Network is to help prevent non-communicable diseases (NCDs), such as type 2 diabetes, heart disease, and cancers, in low and middle income countries (LMICs). Network countries initially involved in collaboration: Caribbean (Jamaica, Barbados), Kenya, South Africa, Cameroon.



CERMES partner organisations

During the Academic Year, CERMES was awarded:

- US\$80,000 by the Food and Agricultural Organization for a project proposal titled “Policy Engagement in the Caribbean” which aims to develop a strategic alliance to support FAO in processes of policy engagement to generate large-scale impacts in Barbados and Grenada.
- US\$100,000 by the Food and Agriculture Organization for a project proposal in collaboration with CANARI titled “Scaling Up Initiatives in the Caribbean” which aims to develop a strategic alliance to support FAO in the scaling-up of initiatives of countries of FAO’s sub-region for the Caribbean.
- The United Nations Environment Programme has entered into an agreement with CERMES valued at US\$126,500.00. The objective is to establish CERMES as a regional node for the application of EBM, and for the adaptation of more holistic approaches to the conservation and use of marine resources and ecosystems, and the building capacity in the Caribbean region through providing training to English-speaking countries.

CANARI provided CERMES with:

- US\$3,200.00 to assist with the implementation of a technical assistance project aimed at enhancing stakeholder education and participation in flying-fish fisheries governance and management and,
- US\$2,500.00 to mainstream adaptation to climate change and variability into fisheries governance and management, using an Ecosystem Approach to Fisheries (EAF) in Anguilla and Montserrat.
- The National Fish and Wildlife Foundation granted CERMES US\$40,500 to continue work on the coordination and enhancement of the seven regional SocMon programmes around the world. The project will continue to support regional capacity in socioeconomic monitoring and produce updates to a suite of printed and electronic SocMon training materials.
- The FAO has granted CERMES US\$118,000.00 to provide services leading to increased resilience and reduced vulnerability to climate change impacts in the Eastern Caribbean Fisheries Sector through assessing vulnerability of the fisheries sector in the region.

The Cave Hill Campus Research Ethics Committee

The Cave Hill Campus Research Ethics Committee (REC) provides ethical review of research with human participants. The REC jointly serves the Cave Hill Campus and the Barbados Ministry of Health and Wellness and coordinates reviews with the Queen Elizabeth Hospital Ethics Committee. Additionally, the REC reviews research projects from neighbouring nations, if requested and coordinates with the RECs on other UWI Campuses. Barbados is also represented on the REC for the Caribbean Public Health Agency (CARPHA), which reviews, inter alia, research proposals involving multi-country or regional projects, as well as those receiving research funding from CARPHA. Members are appointed by the Pro Vice-Chancellor for Research and include representatives from each Cave Hill faculty, the Ministry of Health and Wellness, and the broader community, including both scientists and laypersons.

The Committee maintains registration with the U.S. Office of Human Research Protections and, therefore, has authority to review projects receiving U.S. federal funding. In that context, the Committee is also known as the Cave Hill Institutional Review Board (IRB).

In addition to review of human participant research, the REC conducts a number of education and outreach activities each year. These include research ethics presentations to faculties and individual classes across Campus, as well as regularly scheduled research ethics teaching in the medical curriculum.

The REC also provided free (required) online training in Responsible Conduct of Research (RCR) through our partnership with the Collaborative Institutional Training Initiative (www.citiprogram.org). The CITI programme offerings have expanded to include optional courses on Good Clinical Practice (GCP) guidelines for clinical trials, Animal Care and Use (ACU), Conflict of Interest (COI), and Information Privacy and Security (IPS).

Ethical review provides multiple benefits to researchers. First, independent review is an essential safeguard of the human rights and wellbeing of persons participating in a research project; this has become the international standard in recent years. Most publication outlets in the biomedical, social, and natural sciences require documentation of formal ethical review as a prerequisite to publication. Further, many funding sources require ethical review prior to committing to support a study; these include most major foundations, the US and European funding agencies, and the Cave Hill Research Award Committee.

Research ethics policies, procedures, and educational resources, are located on the REC's website at www.cavehill.uwi.edu/researchethics.

Projects reviewed for 2017-2018

1. The Barbados Diabetes Reversal Study (BDRS) Follow-up;
2. The Ian Woosnam Type I Diabetes Registry;
3. Vector Borne Disease Prevention: Knowledge, Attitudes and Practices in Barbados;
4. An Assessment of Walkability in the UN World Heritage Site of Bridgetown and the Historic Garrison: Using Photo-voice to Explore;
5. Implementation of a Very Low Calorie Diet for Remission of Type 2 Diabetes in the Community, Utilizing Churches As Hub;
6. Hunters and Conservation in the Caribbean Islands: Role of Cultural Legacy;
7. Mandibular Fractures in Barbados;
8. Vector-borne Disease Prevention: Knowledge, Attitudes and Practices in Barbados;
9. Multicultural Education in the Barbadian School;
10. Chest Pain in an Emergency Room In Barbados: Could The HEART Score Be Useful;
11. Gene Profiling of Barbadian Breast Tumors;
12. An Assessment of Walkability in the UN World Heritage Site of Bridgetown and the Historic Garrison: Driving Cessation and Alternative Transportation of Seniors;
13. Costing of Community Level HIV Services in Barbados;
14. Knowledge, Attitudes and Behaviour/ Practices towards Colorectal Cancer (CRC) Screening of Average-risk Adult Patients amongst Primary Care Physicians (PCPs) in Barbados;
15. The Knowledge, Attitudes, Beliefs and Practices of Barbadian Primary Care Physicians Towards the Diabetic Foot Examination;
16. Feminist Knowledge and Caribbean Society;
17. To Compare the Learning Styles of First and Fifth-Year Medical Students of The Faculty Of Medical Sciences, UWI, Cave Hill Campus And Its Relationship With Educational Achievement;
18. The Abstract Nature of Thermodynamics;
19. The Impact of Physical Training and Body Composition On One's Resting Metabolic Rate (RMR) And Oxygen Consumption (Rvo2) Values of Physically Active Persons;
20. Developing Theory and Methods for Evaluating the Impact of Community Food Production Initiatives On NCD Risk, Social and Economic Wellbeing And The Environment;
21. Diabetes Prevention with Lifestyle Intervention and Metformin Escalation (LIME);
22. Engaging Patients in Quality Improvement: Lessons from CaReQIC;
23. Cartographies of Spirit: Investigating the Politics of Afro-Caribbean Women's Spirituality;

24. Pre-operative Focused Transthoracic Echocardiography: A Study to Examine its Usefulness as a Routine Investigation in the Perioperative Period and to Evaluate the Effectiveness of a Short Training Period in ECHO to Anesthesiology Residency Training;
25. A Comparative Study of Students' Perceptions of the Quality of Education In Schools In Selected Commonwealth Caribbean Countries;
26. Caribbean Island Urinary Iodine and Sodium Survey 2018: Barbados Survey;
27. Attitudes Towards Transgender Among Medical Students in Barbados;
28. How Effective Is Metformin Therapy in Delaying the Diagnosis of Endometrial Cancer in Barbadian Postmenopausal Women with Type Two Diabetes? A Retrospective Cohort Study;
29. Mandibular Fractures in Barbados;
30. Knowledge, Attitudes, And Beliefs About Acute Coronary Syndromes and Patients' Health Seeking Behaviour When Experiencing Chest Pain;
31. Gender Based Violence Against Transgender Women at Work: A Bajan;
32. A Qualitative Exploration of the Lived Experiences of Barbadian Men Diagnosed With Prostate Cancer;
33. Sexual Harassment and Gender-Based Violence against Women Leaders in the Private Sector in Barbados;
34. Comparative Analysis of Psychosocial (Organisational and Personal) Factors Influencing Teacher Career Trajectories in Three Educational Jurisdictions;
35. Impact of International Financial Regulation on Economic Growth of African and Caribbean Countries;
36. Barbados National Registry for Chronic Non-Communicable Disease (BNR)
37. Assessing Dietary Diversity and Habits Among University Students and Staff;
38. The Use of Herbal Remedies and the Perception of Their Use in College Lands, St. John;
39. To Compare the Learning Styles of First and Fifth-Year Medical Students of the Faculty of Medical Sciences, UWI, Cave Hill Campus And Its Relationship With Educational Achievement;
40. Implementation of A Very Low Calorie Diet for Remission Of Type 2 Diabetes in the Community, Utilizing Churches As Hubs;
41. Attitudes Towards Transgender Persons Among Social Work and Psychology Students;
42. The Role of Wellness In The Relationship Between Sedentary Behaviour And Work Stress And Illness And Job Satisfaction;
43. Hyperglycemia and Adverse Pregnancy Outcome (HAPO) Follow-up Study;
44. An Evaluation of Adherence to ART among Adolescents living with HIV and the Factors Affecting Adherence;
45. An Investigation of the Financial, Psychological And Social Burden On Families Caring For Elderly Relatives In The Parishes Of St. Lucy And St. James In Barbados;
46. An Exploration into the Academic Experiences of Students with Physical and Sensory Disabilities in a Tertiary Science Programme

47. Comparison of Surgical Techniques for Pterygium Excision and Their Association With Recurrence;
48. Afro-Barbadian Resilience Research;
49. Should Universal Screening for Depression and Suicidal Behaviour be instituted in all Emergency Departments?
50. Attitudes Towards Transgender Persons Among Social Work and Psychology Students;
51. Assessing Dietary Diversity and Habits Among University Students.
52. Collecting Baseline Information Regarding Use of Smartphone and Medical Education Related Devices from UWI Cave Hill Medical Students to Develop Culturally-Relevant Anatomy Apps;
53. Students' and Examiners' Feedback of Objective Structured Clinical Examination (OSCE) In Medicine and Therapeutics;
54. Motivation to Apply for and Enroll in Postgraduate Degrees: A Study At The University Of The West Indies;
55. Discussing Fear: Fear of Crime Among University Students;
56. STEMI Thrombolysis Protocol: Perspectives and Experiences of Health Care Professionals in the Accident and Emergency Department;
57. Drivers of Childhood Obesity Project (Barbados) (DChOP);
58. Knowledge, Attitudes and Perceptions Of Pesticides By Vector Control Personnel: A Cross Sectional Descriptive Survey In Pesticide Use And Management;
59. Interpreting Inclusiveness: Community Agency in Caribbean Cultural Centres;
60. Investigating Women's Experience of Hetero/Sexist Harassment in Public Spaces in Barbados;
61. Cimarronaje in Global Cities Afro-Cuban Dances in Exile;
62. An Assessment of Adherence To Antiretroviral Therapy (ART) and Retention In Care Among Persons Living With HIV In Barbados;
63. Eastern Caribbean Health Outcome Research Network (ECHORN);
64. Is Hypertension in African Descent Populations Accounted for by An Imbalance in the Activity of the ACE2/Ang-(1-7)/mas axis To Counteract the Activity of the ACE/Ang II/ATI axis?
65. Barbados Insulin Education Study (BIES);
66. Knowledge, Attitudes and Practices of Healthcare Personnel with respect to futile end-of-life care in the ICUs and Organ Donation;
67. The Level of Utilization of Cardiac Rehabilitation Programs by Post MI patients in Barbados;
68. Intimate Partner Violence Screening Among Barbadian Health Care Professionals: Applying the Integrated Behavioural Model;
69. Clinical Audit of children admitted to the Queen Elizabeth Hospital for Acute Respiratory Diseases;
70. The Prevalence of Depression and its Association with Digital Media Use Among Barbadian Adolescents;
71. Mental Health Institutionalisation in a Caribbean Country;

72. Prevalence of Major Depressive Disorder (MDD) Among People Living with HIV/AIDS (PLWHA) on “Highly Active Antiretroviral Therapy” (HAART) and its Relation to Medication Adherence;
73. Barbados Infant and Young Child Nutrition;
74. Genomic Sequencing of Zika Virus (Barbados);
75. Attitudes of Emergency Medical Services Stakeholders in Barbados: A Convergent, Mixed-Methods Study;
76. An Investigation into the Attitudes of Students towards Secondary School Allocation in Barbados;
77. An Exploration of Body Image in Barbadian Sexual Minority Women;
78. Marketing Surveillance of NCD Environmental Risk Factors in the Caribbean;
79. Viruses in the Human and Mosquito Populations in Barbados;
80. Audit of Operating Theatre Efficiency at the Queen Elizabeth Hospital (QEH);
81. Giving Voice: A Narrative Study of Six Gifted Students and their Perceptions of their Academic Experiences;
82. The Effect of Strain and Burden on the Quality of Life of Informal Caregivers living in Barbados;
83. Awareness, Attitudes and Desirability for Labour Analgesia at the Queen Elizabeth Hospital (QEH);
84. Complications in the Post Anaesthesia Care Unit, Queen Elizabeth Hospital (QEH);
85. The Prevalence of Depression and its Association with Digital Media Use Among Barbadian Adolescents;
86. An examination of whether Obesity among young adults 18-25 years in Barbados is associated with a lack of knowledge on good dietary habits and unhealthy eating practices;
87. Multi-site Evaluation of Caribbean Drug Treatment Courts for the Organization of American States;
88. Comparative Genomics of Genitourinary Mycoplasma and Chlamydia Species and Their Phages;
89. Oral Health and Diabetes Survey in the Adult Barbadian Population;
90. The Utilization of the Emergency Department in Barbados by Patients with Low Acuity Complaints;
91. Testing and Treatment for Albuminuria in SCD vs DM;
92. Ethnicity and Economy: An Exploration of the Bases for Ethno-economic Differentiation and Stratification in Guyana;
93. Integrative Genomics in Asthmatics of African Origin;
94. Development of a Health-climate Spatio-temporal Modeling Framework for the Caribbean;
95. Medical Students’ Attitudes Towards, and Knowledge of LGBT Persons in Barbados;
96. Burden and Determinant of Frailty, Multimorbidity and Decreased Physical Performance in the Barbados HIV-infected Population;
97. Qualitative Exploration of Perspectives of Adults 35-80 years with Type 2 Diabetes (DM2) in Barbados on Their Medication.

PUBLICATIONS

During the year, faculty at the Cave Hill Campus published four (4) books, forty-one (41) book chapters, one hundred and four (104) refereed journal articles and eighteen (18) technical reports.



Dr Henderson Carter

A Man Called Peace by **Dr Henderson Carter**, Senior Lecturer in the Department of History and Philosophy documents the life of Eric Hassell who established one of Barbados' most known shipping businesses, Eric Hassell & Son Ltd, about

50 years ago. The 114-page hardback is a biography of Hassell's lineage, the tragedy of the motor vessel, *MV Zipper*, which he captained when it sank, and how he was able to turn that catastrophe into triumph.

Dr Carter said the book took about three years to complete, and noted that Hassell's story would be an example to all entrepreneurs.

"The book demonstrates how Captain Hassell turned tragedy into triumph with family support, hard work and persistence. At fifty-one years of age one would have been tempted to retire, especially after the sinking of the *Zipper*, but not captain Hassell. He began his shipping enterprise, shipping limestone to Guyana".

The text also details several key strategies that served Hassell well: good governance, honesty and integrity, good business practices, staff continuity, dedication and goodwill. The book will form part of the reading material for the *Business History of Barbados* course at The University of the West Indies Cave Hill Campus.

Caribbean Discourse in Inclusive Education Volume II: Responding to Learner Diversity and Learner Difficulties co-

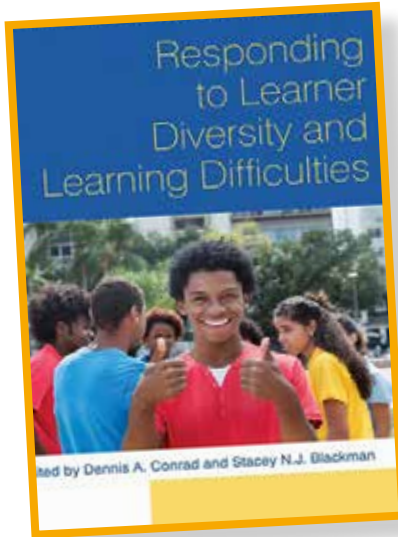
edited by **Dr Stacey Blackman**, Lecturer in Special Education at the School of Education, shares

selected critical reflections and recommendations

on the way educational communities respond to student diversity and difficulties learning. These contexts include the Caribbean, the Diaspora, and beyond. The authors explore issues and strategies for realising and sustaining the agenda of education for all within primarily, but not limited to, the Caribbean. The editors note that while they are aware of the ongoing debate between the terms 'education for all' and 'inclusive education', these terms are used interchangeably in the book. They hold the position that inclusive education is about commitment to removing barriers to optimum learning for all learners regardless of age, ability, ethnicity, gender, geography, race, religion, sexual orientation or other differences. **Responding to Learner Diversity and Difficulties** extending the discourse to include stakeholders committed to sharing their experiences and strategies for overcoming barriers to inclusive education. This second volume presents research that examines how teachers can respond to students with disabilities and difficulties learning, teach challenging curriculum content in mathematics



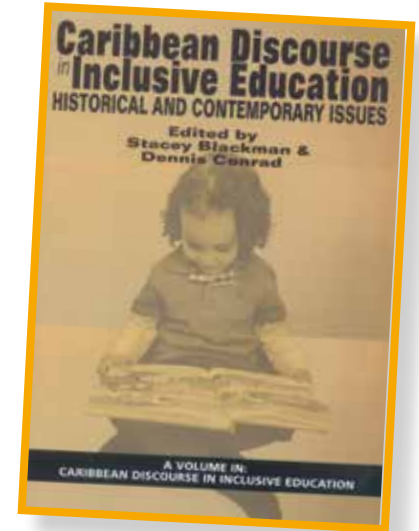
Dr Stacey Blackman



and literacy, build citizenship through student voice, improve teacher practice via co-teaching and critical reflection, promote inclusive practice through leadership and advocacy. It can be used as a core text or companion reader for students at the undergraduate and graduate levels, lecturers, practitioners, researchers and policy makers.

Caribbean Discourse in Inclusive Education: Historical and Contemporary Issues, co-authored by Stacey Blackman and Dennis Conrad is intended to provide an ongoing forum for Caribbean researchers, practitioners, and academics, including those in the Diaspora, to critically examine issues that influence the education of children

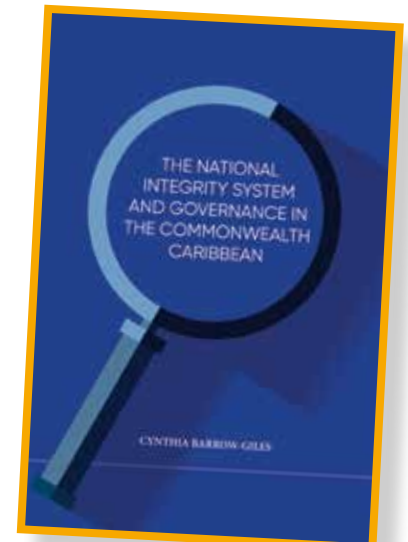
within inclusive settings. The book series is authoritative and presents pioneering work in the area of inclusive education in the Caribbean, as part of the broader South-South dialogue. The first book in this series entitled *Historical and Contemporary Issues* will trace the history and examine the Caribbean's trajectory towards the development of inclusive education in the 21st Century. The main premise of the book is that inclusion remains an ideologically sound goal, which remains elusive in the Caribbean. It will also provide a wider platform to discuss other factors that influence the development of inclusive education such as school climate, culture and ethos, LGBT issues, teacher training and professional development, pedagogy, pupil perspective, curriculum, policy and legislation.



Ms Cynthia Barrow-Giles

The National Integrity Systems and Governance in the Commonwealth Caribbean by Ms Cynthia Barrow-Giles, Senior Lecturer in Political Science, in the Department of Government, Sociology and Social Work, examines the concept of the National Integrity System developed by Transparency International, and it considers some of the major issues of integrity in Governance identified in this concept. It then applies these ideas to an analysis and understanding of the function of National Integrity Systems in the Commonwealth Caribbean. In doing this, the book examines regional and global best practices and discusses the deficiencies in integrity systems in the Commonwealth Caribbean.

Its core thesis is that a well-functioning integrity system will contribute to good governance through checks and balances, oversight, transparent processes and accountability of office. The book argues that the establishment and strengthening of integrity systems do not only demand an identification of the opportunities for the reinforcement of various pillars of the National Integrity system (NIS), but that these will fight against the scourge of corruption. While the book focuses primarily on state institutions, processes and activities, it also assesses the private sector, political parties, the media and civil society as critical ingredients in the nexus between a poorly functioning national integrity system and corruption.





Elaine P. Rocha

Mundos do Trabalho e dos Trabalhadores: experiências e vivências no Brasil e no Caribe.

(Worlds of work and workers: experiences in Brazil and the Caribbean) is a compilation of 16 historical articles, reunited in a 462 pages book.

The editors: **Elaine P. Rocha**, Senior Lecturer in History, Leonardo Rabelo de Matos Silva and Thiago de Souza Reis brought together the contributions of authors from universities in Brazil, Costa Rica, the United States of America, Jamaica, Barbados and Cuba. The articles offer a variety of perspectives on labour history and Black history in Brazil and in the Caribbean,

from slavery to post-abolition and the struggles of the working class during Brazilian military dictatorship and in the post war era (1950s) that created another wave of migrations from the Caribbean and within the Brazilian territory.

Each chapter provides documents and a detailed bibliography that support its arguments and also provide an insight on the historiography produced outside Brazil. It is one of the very few publications that brings the realities of the Caribbean to a Brazilian audience, providing the necessary information for comparative studies and analysis about the experiences of Black workers in these two extended geographic regions.



Dr Philmore Alleyne Earns Prestigious Award

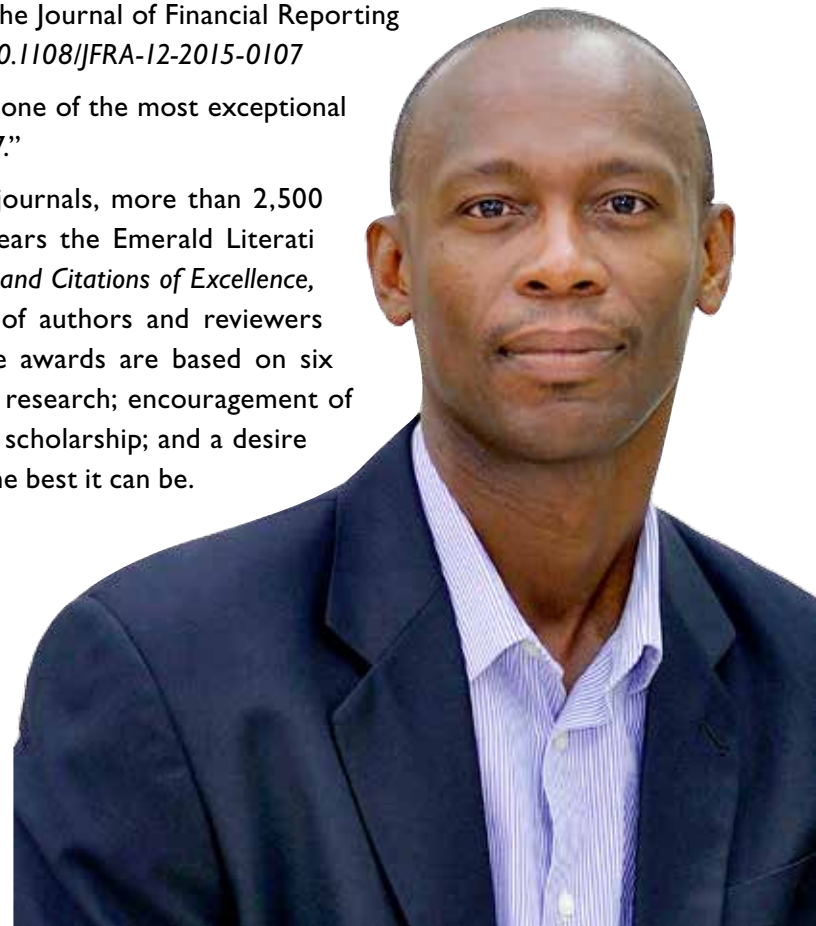
Dr Philmore Alleyne, Senior Lecturer in the Department of Management Studies received the Emerald Literati Award for his article ***Antecedents of Taxpayers' Intention to Engage in Tax Evasion: Evidence from Barbados*** published in the Journal of Financial Reporting and Accounting. <https://www.emeraldinsight.com/doi/full/10.1108/JFRA-12-2015-0107>

The editors noted that the article was chosen “as it is one of the most exceptional pieces of work that the team had seen throughout 2017.”

Emerald Publishing manages a portfolio of nearly 300 journals, more than 2,500 books and over 1,500 teaching cases. For over 25 years the Emerald Literati Awards, which have included the *Awards for Excellence and Citations of Excellence*, celebrate and reward the outstanding contributions of authors and reviewers to scholarly research. The criteria used to judge the awards are based on six areas: internationality; diversity; support for scholarly research; encouragement of applied research (impact); commitment to high quality scholarship; and a desire to ensure reader, author and customer experience is the best it can be.

<http://www.emeraldgroupublishing.com/authors/literati/>

Dr Philmore Alleyne





Professor V. Eudine Barriteau



Professor Clive Landis



Mr Kenneth Walters



Ms Lisa Alleyne



Mrs Judith Toppin

Administrators of the Campus 2017/2018

Principal

Professor V. Eudine Barriteau, GCM,
BSc (UWI), MPA (NYU), PhD (Howard)

Deputy Principal

Professor Clive Landis,
BSc (Birmingham), MSc, PhD (Chicago)

Registry – Campus Registrar

Mr Kenneth Walters,
BA, Cert. Labour Admin, (UWI), Dip. Soc. Econ. Studies,
MSc Human Resources Management (Manchester)

Bursary – Campus Bursar

Ms Lisa A. C. Alleyne,
BSc (UWI), FCCA FCA MBA (Oxford Brookes), MCFI

Deans

Faculty of Humanities and Education
Professor Evelyn O'Callaghan
BA (UCC), MLitt (Oxford), PhD (UWI)

Faculty of Law

Dr David S. Berry,
BA (UT), LL.B (UBC), LL.M (Queen's),
PhD (Edin), Legal Ed Cert, Attorney-at-Law

Faculty of Medical Sciences

Dr O. Peter Adams,
BSc (Lond), MBBS, MSc, DM (Fam. Med) (UWI)

Faculty of Science and Technology

Dr Colin Depradine,
B.Eng. (UCL), MSc (ICL), PhD (UWI)

Faculty of Social Sciences

Dr Justin Robinson,
BSc (UWI), MSc (FIU), PhD (Manc)

Faculty of Sport

Dr Akshai Mansingh
MBBS, DM Orthopaedics (UWI) MSpMed (University of New South
Wales), Fellow, American College of Surgeons (FACS)

Library – Officer-in-Charge (Libraries)

Mrs Judith Toppin,
BA (British Columbia), MLIS (Western Ontario)



Professor Evelyn O'Callaghan



Dr David Berry



Dr Colin Depradine



Dr Peter Adams



Dr Justin Robinson



Dr Akshai Mansingh

Membership of the Campus Council Cave Hill 2017/2018

Sir Paul Altman

Chairman

Professor Sir Hilary Beckles

Vice-Chancellor

Professor V. Eudine Barriteau

Campus Principal

Professor Clive Landis

Campus Deputy Principal

Mr Kenneth Walters

Campus Registrar

Ms Lisa Alleyne

The Campus Bursar

**Appointed by the
Government of Barbados**

The Hon Santia Bradshaw
*Minister of Education, Technology
and Vocational Training*

Mrs Janet Phillips

*Permanent Secretary,
Ministry of Education, Technology
and Vocational Training*

Appointed by the Chancellor

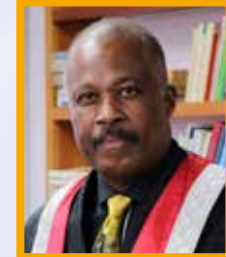
Mr J. Edward Clarke
Senator Toni Moore-Bascombe
Dr Julian Ferdinand
Senator Rudy Grant
Mr Brian Samuel

Deans

Professor Evelyn O'Callaghan
Dr David Berry
Dr Peter Adams
Dr Colin Depradine
Dr Justin Robinson
Dr Akshai Mansingh



Sir Paul Altman
Chairman



Professor Sir Hilary Beckles
Vice-Chancellor

Academic Board Representative, Cave Hill

Dr Alana Griffith

Appointed by the Academic Board, Mona

Professor Daniel Coore

Appointed by the Academic Board, St. Augustine

Professor Indar Ramnarine

Appointed by the Academic Board, Open Campus

Dr Janetha Long

**Representative of the Association of
Caribbean Tertiary Institutions (ACTI)**

Dr Gladstone Best

**Appointed by the UWI Alumni
Association Barbados Chapter**

Mr Henderson Williams

Student Representatives

Mr Christian Attong
Mr Olvine Holas

Representative, Senior Admin/Professional Staff

Mr Martin Warrington

Representative, ATS Staff

Dr Joanne Simmons-Boyce



FINANCIAL SUMMARY

INCOME

Government Contributions:

The Campus recorded revenue from the governments of the region in the amount of \$107.8 million (July 31, 2017 – \$107.2 million). Total receipts to date from the governments of the region amounted to \$102 million thus reflecting an increase of \$5 million in the overall outstanding balance between July 31, 2017 and July 31, 2018.

The overall arrears of Government remittances in the amount of \$102.8 million (July 31, 2017 – \$97.8 million) continues to impact severely both the ongoing operations of the Campus as well as our ability to implement our strategic initiative which will assist the Campus in reducing its reliance on Government funding. We are sympathetic to the challenges facing our Contributing Governments and are grateful for their continuing support. The Government of Barbados continues to remain current on its monthly obligations which assists the Campus in its ability to meet payroll commitments.

The \$8 million monthly contribution from the Government of Barbados assists us by partially funding our payroll (the full cost of the monthly payroll is approximately \$8.3 million).

The Office of Finance continues to follow up the outstanding arrears with the respective Governments.

Tuition Fees and Other Student Fees

Tuition and Other Student Fees income earned in 2018 was \$24.2 million compared with \$24.0 million for 2017 as student registration has not quite levelled out. At the end of July 31, 2018 the significant balance due for tuition fees was \$106 million from the Government of Barbados (2017 – \$105 million).

Special and Other Project Income

Income from Special Projects consists of funds received from external donors and self-financing activities, including the Taught Masters Programmes and the MBBS Programme. A list of new externally funded projects is provided later in this report.

Student Amenities Fees

Funding from the amenities fee continued to be used to enhance and enrich the out-of-classroom experience for students. Among the services provided were the Student Health Scheme covering all registered students, free student bus shuttle and various activities relating to sports, counseling and student professional development.

Other Income

The Campus continued its efforts to generate additional income through the investment of its cash reserves. Efforts continue to generate income from other income generating activities, like self-financing masters programmes mentioned above.

Commercial Activities

The Halls of Residence recorded a surplus for the year while the Bookshop reflected a modest loss on operations during the year. Revenues remained in line with the previous year, while these entities were able to hold steady their operating expenses.

EXPENDITURE

The Campus continues to restrain its expenditure in accordance with the budget and in line with the prior year. The Campus continues to fall behind on some critical repairs to the plant, however we are looking to address the more urgent matters. The Campus entered into a loan agreement to address critical repairs on leaking roofs across the Campus which are expected to be completed by the end of the summer period.

ASSETS AND LIABILITIES

Cash

At July 31, 2018 our cash position continued to deteriorate significantly as we are dependent on the monthly amount from the Government of Barbados to assist in the payment of salaries. We are currently behind by approximately two months in the settlement to non-payroll suppliers. Payments during the year were funded by receipts from Contributing Governments, tuition fees and other income.

Our cash balance stands at \$18.2 million (July 31, 2017 – \$23.5 million), of which \$17 million relates to restricted funds for pensions, grant funds, etc. The decrease in our cash balance reflects our continuing struggle to meet operating commitments on a timely basis.

We have, however, been able to settle our statutory obligations.

Accounts Receivable:

Included in this figure are tuition fees due from third parties \$110 million (July 31, 2017 - \$108.2 million) as well as amounts due from students and staff members.

Property, Plant and Equipment

There was no real activity on capital projects during the period, only critical maintenance work. Depreciation charged for the period amounted to \$6 million (July 31, 2017 – \$5.5 million). Work in progress of approximately \$4.2 million was written off as there was no added value to these costs.

Current Liabilities:

This balance includes the accrual for payments to creditors, current portion of long-term debt and amounts due to staff who have either resigned or retired. These obligations are within the next financial period and will be settled as resources become available.

Long Term Loans

All loan payments are being made in accordance with the signed agreements.

Projects

Please see the attached listing for new projects during the period under review.

Commitments and Contingent Liabilities

There are \$1.431 million in capital commitments and contingent liabilities at the end of July 31, 2018 (2017 – \$4.657 million).

SOFTWARE APPLICATIONS

Banner Finance, Banner Students, PeopleSoft and Touchnet Online Payment Plan applications are all working satisfactorily.

During this financial year, the Campus will upgrade its Data Centre facilities by utilizing the savings expected from entering into an initiative which was negotiated on a Regional wide basis through the One UWI Initiative.

Table 12: Report on New Special Projects For the period August 1, 2017 to July 31, 2018

NO	NAME OF SPONSOR	NAME OF PROJECT	VALUE	FACULTY/ UNIT	NO OF ACADEMIC STAFF TO FACULTY
1	United Nations Environment Programme (UNEP)	The EBM Biodiversity for Sustainable Development	US\$126,500.00	CERMES	6
2	University of Cambridge (MRC)	Developing the theory and methods for evaluating the impact of community food initiatives on NCD risk, social and economic wellbeing and environment.	GB£144,587.55	CDRC	23
3	European Union	Excellence in Science and Innovation for Europe by Adopting the Concept of Responsible Research and Innovation	€16,497.00	Office of Research	
4	Food & Agriculture Organisation of the United Nations (FAO)	Technical and Advisory Services to generate large-scale impacts in the Caribbean through policy engagement processes	US\$120,000.00	CERMES	6
5	CARIFESTA XIII Secretariat	Economic Impact Assessment on CARIFESTA XIII	US\$ 40,000.00	SALISES	6
6	European Commission	Excellence in Science and Innovation for Europe by Adopting the Concept of Responsible Research and Innovation - (New HoRRlzon)	€11,200.00.00	Office of Research	
7	United Nations Environment Programme	Capacity-building related to Multilateral Environmental Agreements in the African, C'ibbean and Pacific Countries related to the implementation of the Nagoya Protocol on Access and benefit sharing in the C'ibbean	US\$39,500.00	Law	
8	International Union for Conservation of Nature & Natural Resources - IUCN (Funded by EU)	BIOPAMA PHASE II "Biodiversity and Protected Areas Management BIOPAMA"	€867,062.15	CERMES	6
9	The European Union	The Livity Project Supporting Eastern Caribbean Civil Society Organisations for Socail Change (the "Action")	€521,236.00	Institute for Gender and Development Studies	

CAMPUS EVENTS



As in prior years, the Cave Hill Campus hosted a wide variety of events, many of which held during the Academic Year 2017/2018, paid special tribute to the 70th Anniversary of The UWI.

Kamau Brathwaite Lecture in Cultural Studies

The fourth Kamau Brathwaite lecture in Cultural Studies was held on February 2, 2018, at the 3Ws Oval, Cave Hill Campus. Professor of Anthropology at Wesleyan University Gina Ulysse, delivered a lecture titled “Black Liberation Rasanblaj Redux.” Professor Ulysse also met with graduate students and faculty from the Department of Cultural Studies and the Institute for Gender and Development Studies: Nita Barrow Unit. During the meeting, Professor Ulysse explored a range of topics including, black radical thought, and the relationship between unequal centres of knowledge production about African diaspora thought. Professor Ulysse was also interviewed by Dr Yanique Hume for UWI tv.

The Elsa Goveia Annual Lecture

On November 15, Pro Vice-Chancellor Professor Alan Cobley, delivered the 2017, Elsa Goveia Annual Lecture on the topic: “The Impact of the First World War and the Aftermath on the Caribbean”.

The 2018 Elsa Goveia Annual Lecture was delivered on June 12 by Professor Juanita de Barros, McMaster University, Canada. The lecture entitled: “Social Welfare and the Politics of Health after Slavery” was also held as part of the Association of Caribbean Historians’ 50th Anniversary Conference.

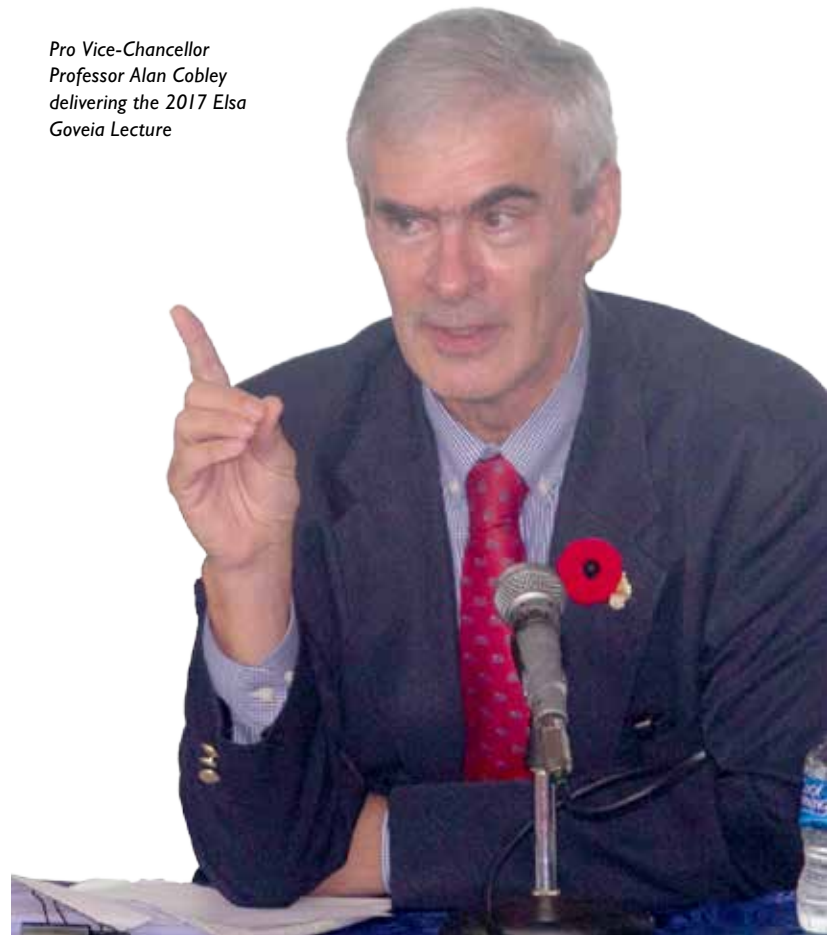
Philosophy Day, November 16, 2017

The Department of History and Philosophy, in celebration of the UNESCO World Philosophy Day, organised a panel discussion entitled: “Working

Towards a More Inclusive Society”. The panel, which discussed issues related to intolerance, acceptance and discrimination, included Firhanna Bulbulia, President of the Barbados Association of Muslim Ladies; Keturah Babb, trustee of the Caribbean Rastafari Organization and Kirkley Sands, resident Chaplain at Codrington College. Ms Roxanne Burton coordinated the panel.

The Department of History and Philosophy in collaboration with CERMES, the Department of Biological and Chemical Sciences and the Office of the Vice-Chancellor hosted a Public Interdisciplinary Forum on “Nuclear War Games. Understanding Current Political Tensions and their Global Impact” on February 23, 2018.

*Pro Vice-Chancellor
Professor Alan Cobley
delivering the 2017 Elsa
Goveia Lecture*



International World Poetry Day Event

On Wednesday, March 21, 2018, the Errol Barrow Centre for Creative Imagination (EBCCI) hosted the second edition of *Twenty-One Poets* in celebration of International World Poetry Day. The event, which was held in the Walcott Warner Theatre, was dedicated to the work of noted Barbadian Poet Kamau Brathwaite. The event also celebrated Barbados' first Poet Laureate Ms Esther Phillips, and included: performances from by Dr Nicola Hunte, Lecturer in Literature; Ms Sasky Louison, postgraduate student; Mr Andrew Millington, Senior Lecturer in Film, *Dancing Africa*; and Dr Yvonne Weekes, Lecturer in Theatre at the EBCCI. Dr Yvonne Weekes and Mrs Carla Springer-Hunte, Manager, EBCCI organised the event.

The Third Biennial International Dance Conference

The Third Biennial International Dance Conference was hosted by the EBCCI from May 23-26, 2018. The conference, which was themed "Decolonizing Bodies: Engaging Performance", attracted a number of dance professionals and multi-disciplinary scholars from around the world.

Autism Awareness Lecture

The School of Education in collaboration with the Ministry of Education, Science, Technology and Innovation successfully hosted the Autism Awareness Lecture on March 13, 2017, at the Lecture Theatre, School for Graduate Studies and Research. Over one hundred and forty (140) teachers, doctors, parents and students attended.

Vice-Chancellor Delivers Keynote Paper at Legal Conference

During the year, the Faculty of Law hosted two conferences, the first, a multi-disciplinary conference on 'Legal History and Empires: Perspectives from the Colonised', brought international lawyers, legal historians and historians to the Cave Hill Campus, to debate a very wide range of topics. Eighty (80) delegates attended from across the globe



The Start of Fun Run on Fantastic Friday, Health Week 2018

and seventy-seven (77) papers were presented on twenty-six (26) panels. Keynote papers were delivered by Professor Sir Hilary Beckles, KA, Vice-Chancellor of The UWI, and Professor Maya Jasanoff, Coolidge Professor of History and Harvard College Professor, Harvard University.

17th Annual Caribbean Commercial Law Workshop

The second, was the 17th Annual Caribbean Commercial Law Workshop, which focused on the theme of resilience in the face of natural and man-made disasters. Sixty-seven (67) persons from around the world attended and twenty-five (25) speakers presented on a wide range of topics, including FinTech, employment law, investment, disaster management, and legal regulation. The Workshop was held at the Atlantis Paradise Island, The Bahamas, and was generously supported by several sponsors.

FACULTY OF MEDICAL SCIENCES

Wellness Week 2018

The 2018 Health Week "*Health and Wellness at 70*" planned as part of the Campus' 70th anniversary celebrations took place from June 11-15, 2018.

On Mass Monday, Dr Joanne Brathwaite-Drummond, featured speaker, delivered a lecture on mental health and how it impacts overall

wellness. She outlined the importance of maintaining a balanced mental health, and outlined mechanisms to alleviate imbalances and psychological stressors, to be more effective members of the workplace, and society at large. Monday's programme which included Cave Hill's Family Feud based on the well-known games lived up to expectations.

Wellness Wednesday included: presentation by seventy (70) exhibitors of safety, health and wellness products and with health checks from the Ministry of Health / UWIHARP HIV Programme, the Barbados Cancer Society's Breast Screening Programme, SAGICOR's Mobile Medical Team, and the Medical Students' Association. The fair was open to the public and presented an opportunity to provide outreach to external stakeholders through recruitment activities and health education.

Fantastic Friday's anniversary parade saw some of the best departmental renditions of what *The UWI at 70* represents to its staff. The Halls of Residence and the Campus IT Services were victors in the best presentation and largest group parade competitions, respectively.

The parade was followed by the annual run/walk and the Family Fun Evening at the Usain Bolt Sports Complex.

Faculty of Medical Sciences Conferences

During the year the FMS organised or collaborated in organising the following conferences.

The Caribbean Emergency Medicine Association (CEMA) Conference, held in the Henry Fraser Teaching Complex, on September 16 and 17, 2017 under the theme 'From Office to E.D.' One hundred and sixty (160) persons, including a wide cross-section of Emergency Medicine specialist, Emergency Medical Technicians and other highly trained First Responders, attended the Conference.

Over a hundred (100) persons attended the 83rd BAMP/UWI conference held at the Lloyd Erskine Sandiford Centre on May 5 and 6, 2018. The theme was "Resetting Health Care Priorities".

On Friday July 20, 2018, the Faculty hosted the 18th ER Walrond Scientific Symposium in the Auditorium of the Queen Elizabeth Hospital. Professor Juliet Daniel, Professor and Cancer Biologist in the Department of Biology at the McMaster University delivered the feature address. Over one hundred and eighty (180) persons attended the Symposium.



GA CDRC's 5K Walk and Run

GA-CDRC 25th Anniversary

The George Alleyne Chronic Disease Research Centre (GA-CDRC) celebrated its 25th Anniversary during the month of November 2017. The celebrations commenced with a church service on Sunday, October 29, 2017, at the Mount of Praise Wesleyan Holiness Church in Tudor Bridge. Dr Kim Quimby made the presentation on behalf Professor Samuels who was attending the VC Awards for Excellence. Dr Quimby highlighted the work of the GA-CDRC in areas such as Diabetes, Stroke and Cancer, and ways to improve the health of Barbadians. The celebrations continued on November 4, 2017, with the GA-CDRC walkathon in collaboration with the Barbados Diabetes Association and a health fair, during which the Barbados National Registry presented their Salt and Sugar displays, along with information on improving the health of Barbadians.

A newspaper supplement in the Nation Newspaper on Sunday November 19, 2017 featured twenty-five (25) of the most impactful initiatives completed by the Centre.

Entrepreneurship in Teaching and Learning

During the Academic Year 2017/2018, the Faculty of the Science and Technology launched *Embrace Your Inner NERD* initiative, which began as result of the need to explore the entrepreneurship learning requirements of the students in the Faculty. The NERD acronym stands for:

- N**ovel - be innovative and creative
- E**xtendable - be flexible and open-minded
- R**esourceful - use whatever is available
- D**etermined - never give up

The first major *NERD Day* event held at the 3Ws Pavilion on February 28, 2018, emphasised the practical uses of STEM. Highlights of the day included.

- **Private Sector Presentation:** A presentation, entitled “Electromobility Powered by Renewables in Barbados and Beyond”,

by Ms Joanna Edghill, Managing Director of Mega power Barbados. Mega power is a Barbadian company that builds and manages solar carports, as well as a network of electric vehicle charging stations strategically located throughout the island. During the presentation, electric vehicles, EV batteries, renewables penetration and smart grid technology were discussed. Information was also provided on the various EV charging networks in Barbados; as well as statistics on how the use of electric vehicles and EV batteries.

- **Postgraduate Posters:** Several of the Faculty’s postgraduate students displayed posters showcasing their research. The work was presented from the public’s point of view and focused on how the specific research can solve real world problems.



Embrace Your Inner NERD logo



Nerd Day Poster



NERD Day Back in Time Exhibit

- **Back in Time (BiT) Exhibition:** This exhibition focused on technology from the past used by the staff of the Faculty. These included old-time Bajan items such as the juking board.

Best Dressed NERD Competition: This competition featured FST students dressed in creative NERD outfits. Prizes were donated by Cable & Wireless Communications PLC (FLOW).

During the academic year, students benefited from the following presentations from members of the private sector, on the use of STEM in their businesses:

- On October 11, 2017, Mr Ed Sherwood-Smith, Director, Connectivity Product Development at **Cable & Wireless Communications PLC (FLOW)** described his over 20 years' industry experience in the fields of Software Development and Product Development. His presentation introduced Digital Transformation, and the technologies and platforms associated
- On April 5 2018, FST students and staff met with Mr George Thomas, co-founder of the International Business Company, **Mongoose Development** www.mongoosedev.com. Mongoose Development specialises in software architecture and development with an emphasis on Fintech, IT and Machine Learning

with it. Some of the key technologies discussed included: Artificial Intelligence; Autonomous Vehicles; Big Data Analytics and Cloud; Custom Manufacturing and 3D Printing; the Internet of Things (IoT) and Connected Devices; Robots and Drones; and Social Media and Platforms. Mr Sherwood-Smith also described some of the positive and negative impacts of digital technology and digital transformation, on society, industry and individuals. He also provided examples and opportunities on the effective use of digital transformation in businesses/organizations in the Caribbean and in the world.

solutions. Mr Thomas' presentation highlighted the training and mentorship programme being undertaken by the company. The primary focus of the training programme included:

- CI-CD (Continuous Integration Continuous Delivery) Methodology
- DevOps Resources
- Agile Team Development

The mentorship programme is focused on assisting the students in the development of a career in Software Development. Mongoose Development caters to the individual needs of each participating student.

CERMES collaborations with the Embassy of Japan In Sustainable Development Workshop

On September 18, 2017, CERMES collaborated with the Embassy of Japan, to facilitate a Japanese Association for Promotion of International Cooperation (APIC) workshop on the "The Role of Research Partnerships in Promoting Sustainable Development". The workshop focused on current initiatives with the private sector, international development agencies and international environmental groups that aim to promote sustainable development in the Caribbean through the better management of the regions' natural resources.

The workshop also discussed the issue of the Sargassum seaweed; what do we know; what are the effects on the region's major economic activity – tourism; and are there opportunities?

CERMES further collaborated with the Embassy of Japan to facilitate an APIC Environmental Seminar titled "Lessons from the Field: Exploring Culturally and Environmentally Relevant Solutions to Increasing Environmental Challenges of Climate Change and Biodiversity Loss" on September 18, 2017. The seminar was presented by Professor Anne McDonald and focused on bio-cultural and climate change related policies for small-scale and artisanal fisheries and agriculture.

GSSW Outreach Activities

The Academic year 2017/18 was a particularly busy year for outreach activities for the Department of Government, Sociology and Social Work (GSSW). The following events were organised by the Department:

On November 17, 2017, the 12th Patrick A. M. Emmanuel Memorial Lecture entitled *The State of Caribbean Independence: Faltering Nationalism and the Emergence of a New Caribbean Politics* "was delivered by Professor David Hinds of Arizona State University.

On November 24-25, 2017 the Department hosted a two-day Colloquium on the Legacy of Fidel Castro; and on February 16, 2018, Professor Dragana Mitrovic of the University of Belgrade, delivered a public lecture entitled "North Korea's Nuclear Programme – A Challenge to Regional and Global Peace and Stability"

Caribbean Public Policy Symposium

On March 8, 2018, the Sir Arthur Lewis Institute of Social and Economic Research (SALISES) in conjunction with the Centre for Resource Management and Environmental Studies (CERMES) hosted the Caribbean Public Policy Symposium on the theme "Climate Change and Sustainable Caribbean Livelihoods".

SALISES also held its 19th Annual Conference over the period April 25–27, 2018, at the Holiday Inn Resort, Montego Bay, Jamaica. The theme of the conference was "Sustainable Futures for the Caribbean: Critical Interventions and the 2030 Agenda".

The Academy of Sports Delivers Rally Round the West Indies Hurricane Relief Cricket Match

Hundreds of patrons including students supported the Celebrity T20 Cricket Hurricane Irma/Maria Relief Benefit held at the 3W's Oval, Cave Hill, on Saturday November 11, 2017. The match was hosted by The UWI in partnership with platinum



Dr Rinaldo Walcott delivering the IGDS: NBU 2017 Caribbean Women, Catalysts for Change Lecture

sponsor, Sagicor Financial Corporation and Flow Sports Premier.

The event raised awareness, and funds to rebuild schools and hospitals across the Caribbean islands which suffered significant damage during the passage of hurricanes Irma and Maria, earlier in the year. Sagicor presented a cheque for US\$100,000 towards the cause, bringing the total raised to US\$127,976.18 which included contributions from other corporate partners and online and cash donations.

IGDS: NBU Talking Gender Equality at Springer Memorial School

In keeping with the celebrations for International Women's Day and as part of the Soroptimist International of Barbados School Leavers Programme at Springer Memorial Secondary School, Kelly-Ann Knight, MSc student in Gender Development Studies, Cave Hill Campus facilitated an interactive session on gender equality. The girls were taught

about Goal Five of the Sustainable Development Goals, to #press for progress by challenging unequal relations of gender, to campaign for equality in meaningful ways and to celebrate the achievements of women and girls.

IGDS: NBU: Celebrates Day of Women of the Americas

The IGDS: NBU collaborated with the Bureau of Gender Affairs to host a breakfast seminar on Sunday February 18, 2018, at the 3W's Pavilion which was attended by thirty (30) women leaders representing various NGOs in Barbados. The seminar focused on leadership and advocacy centred around issues of concern to women. Dr Tonya Haynes delivered remarks on behalf of the IGDS: NBU and Dr DeShong facilitated an interactive session on "Solidarity, Organising and Advocacy: Toward a Framework for Addressing Interrelated Inequalities in Women's Lives."

Caribbean Women, Catalysts for Change Lecture

The IGDS: NBU's Flagship Annual Public Lecture: Caribbean Women, Catalysts for Change Lecture "Gender Trouble: Queer, Trans and Future Freedoms" was the focus of the 2017 Caribbean Women: Catalysts for Change lecture series, held in honour of the late Dame Nita Barrow in the Walcott Warner Theatre of the Errol Barrow Centre for Creative Imagination (EBCCI). The lecture held on November 9, 2017, was delivered by Dr Rinaldo Walcott. Dr Walcott addressed the postcolonial nation-state and its investment in dispensing limited citizenship to its sexual minorities and gender non-conforming people. In addition to delivering the lecture, Dr Walcott had a session with graduate and undergraduate students on November 8, 2017, which was chaired by MPhil student, Ms Kaywana Williams.

SALUTING ACHIEVEMENT

The Cave Hill Campus conferred honorary degrees on the following luminaries during its annual graduation ceremony held on October 20, 2018: Professor Ebenezer Owusu (Doctor of Science) and the Honourable Mr Justice Adrian Dudley Saunders (Doctor of Laws).

**Professor Ebenezer Oduro Owusu,
Vice-Chancellor of the University of Ghana**

Professor Owusu holds a BSc. Agriculture, from the University of Ghana, a Masters in Agricultural Chemistry and a PhD in Entomology. Professor Owusu won a prestigious Japanese Government Scholarships (MONBUSHO) to read for both degrees and, completed his PhD in 1995, with a gold medal award (for best PhD candidate). Professor Owusu also has an Executive Master of Business

Administration (EMBA Project Management option) and has since been instrumental in the introduction of project management/business related courses in the Sciences at the University of Ghana.

Professor Owusu was appointed Assistant Professor at Kochi University, and then Associate Professor in September, 1995. In March 1996, he was appointed a Research Fellow at the International Crops Research for the Semi-Arid Tropics (ICRISAT) and was posted to Niger as an Entomologist. In 1998, he was appointed Lecturer at the then Department of Zoology, University of Ghana (now Animal Biology and Conservation Science). He was promoted to Senior Lecturer in September 2001, and then to Associate Professor and Professor in June 2005, and March 2010,

L-R: The UWI Vice-Chancellor, Professor Sir Hilary Beckles; The UWI Chancellor, Mr Robert Bermudez; Vice-Chancellor of The University of Ghana, Professor Ebenezer Owusu; Pro Vice-Chancellor and Principal, Professor Eudine Barriteau and Chairman, Cave Hill Campus Council, Sir Paul Altman.



respectively. Over the years, Professor Owusu has mentored several students MPhil and PhDs degrees. Professor has edited research articles for many journals, and authored over a hundred scientific papers in the area of Entomology. He has also served as a consultant in the areas of pesticide science, pest management, agriculture and project management and evaluation. He has worked extensively on millet, vegetable, and urban insect pests, especially in the areas of insecticide resistance and use of indigenous plant materials for management of major insect pests. He has also received research funds, and in 1999, personally built a Food Security laboratory at the University of Ghana for use by staff and students. He was solely responsible for the acquisition and installation of a US\$500,000 Scanning Electron Microscope (first of its kind in West Africa, through a grant aid from the Government of Japan.

Professor Owusu is the immediate Provost of the College of Basic and Applied Sciences, having previously served as Vice Dean of the Faculty of Science and Dean of the School of Biological Sciences, University of Ghana. As Head of the Department of Zoology (2008-2010), Professor Owusu provided academic and managerial leadership, culminating in the change of the Department's name to "Animal Biology and Conservation Science", and also revised the Department's undergraduate programme to make it more demand driven and relevant to national needs. Before his appointment as Head of Department, he was the Chairman of the Volta Basin Research Project (VBRP), University of Ghana.

As a Provost at the University of Ghana, Professor Owusu laid the foundation of the College of Basic and Applied Sciences and was instrumental in getting the College to enter into partnership agreements with ten international institutions, and motivating colleagues to seek funds amounting to over 10 million dollars.

He was appointed Chair of the Cocoa Research Institute of Ghana Management Board by the President of Ghana. He also sits on the Boards of the National Accreditation, University of Allied

Health Sciences, and Ghana Military College and has served as council member of the Catholic University College of Ghana, Fiapre as well as the College of Health Sciences, University of Ghana. He currently chairs a number of Boards/Committees including the Business and Executive Committee, Academic Board, Strategy Committee, Procurement and Tender Board, as well as Appointment and Promotions Board of the University of Ghana.



Professor Ebenezer Owusu

Professor Owusu is also a member of numerous academic organizations world-wide. He is a member of the University of Cambridge African Research Partnership (CAPREx) team. He serves as the Editor-in-chief of the Journal of the Ghana Science Association, Regional Editor for the UNESCO African Journal of Science and Technology as well as Reviewer for a number of international journals.

In August 2008, Professor Owusu was decorated as a "LIVING LEGEND" by the People of Kochi, Japan for his contribution to Science and the internationalization of Kochi city. In 2010, he was named the Tourism Ambassador of Kochi Prefecture, Japan. He remains the educational consultant to the Japanese Embassy in Accra and sits on some committees of the Embassy including that of scholarship and culture. On August 29, 2013, Professor Owusu was awarded the prestigious Japanese Foreign Ministers commendation award for his immense contributions and outstanding roles in the promotion of friendship between Japan and other countries, and for helping improve the social and economic partnership between the people of Ghana and Japan. In June 2016, he was appointed a member of the "Kenjin-Tatsujin" Japan International Advisory Council, which supports the Ashinaga African Leaders Initiative. On November 29., 2017, Professor Owusu was honored by the Japanese Government as a 'rising sun with gold'.





L-R: Pro Vice-Chancellor and Principal, Professor Eudine Barriteau; The UWI Chancellor, Mr Robert Bermudez; President of the Caribbean Court of Justice, The Honourable Mr Justice Adrian Dudley Saunders; The UWI Vice-Chancellor, Professor Sir Hilary Beckles; and Chairman, Cave Hill Campus Council, Sir Paul Altman.

The Honourable Mr Justice Adrian Dudley Saunders, President of the Caribbean Court of Justice

The Honourable Mr Justice Adrian Dudley Saunders attended St. Mary's Primary School and later St Vincent Grammar School in St. Vincent. Mr Justice Saunders graduated with the Bachelor of Law (Honours) degree from the University of the West Indies (Cave Hill) in 1975. He received the Legal Education Certificate from the Hugh Wooding Law School in Trinidad & Tobago in 1977, and was called to the Bar of St. Vincent & the Grenadines in that same year.

Mr Justice Saunders remained in private practice as a barrister and solicitor from 1977 until 1996. From 1985 to 1994, he served as a member of the Bar Council of the Eastern Caribbean Bar Association, while occupying the post of Secretary of the St.

Vincent Bar Association during that same period. In 1996, he was appointed to act as a Judge of the Eastern Caribbean Supreme Court (ECSC). At the time of his appointment, he was the Senior Partner in the firm of Saunders & Huggins. In January 1997 he was confirmed as a High Court Judge, being first assigned to the dependent territories of Montserrat and Anguilla and then in 2001 to St. Lucia.

On May 1, 2003, Mr Justice Saunders was appointed Justice of Appeal of the ECSC, and in June 2004, was appointed to act as Chief Justice of the Eastern Caribbean Supreme Court in the absence of Dennis Byron who was on leave. Mr Justice Saunders took the oath of office as a Judge of the Caribbean Court of Justice at the Court's Inauguration Ceremony, on Saturday, April 16, 2005.

Since being appointed a Judge of the ECSC, Mr Justice Saunders has been deeply involved

in judicial reform in the Eastern Caribbean. He has been a faculty member of the Halifax-based Commonwealth Judicial Education Institute since 1998, and as such has regularly participated in judicial education programmes for Judges from throughout the Commonwealth. Mr Justice Saunders served as Chairman of the Judicial Education Institute of the ECSC from 2001 to 2004.

From 2000 to 2004, he sat as Chairman of the Ethics Committee of the ECSC, presiding over the development of a code of ethics for Judges of the Eastern Caribbean. Due to his active engagement in advancing judicial integrity, Mr Justice Saunders has been appointed to serve on the Advisory Board of the Global Judicial Integrity Network by the United Nations Office on Drugs and Crime's (UNODC) Global Programme for the Implementation of the Doha Declaration.

Mr Justice Saunders' interests also extend to the area of court administration where he has adopted an active role in the CCJ's public education and other strategic projects. He led the development of the Court's first Strategic Plan in 2012, and currently chairs the ongoing project to develop and execute the Strategic Plan for 2018-2023.

Mr Justice Saunders has written many legal articles and publications and is a Consulting Editor of *The Caribbean Civil Court Practice* and co-author of *Fundamentals of Caribbean Constitutional Law*. He serves as Chairman of the Caribbean Association of Judicial Officers which, in collaboration with UN Women, played a leading role in developing and promoting the adoption of Gender Sensitive Protocols for Judicial Officers for various Caribbean judiciaries. He also lectures part-time at The University of the West Indies, St. Augustine, Faculty of Law on Constitutional Law.

In February 2018, the Caribbean Community Heads of Government agreed to the recommendation of the Regional and Judicial Legal Services Commission (RJLSC) that the Honourable Mr Justice Adrian Saunders be appointed President of the Caribbean Court of Justice. He became President of the

Caribbean Court of Justice July 4, 2018.

Off the Bench, Mr Justice Saunders was President of the National Youth Council of St. Vincent & the Grenadines. He represented his country at table tennis on a number of occasions and for many years he was a member of the Executive of the St. Vincent & the Grenadines Table Tennis Association. He also served as Chairman of the St. Vincent Save the Children and as President of the St. Vincent Guild of Graduates. In December 2004, Mr Justice Saunders was appointed by a Caribbean Community (CARICOM) Prime Ministerial Sub-Committee on Cricket to act as Judge-Advocate and deliver a binding ruling on the dispute between the West Indies Cricket Board and the West Indies Player's Association.



The Honourable
Mr Justice Adrian Dudley Saunders

Vice Chancellor's Award For Excellence

Dr Srinivasa Popuri, Senior Lecturer in the Department of Biological and Chemical Sciences in the Faculty of Science and Technology at The UWI Cave Hill received the Vice Chancellor's Award on October 29, 2018. Dr Popuri has been a prolific researcher in areas such as renewable energy, waste treatment, sustainable technology and green industries.

Dr Popuri's work on "Developments of green/biodegradable polymers for antibacterial, water treatment and energy applications" has received much international attention, leading to conference presentations in Brazil, Australia, South Korea, Malaysia and several other countries; invitations to speak at universities and even the Environmental





Dr Srinivasa Popuri

Protection Agency of Taiwan; and publication in three reputed scientific journals. This impressive research has also shown potential for medical, tissue engineering and drug delivery applications.

His findings on Sargassum seaweed extracts for the development of cosmetic products has received regional and international attention, and in 2015 he received both The World Academy of Science –Caribbean Academy of Science (TWAS–CAS) Young Scientist Award and the Principal’s Award for Outstanding Research Accomplishments.

Dr Popuri has over forty-eight (48) articles published in reputable journals and has authored one book and given forty-seven (47) conference presentations. He has received over fifteen hundred (1,500) citations for articles from researchers all across the world, and has had his research recognised in the top ten cited articles of 2008 to 2010 and the top twenty-five (25) articles of 2008. Dr Popuri has supervised two MSc and two PhD students.

Six Received at Cave Hill Campus’ Principal’s Award for Excellence

Six outstanding members of the staff of the Cave Hill Campus were recognised with the Principal’s Award for Excellence during the Annual Retiree and Staff Awards ceremony held on Saturday, 15th December at the Cave Hill Campus.

The 2018 honourees were *Dr Damian Cohall*, Deputy Dean Preclinical, Faculty of Medical Sciences (FMS), *Dr Ian Craig*, Head, Department of Language, Linguistics and Literature, *Dr Alana Griffith*, Lecturer, Faculty of Social Sciences, *Ms Dale Lynch*, Director, Student Services (OSS), *Mr Wayne Dawe*, Office Assistant and *Mrs Teresacita Cox*, Stenographer/ Clerk, Faculty of Social Sciences.

Dr Damian Cohall was recognised for his stellar contribution in the area of teaching, and dedication to the university and public service. He is credited with developing the Bachelor of Health Sciences and the MPhil/PhD in Pharmacology, which is the first PhD programme offered by the FMS Phase-I Basic Sciences Faculty. Considered as an “expert on marijuana research”, Dr Cohall is the author of nineteen (19) papers published in peer reviewed journals and one book on Medicinal Plants. Dr Cohall

is the Chair of the FMS Evaluation and Promotions sub-committee; the FMS Quality Assurance Committee; the Campus Health Week Committee and a member of the Queen Elizabeth Hospital Drug and Therapeutic monitoring committee.

Dr Ian Craig was commended by colleagues for his extraordinary leadership capabilities, creativity and developing administrative systems that allow for easy dissemination of information, communication and access to resources. As Head of the Department, he created the income-generating Translation Bureau and completed frequent translations for embassies and regional institutions. Dr Craig’s international research is grounded in the Caribbean Hispanic world, Latin American and Caribbean film studies and Cuban-Barbadian cultural connections. He was also celebrated for working tirelessly to provide immersion opportunities in Spain and Columbia for UWI students studying foreign languages.

Dr Alana Griffith has played a key role in teaching the discipline of Sociology. To enhance her students’ performance she continues to experiment with several pedagogies and engages in classroom action research. As a result, her teaching scores are



(l-r): Mrs Teresacita Cox, Mr Wayne Dawe, Dr Alana Griffith, Pro Vice-Chancellor and Principal Professor V. Eudine Barriteau, Dr Damian Cohall, Dr Ian Craig and Ms Dale Lynch.

consistently among the highest in her department in the Faculty of Social Sciences. Dr Griffith has been able to deliver innovative and high quality teaching while still publishing within her discipline. In June 2018, she received a UWI Guild/CETL Award for outstanding contribution to student learning and more recently, together with Dr Damian Cohall, the 2018/2019 Campus Award for Best Applied Research.

Ms Dale Lynch, Director of Student Services was praised for her commitment to student centeredness. Under her leadership over the past decade, the Office of Student Services has evolved into a caring and effective interface with the student body and adapting a holistic approach to student well-being.

Ms Lynch introduced the popular *First Year Experience* programme; the Cave Hill Disability Policy in 2013; and the Cave Hill Campus app in 2018. This latter has been a resounding success with over 3000 downloads. She received the Award

in the Senior Administrative/Professional Staff Category for Outstanding Service to the Campus and University community.

Mr Wayne Dawe and **Mrs Teresacita Cox** received awards for excellence in the Administrative, Technical and Service Staff Category. Mr Dawe has dedicated forty (40) years of service to the university and built a solid reputation as a disciplined, meticulous team player who was always willing to go the extra mile.

Mrs Cox is widely regarded as “the unofficial event planner” in the Department of Government Sociology and Social Work. One of the highlights of her contribution is her leadership and management of the Department’s African Awareness Month of Celebrations. This activity was the brainchild and sole responsibility of Mrs Cox and has grown to involve many of the nearby primary and secondary schools, whose students, on an annual basis, share their African performances with the Cave Hill community.



SPECIAL RECOGNITION AWARDS

In addition to the six awards for excellence presented this year, *Special Recognition Awards* were made to *The UWI Seniors* and *Dr Henderson Carter*.

Since 2001, **The UWI Seniors** (retirees of the Cave Hill Campus) has given unyielding service to the Campus and has contributed over BD\$60,000 to The UWI Cave Hill Hardship Fund.

Dr Henderson Carter, Chair of The UWI Cave Hill 70th Anniversary Committee was recognised for his excellent stewardship of The UWI's 70th Anniversary year of celebrations.

RECOGNITION



Professor
Eudine Barriteau

Professor Eudine Barriteau, *Pro Vice-Chancellor and Principal*, appointed to serve as a Director on the Board of the Queen Elizabeth Hospital for a period of three years (2018-2021); appointed to serve as a member of The Human Resource Development Advisory Council for a period of three years from July 1, 2018;

Ms Lisa Alleyne, *Campus Bursar*, appointed Secretary of the Institute of Charter Accountants of Barbados (ICAB) for a period of one year; appointed as Deputy Chair of the Continuing Professional Development (CPD) of ICAB;

Dr Philmore Alleyne, *Senior Lecturer, Department of Management Studies*, invited to serve as Chairman on the National Minimum Wages Board; invited to serve as a member of the Board of Management of the Alexandra Secondary School;

Mrs Sharon Alexander-Gooding, *University Archivist/Senior Assistant Registrar, Registry*, invited to be a member of the UNESCO Memory of the World Executive Committee for the period 2018-2021, representing the Caribbean and Latin America;

Dr Donley Carrington, *Lecturer, Department of Management Studies*, invited to serve as Deputy Chairman of the Fair Trading Commission for a period of three years; invited to serve as Chairman

on the Board of Management of the Lester Vaughan Secondary School for a period of three years;

Dr Kenneth Connell, *Lecturer, Faculty of Medical Sciences*, invited to serve as a Global Hearts Consultant on the U.S. Centers for Disease Control and Prevention (CDC) Global Hearts Initiative for one year; invited to Chair the Barbados National Drug Formulary Committee for a period of three years (2018-2021); invited to serve as a member on the Barbados Medical Council for a period of three years (2018-2021);

Dr Alana Griffith, *Lecturer, Faculty of Social Sciences*, appointed member of the National Assistance Board, The Ministry of People Empowerment and Elder Affairs for three years effective August 2018;

Dr Sylvia Henry, *Instructional Development Specialist, Centre for Excellence in Teaching and Learning*, invited to serve as Chair on the Board of Management of the Erdiston Teachers' Training College for a period of three years (2018-2021); invited to continue serving as a member of the Teaching Innovations and Education Leadership Technical Working Group (TWG)

Professor Nlandu Mamingi, *Professor of Economics, Faculty of Social Sciences*, invited to sit on the Board of Directors of the Central Bank of Barbados for a period of two years (2018-2020);

Mr Stephen Mendes, *Lecturer, Department of Computer Science, Mathematics and Physics*, invited to serve on the National Task Force on Wellness established by the Ministry of Health;



Ms Lisa Alleyne,



Dr Philmore Alleyne



Mrs Sharon
Alexander-Gooding



Dr Donley Carrington



Dr Kenneth Connell



Dr Alana Griffith



Dr Sylvia Henry



Professor
Nlandu Mamingi



Mr Stephen Mendes



Professor Velma
Newton



Dr Joanne Paul-Charles



Mrs Amanda Reifer



Dr Natasha Sobers



Professor
Alafia Samuels



Dr Kai-Ann Skeete

Professor Velma Newton, Officer-in-Charge, Caribbean Law Institute, invited to serve as Chair of the Board of Management, Barbados Community College;

Dr Joanne Paul-Charles, Lecturer, Faculty of Medical Sciences, invited to serve as an appointed member on the Barbados Medical Council for a period of two years (2018-2020);

Mrs Amanda Reifer, Head, Academy of Sport, invited to serve on the National Cruise Development Commission for a period of three months effective September 2018;

Dr Natasha Sobers, Faculty of Medical Sciences, invited by the Barbados Association of Medical Practitioners to serve as its Representative on the Board of Management of Eilerslie Secondary School;

Professor Alafia Samuels, Director, George Alleyne Chronic Disease Research Centre, as Cave Hill's representative, appointed Chair of the Taskforce Eliminating Hunger and Malnutrition in Early Childhood in Barbados, established by the Government through the Ministry of Agriculture and Food Security;

Dr Kai-Ann Skeete, Trade Research Fellow, Shridath Ramphal Centre for International Trade Law, Policy and Services, appointed as a member of the Board of Management of the St. George Secondary School for a period of three years (2018-2021).



REACCREDITATION GROUPS

In order to ensure maximum participation in the process, Pro Vice-Chancellor and Principal Professor Eudine Barriteau wrote to a wide cross-section of the Campus community indicating that the Campus would be seeking institutional reaccreditation and inviting them to sit on either the Reaccreditation Steering Committee or one of the Working Groups.

Reaccreditation Steering Committee

Dr Jeanese Badenock
Lecturer, Department of Biological and Chemical Sciences,

Chair, Reaccreditation Steering Committee

Dr Peter Adams
Dean, Faculty of Medical Sciences

Mrs Sharon Alexander-Gooding
Senior Assistant Registrar, Records and Archives

Ms Lisa Alleyne
Campus Bursar, Bursary

Mrs Patricia Atherley
Senior Assistant Registrar, Student Enrolment and Retention Unit (SERU)

Dr Cherri-Ann Beckles
Officer in Charge, Records and Archives

Dr Korah Belgrave
Deputy Dean, Faculty of Humanities and Education

Dr David Berry
Dean, Faculty of Law

Mrs Koelle Boyce
Campus Quality Assurance Coordinator, Campus Quality Assurance Unit

Mr Rommel Carter
Campus Registrar (Ag), Campus Registrar's Office

Mrs Gail Carter-Payne
Senior Assistant Registrar, Office of Planning and Projects

Dr Adrian Cashman
Director, Centre for Resource Management and Environmental Studies (CERMES)

Mrs Deborah Deane
Executive Assistant to the Principal, Deputy Coordinator, Institutional Reaccreditation

Dr Colin Depradine
Dean, Faculty of Science and Technology

Mr Ian De Souza
Director, Sagikor Cave Hill School of Business and Management (SCHSBM)

Mr Owen Ellis
Senior Assistant Registrar, School for Graduate Studies and Research (SGSR)

Ms Barbara Forde
Senior Assistant Registrar, Office of Planning and Projects

Mr Patrick Gill
Director, Campus IT Services (CITS)

Ms Cheryse Gooding
Marketing Officer (Ag)

Mrs Gale Hall
Director, Institutional Planning and Projects, Coordinator, Institutional Reaccreditation

Ms Sonia Johnson
Business Development Officer

Professor Clive Landis
Deputy Principal, Office of Deputy Principal

Mr Chelston Lovell
Communications Officer, Office of Public Information

Ms Dale Lynch
Director, Office of Student Services (OSS)

Mr Geoffrey Mapp
President, Administrative, Technical and Service Staff / Barbados Workers' Union (ATS/BWU)

Dr Don Marshall
Director, Sir Arthur Lewis Institute for Social and Economic Studies (SALISES)

Dr Leroy McClean
President, Alumni Association, Cave Hill Chapter

Professor Winston Moore
Director, School for Graduate Studies and Research (SGSR) (from August 1, 2018)

Professor Evelyn O'Callaghan
Dean, Faculty of Humanities and Education

Dr Babalola Ogunkola
Director, School of Education

Dr Grete Pasch-Valdes
Campus Librarian, Sidney Martin Library

Mr Neil Paul
Director, Shridath Ramphal Centre for International Trade Law Policy and Services (SRC)

Mr Oral Reid
Director, Campus Security

Dr Sandra Richards
Senior Programme Officer
(Graduate Studies & Research)
Quality Assurance Unit
(Vice Chancellery), Campus Quality
Assurance Unit (QAU)

Dr Justin Robinson
Dean, Faculty of Social Sciences

Dr Letnie Rock
Head (Ag),
Institute for Gender and Development
Studies: Nita Barrow Unit (IGDS:NBU)

Rev Canon Dr Kirkley Sands
Dean,
Codrington College

Professor Alafia Samuels
Director,
George Alleyne Chronic Disease
Research Centre (GA-CDRC)

Mr Chulang Searles
Representative,
ATS Staff

Ms Rosita Spooner
Representative, Committee of
Administrative Assistants

Mrs Nicole Sue
Health, Safety and
Environmental Officer, Office of the
Campus Registrar

Dr Kay Thompson
Senior Programme Officer, Quality
Assurance Unit (QAU)

Professor Eddy Ventose
Director,
School for Graduate Studies and
Research (SGSR) (to July 31, 2018)

Mr Harclyde Walcott
Director (Ag),
Errol Barrow Centre for Creative
Imagination (EBCCI)

Mr Martin Warrington
Manager, Properties and Facilities,
Maintenance Department

WORKING GROUP 1: STANDARD 1 – MISSION AND OBJECTIVES

Dr David Berry
Dean, Faculty of Law,
Chair

Mr Timothy Arthur
Assistant Registrar,
Student Affairs

Ms Dolores Chandler
Chair, Staff Engagement,
Mentoring and Motivation
Sub-committee

Dr Damian Cohall
Senior Lecturer,
Faculty of Medical Sciences

Ms Cheryse Gooding
Marketing Officer (Ag)

Ms Charleen Holder
Project Assistant,
Office of Planning and Projects

Professor Alina Kaczorowska-Ireland
Professor, International and
European Law, Faculty of Law

Dr Tennyson Joseph
Head, Department of Government,
Sociology and Social Work

Dr Leroy McClean
President, Alumni Association,
Cave Hill Chapter

Mrs Sonia Mahon
Deputy Dean,
Faculty of Social Sciences

Dr Donna-Maria Maynard
Deputy Dean,
Faculty of Humanities and Education

Dr Elaine Rocha
Head,
Department of History and Philosophy

Ms Rosita Spooner
Representative,
Committee of Administrative Assistants

Dr Avril William
Senior Lecturer,
Department of Biological and
Chemical Sciences

WORKING GROUP 2: STANDARD 2 – GOVERNANCE AND ADMINISTRATION

Mr Rommel Carter
Campus Registrar (Ag),
Campus Registrar's Office,
Chair

Mrs Sharon Alexander-Gooding
Senior Assistant Registrar,
Records and Archives

Ms Lisa Alleyne
Campus Bursar, Bursary

Dr Corin Bailey
Fellow, Sir Arthur Lewis Institute for Social
and Economic Studies (SALISES)

Ms Cynthia Barrow-Giles
Senior Lecturer,
Department of Government,
Sociology and Social Work

Dr Stacey Blackman
Lecturer,
School of Education

Dr Donley Carrington
Lecturer, Department of
Management Studies

Dr Halimah DeShong
Lecturer, Institute for Gender
and Development Studies:
Nita Barrow Unit (IGDS:NBU)

Mr Ian De Souza
Director, Sagikor Cave Hill School
of Business and Management
(SCHSBM)

Ms Barbara Forde
Senior Assistant Registrar,
Office of Planning and Projects

Ms Alicia Graham Chair,
Procedures Sub-Committee

Ms Sandra Grant
Assistant Registrar,
Human Resources Section

Mr Calvin Hamilton
Senior Lecturer,
Faculty of Law



Professor Winston Moore
Head, Department of Economics

Ms Judith Nelson
University Management Auditor

Dr Nkemcho Ojeh
Lecturer, Faculty of Medical Sciences

Mr Oral Reid
Director, Campus Security

Mrs Nicole Sue
*Health, Safety and Environmental
Officer, Office of the Campus Registrar*

Dr Janak Sodha
*Head, Department of Computer
Science, Mathematics and Physics*

Ms Yvette Tull
Chair, AA Standards Sub-committee

WORKING GROUP 3: STANDARD 3 – TEACHING AND LEARNING

Professor Clive Landis
*Deputy Principal,
Office of Deputy Principal,
Chair*

Dr Rudolph Alleyne
*Academic Coordinator,
Academy of Sport*

Mrs Gail Carter-Payne
*Senior Assistant Registrar,
Office of Planning and Projects*

Dr Kenneth Connell
Lecturer, Faculty of Medical Sciences

Dr Janice Cumberbatch
Lecturer, CERMES

Dr Colin Depradine
*Dean,
Faculty of Science and Technology*

Dr Glenda Gay
*Lecturer, Department of Management
Studies*

Mrs Althea Greene-Forde
*Deputy Chair and member of
Procedures Sub-committee*

Mrs Cassandra Greenidge
*Informational Technologist
(Functional Analyst), Banner Unit*

Mrs Orwyn Herbert
*Assistant Registrar,
Examinations Section*

Dr Sylvia Henry
*Instructional Development Specialist,
Centre for Excellence in
Teaching and Learning (CETL)*

Dr Joseann Knight
*Lecturer, Department of
Management Studies*

Ms Dale Lynch
Director, Office of Student Services

Dr Azim Majumder
Director, Medical Education

Dr Asya Ostroukh
Senior Lecturer, Faculty of Law

Dr Babalola Ogunkola
Director, School of Education

Rev Canon Dr Kirkley Sands
*Dean,
Codrington College*

Dr Kay Thompson
*Senior Programme Officer,
Quality Assurance Unit (QAU)*

Mrs Judith Toppin
*Head, User Services,
Sidney Martin Library*

Dr David Yawson
Senior Lecturer, CERMES

WORKING GROUP 4: STANDARD 4 – READINESS FOR CHANGE

Dr Justin Robinson
*Dean, Faculty of Social Sciences,
Chair*

Mrs Patricia Atherley
*Senior Assistant Registrar, Student
Enrolment and Retention Unit (SERU)*

Mr Troy Carrington
*Faculty Development Facilitator,
eLearning and Instructional Technology,
CETL*

Ms Natasha Corbin
*Administrative Assistant (Projects),
Faculty of Science and Technology*

Dr Ian Craig
*Head, Department of Language,
Linguistics and Literature*

Mrs Halda Davis-Woodroffe
*Senior Assistant Registrar,
Office of the Registrar*

Mrs Nicole Foster (nee Clarke)
Lecturer, Faculty of Law

Mr Patrick Gill
Director, Campus IT Services (CITS)

Dr Dion Greenidge
*Senior Lecturer, Department of
Management Studies*

Ms Anthea Hinkson
*Assistant Registrar,
Human Resource Section*

Dr Paula Michele Lashley
*Deputy Dean,
Faculty of Medical Sciences*

Mr David Marshall
Coordinator, Smart Campus Initiative

Mr David Myles
Senior Financial Manager, Bursary

Dr Grete Pasch-Valdes
*Campus Librarian,
Sidney Martin Library*

Dr Thea Scantlebury-Manning
*Lecturer, Department of Biological
and Chemical Sciences*

WORKING GROUP 5: STANDARD 5 – QUALITY ENHANCEMENT

Dr Korah Belgrave
Deputy Dean,
Faculty of Humanities and Education,
Chair

Dr Peter Adams
Dean, Faculty of Medical Sciences

Dr Adrian Als
Deputy Dean,
Faculty of Science and Technology

Dr Jacqueline Benn
Psychological Counsellor,
Office of Student Services

Mr Carlyle Best
Librarian, Sidney Martin Library

Mrs Koelle Boyce
Campus Quality Assurance Coordinator,
Campus Quality Assurance Unit

Dr Akhentoolove Corbin
Lecturer, Department of Management
Studies

Mr Austral Estwick
User Support Manager, CITS

Ms Natalie Greenidge
Deputy Chair and member of
Engagement and Motivation Committee

Mr Westmin James
Lecturer, Faculty of Law

Ms Sonia Johnson
Business Development Officer

Mrs Deborah Knight
Administrative Assistant, Student Affairs
(Admissions)

Mrs Andrea Lewis
Project Officer, Office of Planning and
Projects

Dr Francis Lopez
Head, Department of Biological and
Chemical Sciences

Mrs Andrea Marshall
Faculty Development Facilitator,
Curriculum and Instruction, CETL

Mrs Cheryl Mayers-Goddard
Financial Manager, Bursary

Dr Grete Pasch-Valdes
Campus Librarian, Sidney Martin Library

Dr Sandra Richards
Senior Programme Officer (Graduate
Studies & Research) Quality Assurance
Unit (Vice Chancellery), Campus Quality
Assurance Unit (QAU)

Mr Chulang Searles
Representative, ATS Staff

Mr Harclyde Walcott
Director (Ag), Errol Barrow Centre for
Creative Imagination (EBCCI)

WORKING GROUP 6: GRADUATE STUDIES, RESEARCH AND INNOVATION

Professor Eddy Ventose
Director, School for Graduate
Studies and Research (SGSR),
Chair (to July 31, 2018)

Professor Winston Moore
Director, School for Graduate
Studies and Research (SGSR),
Chair (from August 1, 2018)

Dr Michael Campbell
Lecturer, Faculty of Medical Sciences

Dr Adrian Cashman
Director, CERMES

Dr Yolande Cooke
Programme Office,
Office of the Principal

Dr Ian Craig
Head, Department of Language,
Linguistics and Literature

Mr Owen Ellis
Senior Assistant Registrar,
School for Graduate Studies and
Research (SGSR)

Dr Leah Garner-O'Neale
Deputy Dean,
Graduate Studies, Outreach and
Research, Faculty of Science and
Technology

Dr Wendy Grenade
Deputy Dean (Outreach),
Faculty of Social Sciences

Ms M Ingrid Iton
Liaison Librarian, Main Library

Ms Sonia Johnson
Business Development Officer

Dr Don Marshall
Director, Sir Arthur Lewis Institute
for Social and Economic Studies
(SALISES)

Dr Donna-Maria Maynard
Deputy Dean,
Faculty of Humanities and Education

Dr Madhuvanti Murphy
Deputy Dean,
Faculty of Medical Sciences

Professor Leonard O'Garro
Director, Centre for Food Security
and Entrepreneurship

Mr Neil Paul
Director, Shridath Ramphal
Centre for International Trade Law
Policy and Services (SRC)

Mrs Amanda Reifer
Head, Academy of Sport

Dr Sandra Richards
Senior Programme Officer
(Graduate Studies & Research)
Quality Assurance Unit
(Vice Chancellery), Campus
Quality Assurance Unit (QAU)

Dr Letnie Rock
Head (Ag), Institute for Gender
and Development Studies: Nita
Barrow Unit (IGDS: NBU)

Professor Alafia Samuels
Director, George Alleyne
Chronic Disease Research Centre
(GA-CDRC)

RESEARCH

Dr Dwayne Devonish
Senior Lecturer, Department
of Management Studies

...And his Team of Students



STATISTICS AND CHARTS

On-Campus Student Registration by Faculty 2009/2010 - 2018/2019 ¹²³⁴ Undergraduates *plus* Postgraduates

Year	Humanities & Education	Law	Medical Sciences	Science and Technology	Social Sciences	Sport	Total
2009/2010	1410	611	188	1240	4894	-	8343
2010/2011	1372	686	271	1216	5129	-	8674
2011/2012	1330	671	337	1270	5233	-	8841
2012/2013	1193	686	384	1250	5263	-	8776
2013/2014	1205	751	421	1218	5039	-	8634
2014/2015	843	701	412	1056	3851	-	6863
2015/2016	688	577	446	985	3369	-	6065
2016/2017	549	506	482	957	3013	-	5507
2017/2018	550	430	491	921	2769	-	5161
2018/2019	587	433	508	1043	2873	119	5563

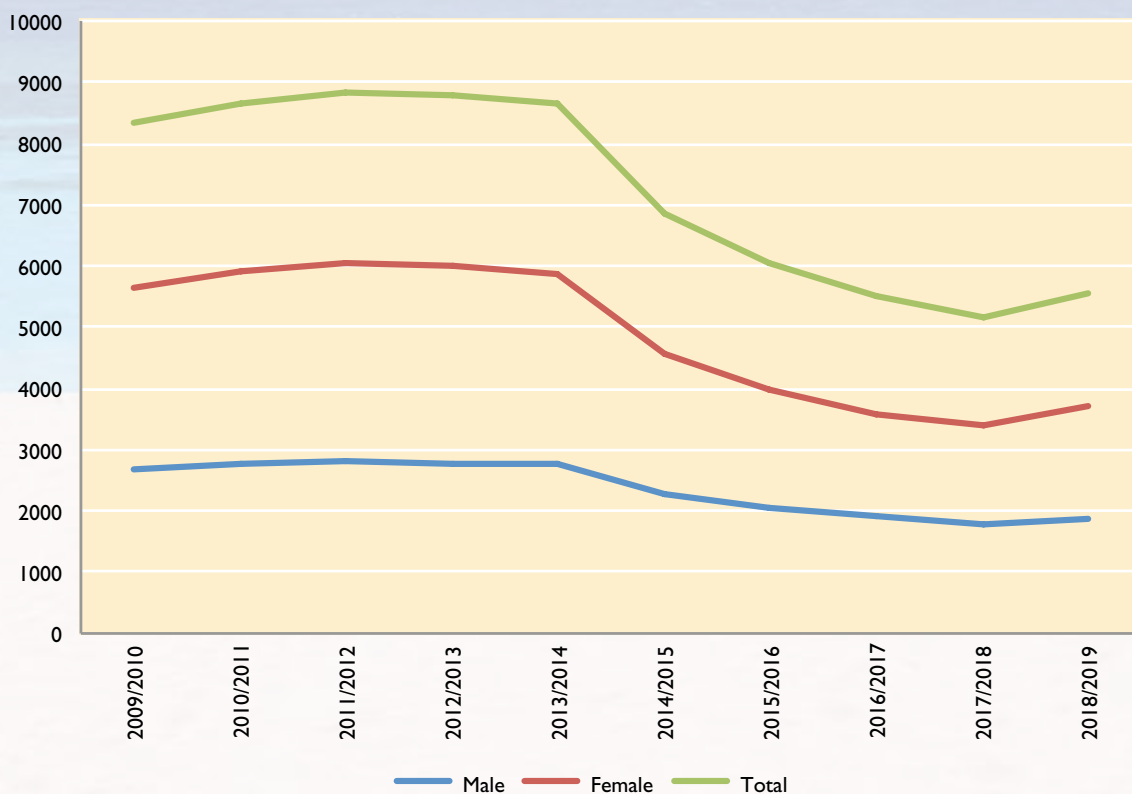
1 Data for Humanities & Education includes 11 postgraduate students in the Institute for Gender and Development Studies.

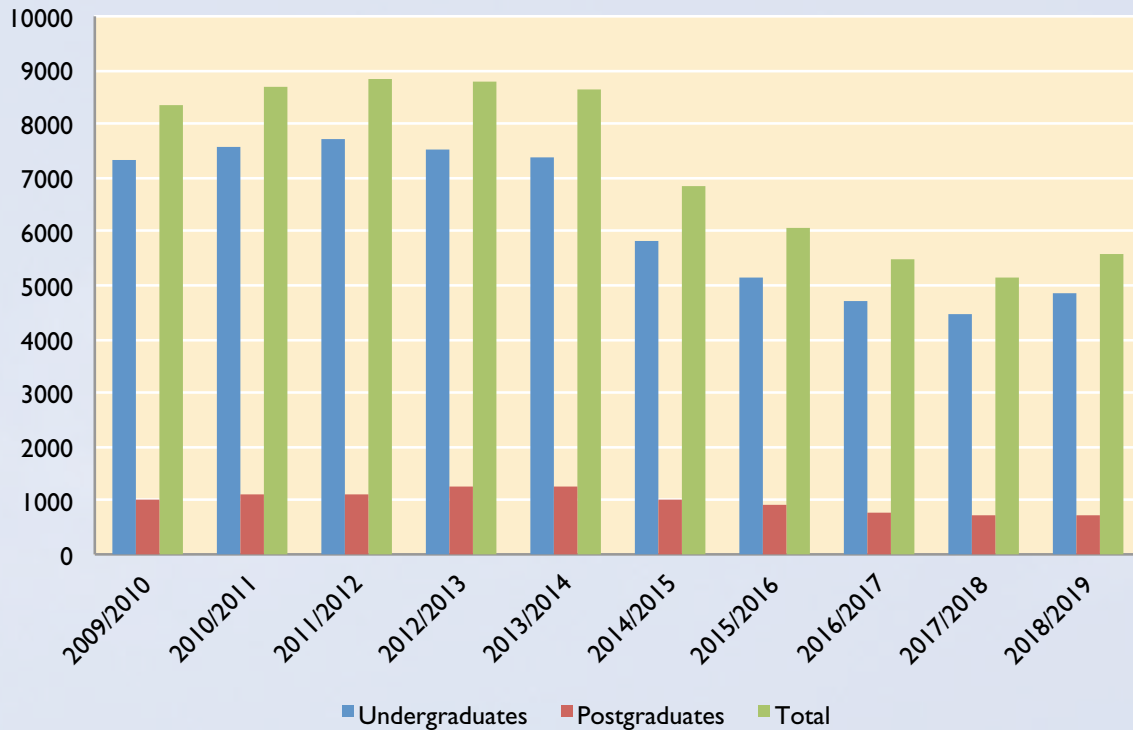
2 Data excludes students enrolled in Tertiary Level Institutions.

3 Data excludes 25 participants in the Centre for Professional Development and Lifelong Learning.

4 The Faculty of Sport was established in 2018.

On-Campus Student Registration by Faculty 2009/2010 - 2018/2019 Undergraduates *plus* Postgraduates

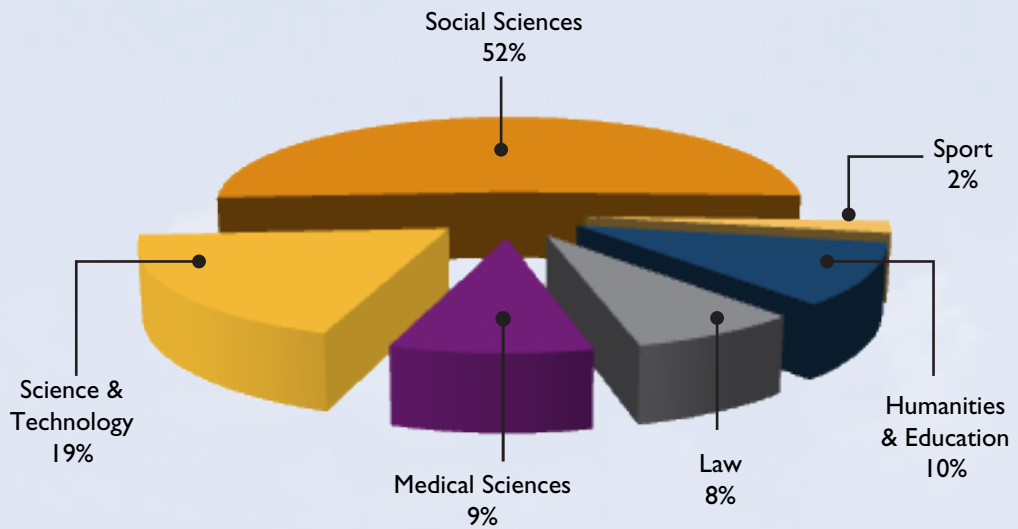


Total On-Campus Student Registration by Level 2009/2010 - 2018/2019**Distribution of Total On-Campus Student Registration 2018/2019 by Nationality and Faculty**

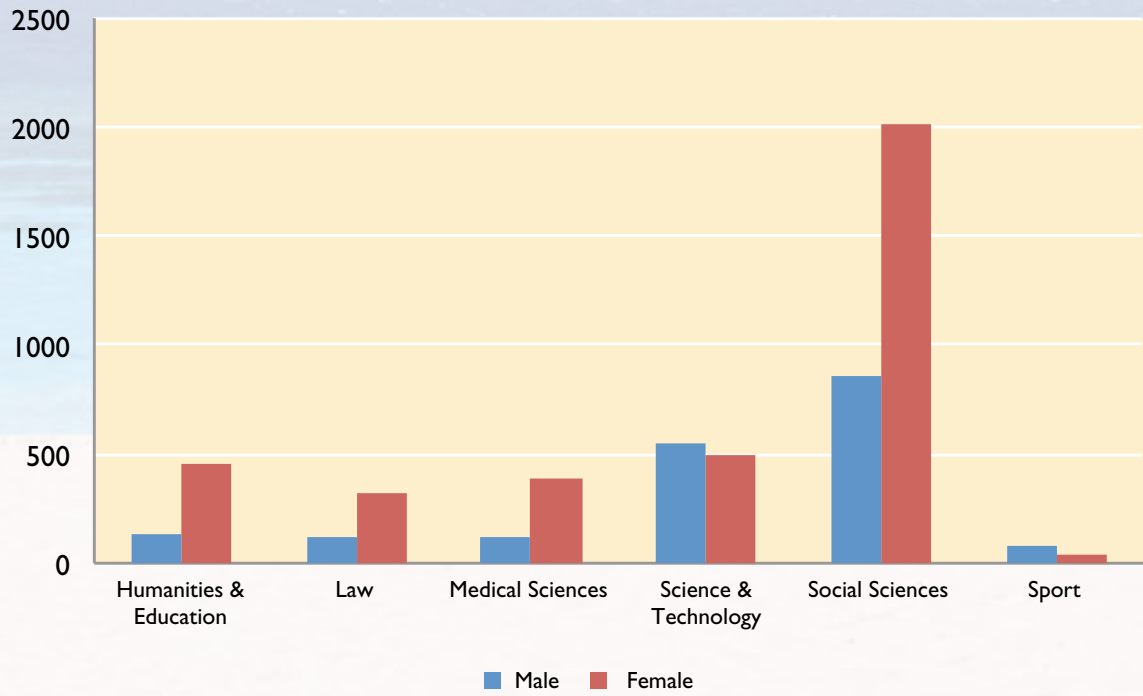
Faculty	UNDERGRADUATE						POSTGRADUATE						Grand Total
	Bdos	NCC*	T&T	J'ca	Others	Total	Bdos	NCC*	T&T	J'ca	Others	Total	
Humanities & Education	324	37	8	5	15	389	148	27	6	1	16	198	587
Law	177	106	94	24	4	405	9	8	6	2	3	28	433
Medical Sciences	169	61	177	0	1	408	87	4	3	0	6	100	508
Science and Technology	798	112	20	8	11	949	49	29	5	3	8	94	1043
Social Sciences	2196	305	37	11	29	2578	216	38	16	5	20	295	2873
Sport	77	18	10	1	3	109	6	2	2	0	0	10	119
Total	3741	639	346	49	63	4838	515	108	38	11	53	725	5563

* - NCC - UWI non-Campus countries (Anguilla, Antigua & Barbuda, Belize, Bermuda, British Virgin Islands, Cayman Islands, Commonwealth of Dominica, Grenada, Montserrat, St. Kitts and Nevis, St. Lucia, St. Vincent and The Grenadines, The Bahamas and Turks & Caicos)

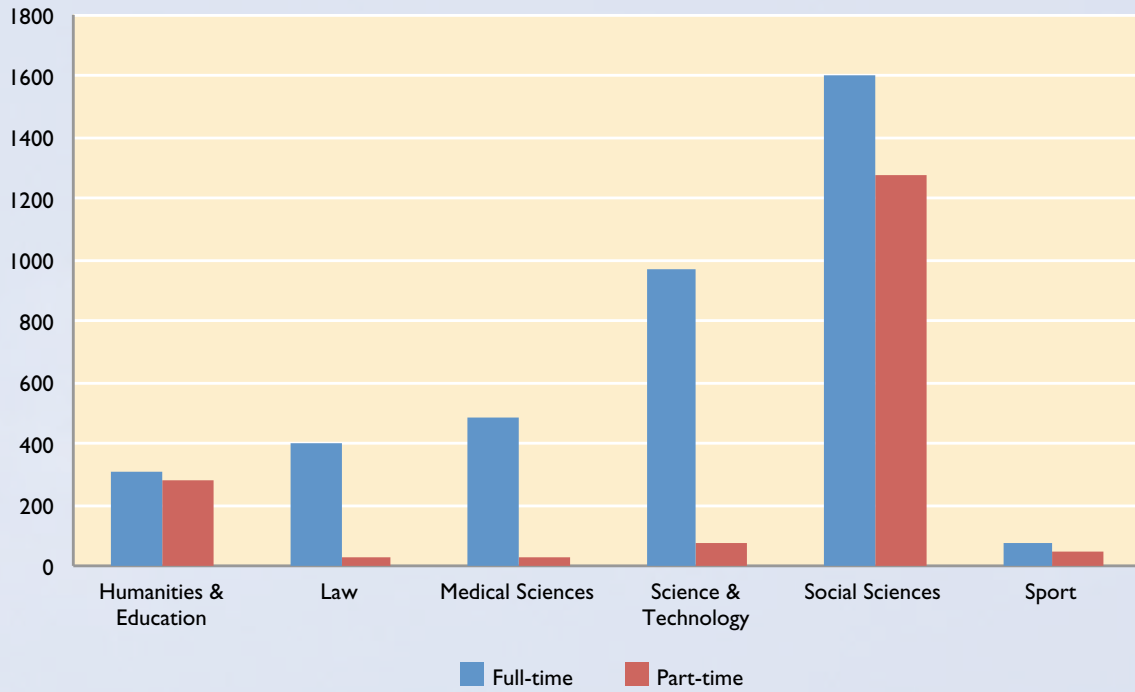
Distribution of Total On-Campus Student Registration 2018/2019 by Faculty



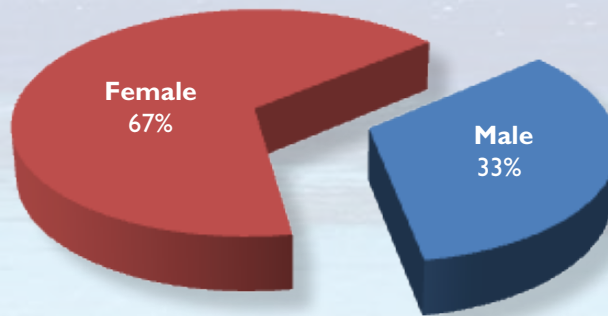
Distribution of Total On-Campus Student Registration 2018/2019 by Faculty and Gender



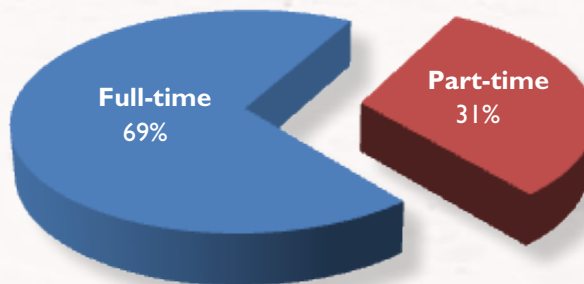
Distribution of Total On-Campus Student Registration 2018/2019 by Faculty and Gender

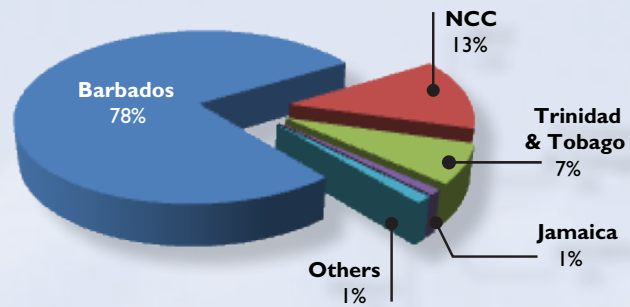
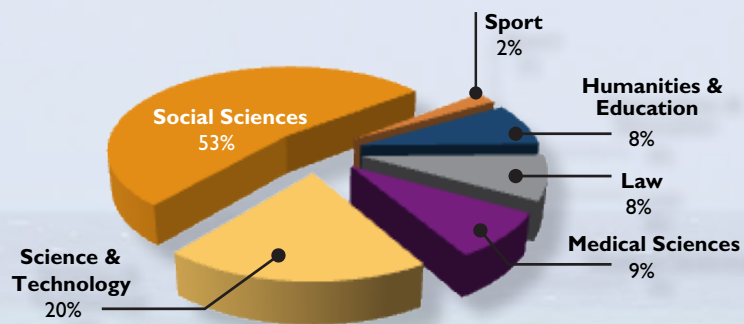
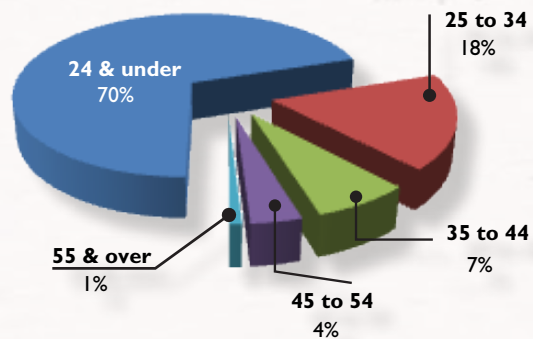


Distribution of Total On-Campus Student Registration 2018/2019 by Gender

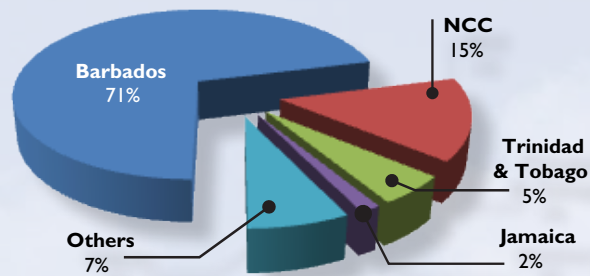


Distribution of Total On-Campus Student Registration 2018/2019 by Status

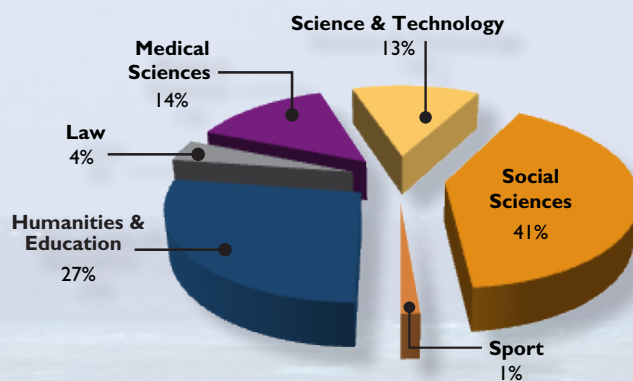


Distribution of Undergraduate Students 2018/2019 by Nationality**Distribution of Undergraduate Students 2018/2019 by Faculty****Distribution of Undergraduate Students 2018/2019 by Age Range**

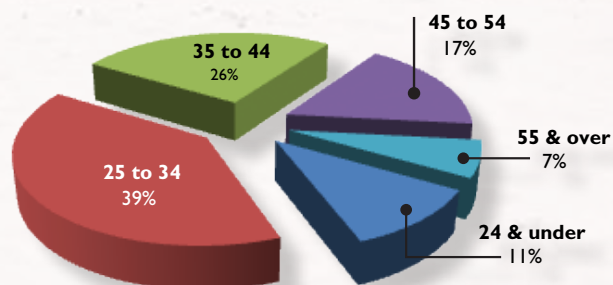
Distribution of Postgraduate Students 2018/2019 by Nationality



Distribution of Postgraduate Students 2018/2019 by Faculty



Distribution of Postgraduate Students 2018/2019 by Age Range



Distribution of Postgraduate Students 2018/2019 by Faculty/Institute and Nationality

Country	Gender Studies			Humanities & Education			Law			Medical Sciences			Science & Technology			Social Sciences			Sport			TOTAL		
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
Antigua & Barbuda	0	0	0	0	2	2	0	3	3	1	0	1	0	0	0	3	2	5	0	0	0	4	7	11
Barbados	1	4	5	32	111	143	2	7	9	19	68	87	23	26	49	67	149	216	4	2	6	148	367	515
Belize	0	1	1	0	3	3	1	0	1	0	0	0	2	0	2	0	2	2	0	0	0	3	6	9
Brazil	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
British Virgin Islands	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	0	1	0	0	0	1	1	2
Canada	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	1	1	2	0	0	0	1	2	3
Cayman Islands	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
China	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Commonwealth of Dominica	0	2	2	1	0	1	0	1	1	0	0	0	1	4	5	1	4	5	0	0	0	3	11	14
Cuba	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Ghana	0	0	0	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	2	0	2
Grenada	0	0	0	0	3	3	0	2	2	0	0	0	1	0	1	1	5	6	0	0	0	2	10	12
Guyana	0	0	0	0	0	0	0	1	1	0	2	2	3	2	5	3	9	12	0	0	0	6	14	20
India	0	0	0	3	0	3	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	3	1	4
Jamaica	0	0	0	0	1	1	0	2	2	0	0	0	1	2	3	1	4	5	0	0	0	2	9	11
Kenya	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Nigeria	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	1	1
Spain	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
St Kitts & Nevis	0	0	0	1	0	1	0	0	0	0	0	0	0	1	1	0	2	2	0	0	0	1	3	4
St Lucia	0	0	0	1	3	4	0	0	0	0	2	2	0	3	3	2	5	7	0	0	0	3	13	16
St Vincent & Grenadines	0	0	0	1	5	6	0	0	0	0	1	1	5	7	12	5	2	7	1	0	1	12	15	27
The Bahamas	0	1	1	1	1	2	0	1	1	0	0	0	2	2	4	0	3	3	0	1	1	3	9	12
Trinidad & Tobago	0	1	1	1	4	5	1	5	6	0	3	3	0	5	5	2	14	16	0	2	2	4	34	38
UK	0	0	0	0	3	3	0	0	0	1	1	2	1	0	1	1	4	5	0	0	0	3	8	11
USA	0	0	0	3	1	4	0	0	0	1	0	1	0	1	1	0	0	0	0	0	0	4	2	6
Venezuela	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	1	1
Total	1	10	11	46	141	187	5	23	28	22	78	100	39	55	94	88	207	295	5	5	10	206	519	725

Examination Results For 2017/2018 ...

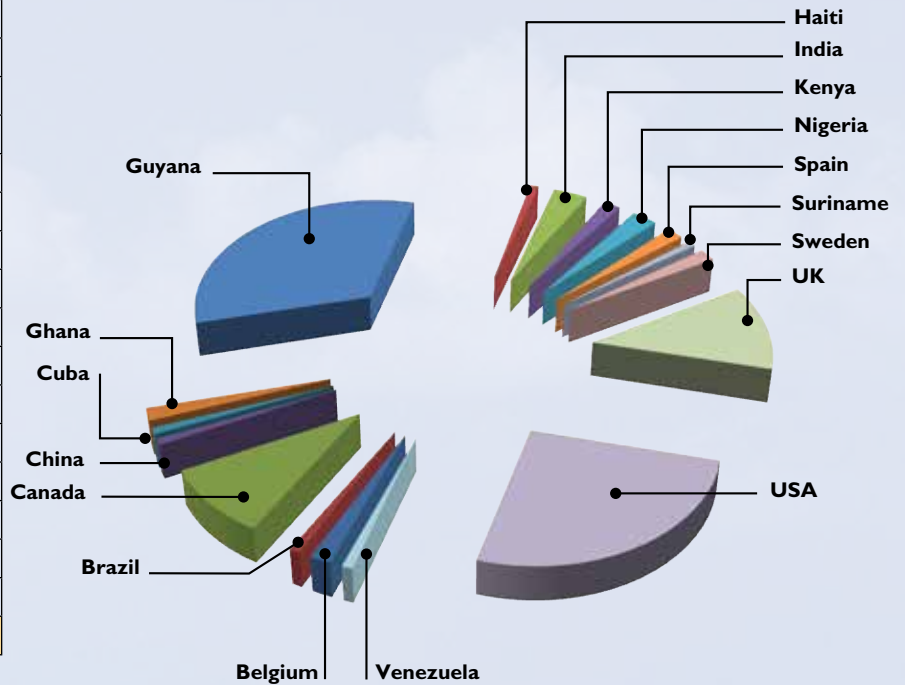
FACULTY	UNDERGRADUATE DEGREES ¹						TOTALS	COMPARATIVE TOTALS 2016/2017
	DISTINCTION & HONOURS	FIRST CLASS	UPPER 2ND CLASS	LOWER 2ND CLASS	PASS	TOTALS		
Humanities & Education	0	12	40	20	13	85	140	
Law	0	15	39	45	23	122	151	
Medical Sciences ²	7	0	0	0	45	52	61	
Sciences and Technology	0	29	57	59	23	168	158	
Social Sciences	0	67	211	245	115	638	682	
Grand Total	7	123	347	369	219	1065	1192	

1 - Excludes 85 Undergraduate Diplomas

2 - Excludes 62 continuing MBBS candidates awarded the Interim Bachelor of Medical Sciences certification

All Nationals of Non-UWI Countries Registered in 2018/2019

Country	Total	Male	Female
Belgium	2	1	1
Brazil	1	1	0
Canada	11	4	7
China	1	0	1
Cuba	1	0	1
Ghana	2	2	0
Guyana	38	15	23
Haiti	1	1	0
India	4	3	1
Kenya	2	1	1
Nigeria	3	0	3
Spain	2	0	2
Suriname	1	0	1
Sweden	2	1	1
UK	14	3	11
USA	30	8	22
Venezuela	1	0	1
Totals	116	40	76



... with Comparative Totals For 2016/2017

POSTGRADUATE DEGREES, DIPLOMAS AND CERTIFICATES						GRAND TOTAL	
PHD/DBA ³	DM	MPHIL	TAUGHT MASTERS ⁴	DIPLOMAS ²	CERTIFICATES	TOTALS	COMPARATIVE TOTALS 2016/2017
8	0	2	26	46	11	93	77
0	0	0	23	0	0	23	39
2	12	1	7	4	0	26	26
6	0	2	9	0	0	17	40
3	0	0	121	15	0	139	179
19	12	5	186	65	11	298	361

3 - Includes 1 PhD graduand from the IGDS:NBU

4 - Includes 14 MBA graduands from the SAGICOR Cave Hill School of Business and 4 MSc graduands from the IGDS: NBU

CAMPUS STAFF

PROMOTIONS, NEW APPOINTMENTS, TEMPORARY APPOINTMENTS AND RESIGNATIONS AS AT JULY 31, 2018

Promotions

Dr Peter Chami

Promoted to Senior Lecturer
Department of Computer Science,
Mathematics and Physics

Dr Akhentoolove Corbin

Promoted to Senior Lecturer
Department of Management Studies

Dr Wendy Grenade

Promoted to Senior Lecturer
Department of Government, Sociology
and Social Work

Dr Jonathan Lashley

Promoted to Senior Research Fellow
Sir Arthur Lewis Institute of Social
and Economic Studies

Mr Terrence Lowe

Promoted to Librarian II
Sidney Martin Library

Dr Nkemcho Ojeh

Promoted to Senior Lecturer
Faculty of Medical Sciences

Dr Srinivasa Popuri

Promoted to Senior Lecturer
Department of Biological and Chemical Sciences

Dr Sherma Roberts

Promoted to Senior Lecturer
Department of Management Studies

New Appointments

Mrs Orwyn Herbert

Assistant Registrar
Student Affairs - Examinations

Dr Nickesha Dawkins

Lecturer
Department of Language, Linguistics and Literature

Dr Yolande Cooke

Programme Officer
Office of the Principal

Dr Damien Best

Lecturer
Faculty of Medical Sciences

Dr Clemon George

Lecturer
Faculty of Medical Sciences

Dr Arianne Harvey

Lecturer
Faculty of Medical Sciences

Dr Jonad Pulaj

Lecturer
Department of Computer Science,
Mathematics and Physics

Ms Tanya Martelly

Research Manager
CDRC

Temporary Appointments

Ms Gale Hall

Director of Institutional Planning

Office of the Principal

Ms Daniele Bobb

Research Assistant

Centre for Excellence in Teaching and Learning

Mr Paul Blackman

Educational Technologist

Mr Troy Carrington

*Faculty Development Facilitator
(E-learning and Instructional Technology)*

Ms Andrea Marshall

*Faculty Development Facilitator
(Curriculum and Instruction)*

Quality Assurance Office

Mr Correy Mitchell

Research Associate

Campus IT Services

Mr Maurice Beckles

Information Technologist I

Mr Barry Jordan

*Information Technologist I
Campus IT Services*

Office of Recruitment and Marketing

Ms Cheryse Gooding

*Head
Marketing and Recruitment Manager*

Ms Sonya Gift

Research Officer

Office of Student Services

Mr Khaleid Holder

Temporary Student Services Manager

The Confucius Institute

Mr David Bulbulia

Co-Director

UWI/HARP

Ms Kileha Anderson

Research Assistant

FACULTY OF HUMANITIES AND EDUCATION

Foundation Language Programme

Mr Alvin Carter

Instructor

Ms Zoanne Evans

Instructor

Ms Suzanne Durant

Tutor

Ms Margaret Gill

Tutor

Mr Kelvin Quintyne

Instructor

Mr Samuel Soyer

Instructor

Ms Carolyn Walkes

Instructor

Dr Ann Fergusson

Instructor

Dr Debra Providence

Lecturer

*Department of Language, Linguistics
and Literature*

Ms Dawn Farrell-Boyce

Teaching Assistant

Mr Marco Shaumloeffel

Lecturer

Errol Barrow Centre for

Creative Imagination

Ms Kerri-Ann Haynes-Knight

Administrative Officer

Department of History and Philosophy

Ms Roxanne Burton

Lecturer

Dr Rodney Worrell

Lecturer

School of Education

Dr David Samuel

Teaching Assistant

FACULTY OF MEDICAL SCIENCES

Dr Karisha Hinkson-LaCorbinière

Lecturer

Dr Keisha Thomas-Gibson

Lecturer

Dr Adrian Peters

Lecturer

Dr Madhumal Sajeev

Lecturer

Dr Chaynie Williams

Lecturer

*George Alleyne Chronic Disease
Research Centre*

Dr Natalie Greaves

Lecturer

Mr Andre Greenidge

Research Assistant

**FACULTY OF SCIENCE
AND TECHNOLOGY***Department of Biological and
Chemical Sciences***Dr Carol Hull-Jackson**
Lecturer**Dr Kherie Rowe**
Lecturer**Dr Vince Payne**
Lecturer*Department of Computer Science,
Mathematics and Physics***Mrs Tessa King-Inniss**
Lecturer**Mr Stephen Mendes**
Teaching Assistant

CERMES

Dr Adrian Cashman
Senior Lecturer**Mr Jehroum Wood**
Teaching Assistant**FACULTY OF SOCIAL
SCIENCES****Mrs Margaret Hinds**
Research Assistant*Department of Economics***Mr Anderson Elcock**
Lecturer**Ms Annette Greene**
Research Assistant**Ms Mahalia Jackman**
Lecturer**Dr Clyde Mascoll**
Lecturer**Mr Jeremy Stephen**
Lecturer*Department of Government,
Sociology and Social Work***Ms Ayodele Harper**
Research Assistant**Dr Joan Phillips**
Senior Lecturer**Ms Joan Cuffie**
Lecturer**Ms Vernee Sobers**
Lecturer*Department of Management Studies***Ms Marissa Chandler**
Research Assistant**Ms Malissa Cornwell**
Research Assistant**Ms Amanda Pierce**
Research Assistant*Sir Arthur Lewis Institute
of Social and Economic
Studies (SALISES)***Mr Jamal Smith**
Research Assistant*Shridath Ramphal Centre for
International Trade Law,
Policies and Services***Dr Kai-Ann Skeete**
Trade Policy Research Fellow**Ms Camille Russell**
Research Assistant**FACULTY OF SPORT***Academy of Sport***Akeem Dewar**
Regional Sports Coordinator**INSTITUTE FOR GENDER &
DEVELOPMENT STUDIES:
NITA BARROW UNIT****Dr Letnie Rock**
Head**Ms Leigh-Ann Worrell**
Research Assistant**Retirements****Dr Leonard Nurse**
Senior Lecturer
CERMES**Professor T. Alafia Samuels**
Director
CDRC**Mr Glindon Welch**
Foreign Language Instructor
Department of Language,
Linguistics and Literature**Principal's
Award for
Excellence
2017/2018****Dr Angela Alleyne****Ms Ariane Franklin****Mrs Halda Davis-Woodroffe****Ms Natalie Greenidge****Mr Westmin James****Mrs Carla Springer-Hunte**

BENEFACTORS

PRIVATE

INDIVIDUALS

Dr Paul Altman
 Ms Anna Beckles
 Mr Richard P. Brown Jr. Esq.
 Mr Andrew Bynoe
 Mr Richard Cheltenham
 Mr Edmund Cohen
 Mr Charles Edwin Edghill
 and Vanessa Ann Edghill
 Mr Ralph Boyce
 Ms Janet Caroo
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United Nations Children's Fund (UNICEF)
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United Nations Development Fund for Women (UNIFEM)
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World Health Organisation (WHO)

SCHOLARSHIPS, AWARDS AND PRIZES

Alvin Taitt Memorial Trust
1948 Medical Society
American Foundation for the UWI Scholarships (AFUWI)
Anguilla Bar Association

Anthony & Joy Bland Charitable Trust	City of Bridgetown Co-operative Credit Union (COB)	Insurance Corporation of Barbados Ltd	SOL Group Inc
Arnott Cato Foundation Trust	Colin and Pearl Kirton	Jack Dear, Q.C.	Systems Consulting Ltd
Barbados Association of Bermuda Scholarship	Consolidated Finance	John Reinecke Prize	Tamarack Foundation Award
Barbados Association of Medical Practitioners	Continuing Medical Education Committee	Joseph S. Archibald, Q.C. Prize	Telford Georges Memorial Scholarship
Barbados Association of Psychiatrists	David Nathaniel King Memorial Trust	Justice Nicholas J. O. Liverpool Prize	Time Henry Kendal, Q.C.
Barbados Bar Association	District Grand Lodge of Barbados	Kiwanis Club of Barbados South	The Bank of Nova Scotia
Barbados Economic Society	Dame Dr Bernice Lake	KPMG	The Police Wives Association [Barbados]
Barbados Employers' Confederation	Dr Anne Bayley & Harry Bayley	Kurleigh King Memorial Scholarship	The Ralph Boyce Scholarships (sponsored by the Barbados Public Workers' Co-operative Credit Union Ltd)
Barbados International Business Association (BIBA)	Dr Lionel Stuart Memorial Prize	Lionel Stuart Memorial Prize	Thorne de la Bastide Prize
Barbados Investment & Development Corporation (BIDC)	Dr Maisha Emmanuel	Llewellyn Rock Prize	UNICOMER/Courts Dare to Dream Award
Barbados Police Co-Operative Credit Union Ltd Carter and Hutson Memorial Scholarship	Dr The Hon Sir Richard Cheltenham, Q.C.	Massy BS&T Scholarships	Mendes Boyd Scholarship
Barbados Workers' Union Cooperative Credit Union Ltd (BWUCCUL)	Dr Trevor Carmichael, Q.C.	Merck, Sharpe & Dohme Prize	UWI Alumni Association (Barbados Chapter)
Winfield Belle Memorial Scholarship	Eastern Caribbean Group of Companies	Mill Reef Fund Education Grant	UWI Alumni Circle (Cave Hill)
Brenda Lewis Memorial Trust	Edmund Hinkson Attorney-at-Law	Moore Paragon (Caribbean) Ltd	UWI (Cave Hill) Co-op Credit Union Ltd
Campus IT Services (CITS) Award	Elsa Goveia Graduate Scholarship	Myers, Fletcher & Gordan Prize	UWI Toronto Gala Scholarships
CCRIF-UWI Undergraduate Scholarship	Enterprise Growth Fund Limited Scholarship	Neal & Massy Holdings	West Indies Group of University Teachers (WIGUT)
Central Bank of Barbados	Ermine Holmes Memorial Award	Organisation of American States (OAS)	William Patterson Memorial Prize
Charles Duncan O'Neal Lodge No. 1720	Ernst & Young	P K H Cheltenham, Q.C.	
CIBC FirstCaribbean International Bank	Frederick E. Kelsick Memorial Prize	PriceWaterhouseCoopers	
Cidel Bank & Trust	George and Marianna Caroo Memorial Award	R.L. Seale & Co. Ltd	
	GILDAN	Reid Prize	
	Goddard Enterprises Ltd	Sagikor Life Inc.	
	Government of Barbados	Sir Arthur Lewis Memorial Scholarships	
	Graham Gooding Trust Fund	Sir Fred Philips Memorial Prize	
	Institute of Chartered Accountants of Barbados	Sir Gaston Johnson Memorial Prize	
		Society for Caribbean Linguistics	



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