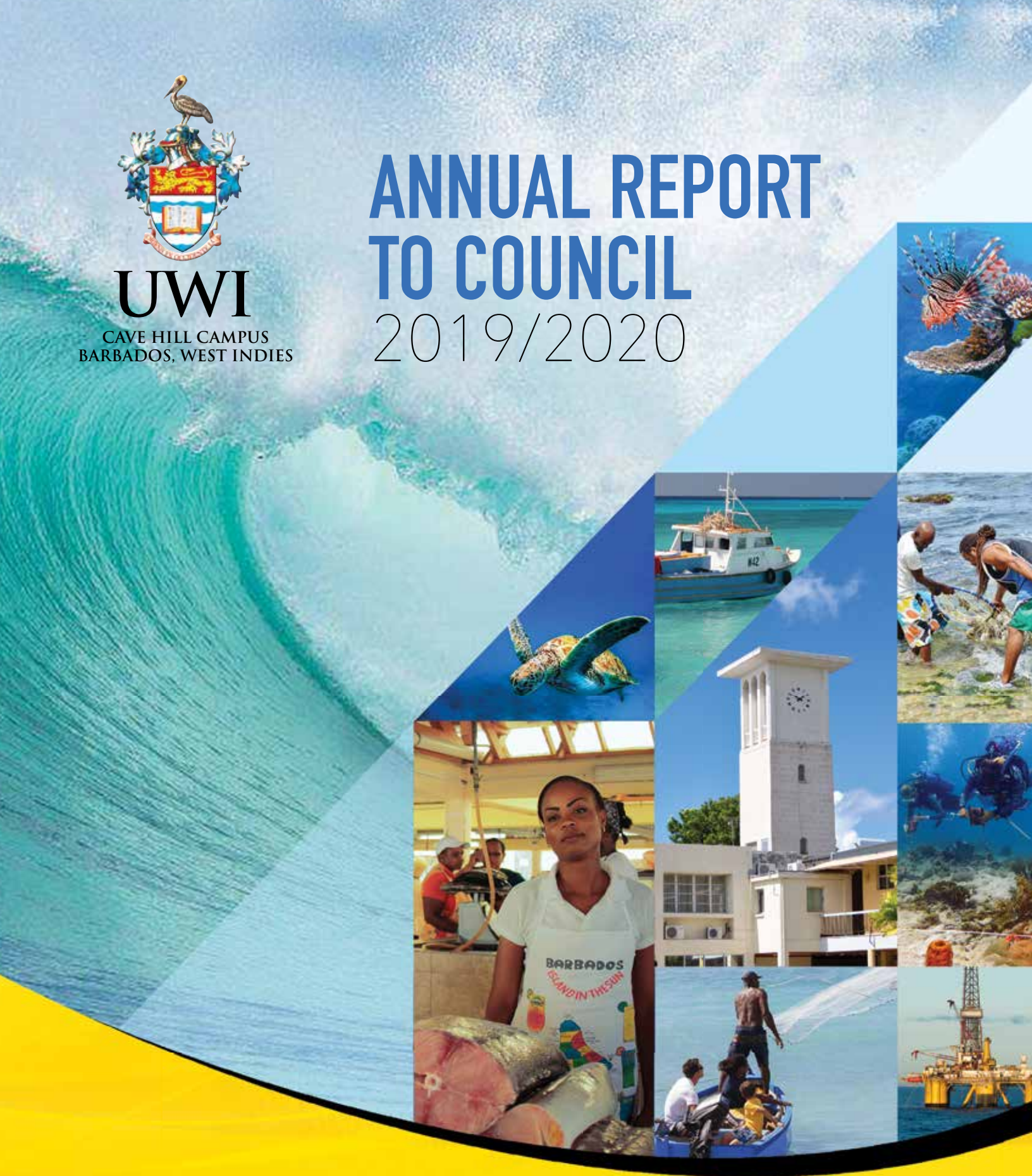




UWI

CAVE HILL CAMPUS
BARBADOS, WEST INDIES

ANNUAL REPORT TO COUNCIL 2019/2020



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

ACCESS • ALIGNMENT • AGILITY
REVITALIZING CARIBBEAN DEVELOPMENT



March 2021

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UWI

CAVE HILL CAMPUS
BARBADOS, WEST INDIES

Our Vision

To be an excellent global university
rooted in the Caribbean

Our Mission

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



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Sir Paul Altman
Chairman

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 2019/2020.

The Report, which chronicles the activities and achievements of the Campus, clearly demonstrates its tenacity and resilience in a year replete with unprecedented challenges.

I highly commend Pro Vice-Chancellor and Principal, Professor the Most Honourable V Eudine Barriteau and her remarkable team, for their resolute efforts in navigating uncharted waters

and steering the Campus safely through the academic year, fulfilling all of its responsibilities to its students, staff and other stakeholders. The Campus should be proud of its accomplishments, underscored by its Smart Campus Initiative. Through this Initiative, it was able to achieve full functionality from remote locations during the national lockdown, which was precipitated by the COVID-19 pandemic.

On behalf of the Campus Council, I wish to record sincere thanks to the medical staff and students who served on the frontline and behind the scenes during the pandemic, as well as those whose research efforts informed the Barbados Government's COVID-19 responses, through the provision of valuable research data. Special thanks must also be accorded to the local telecommunications providers, Digicel and FLOW (CWI Caribbean Ltd) for ably supporting the student body as it transitioned to emergency online learning during the national lockdown, by providing free access to several websites. The successful transition could not have been achieved without the faculty and staff, who bravely confronted seemingly insurmountable challenges and worked long hours to ensure that students were not disadvantaged. This sacrifice has not gone unnoticed, and is greatly appreciated.

In spite of the difficulties experienced during the academic year, the Campus was still able to record significant achievements, which are aptly recorded in this Report. Of note are the advancements effected by the digitalisation of many internal operating processes, resulting

in improved efficiencies and better overall student and staff experiences. The decision taken by the Campus' Management Team to migrate the Banner System used to manage student and financial data to the Ellucian Cloud, must be highly commended. This move facilitated a significant reduction in the Campus' risk level to threats to the IT environment from natural disasters, as well as technological obsolescence. Through successful negotiations with its telecommunications partners, the Campus obtained an increase of its internet bandwidth by more than 200%, without increasing its operating costs. Moreover, extensive electrical upgrades were undertaken to the Data Centre Plant. These initiatives, which serve to position the Campus for future technological advances, are recognised and much-admired.

The continued growth in student enrolment at both the undergraduate and postgraduate levels is noted with interest. The Campus recorded an 8.2% increase in student enrolment, even as the Caribbean region continued to face economic decline. Especially pleasing was the 36.2% increase in the number of students enrolled in graduate programmes of the Faculty of Social

Sciences, as well as the 26.9% increase in undergraduate students in the Faculty of Sport. These increases reflect the attractiveness of programmes offered. Campus Council commends the Cave Hill Campus on its ongoing focus on curriculum reform as it endeavours to ensure its programme offerings are not only appealing, but relevant to the developmental needs of the Caribbean Region.

The Report applauds the efforts of faculties in recognising and rewarding outstanding students who made the Deans' Lists or who were awarded special prizes in various disciplines, including sports. On behalf of the Campus Council, I also want to congratulate the students who excelled academically, as well as the high-performing student athletes who achieved elite status.

During the academic year, the Campus was able to make strides in its internationalisation thrust, even though some planned activities had to be postponed due to the pandemic. Worthy of note is the approval of the previously articulated Bachelor of Science in Preclinical Sciences, by the National Council for Tertiary Education of the Republic of Ghana. This approval brings the acceptance and registration of Ghanaian students into this programme one step closer. The Campus Council looks forward to the finalisation of the process, and the launch of the joint degree programme.

The Campus continued to expand access through the Centre for Professional Development and Lifelong Learning (CPDLL), which registered a phenomenal 127% increase in enrolment in its programmes in 2019/2020, its second year of operations. It is anticipated that the Centre will continue on this trajectory, as the need for training and retraining is expected to become more widespread, as individuals, the public and private sectors reimagine the way business is conducted during and after the pandemic.

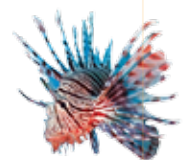
We applaud the Campus on the operationalisation of the Centre for Biosecurity Studies at the start of the academic year. This timely development affirms the Campus' commitment to playing its part in protecting the Caribbean region from the diverse biosecurity threats to which it is vulnerable. The new Centre, which is uniquely located at the Cave Hill Campus, expects to expand its remit as it becomes more established. We look forward to the path-breaking work of the Centre in time to come.

I wish, on behalf of the Campus Council, to recognise and congratulate the Campus on the golden anniversary of the Faculty of Law, which was established in 1970. The Campus should be proud of the achievements of the Faculty and the indelible mark it has made on the region and internationally, through its accomplished alumni. The Faculty also boasts its repository of the most extensive collection of law materials in the Caribbean, which are housed in the Law Library, and should be again congratulated for this accomplishment.

The Report highlights the high level of research and publications by academic staff, as well as substantial funding attracted for research projects. To this end, we congratulate the Centre for Resource Management and Environmental Studies (CERMES) for its *Adapting to a New Reality: Managing Responses to Influxes of Sargassum Seaweed in the Eastern Caribbean as Ecosystem Hazards and Opportunities Project*, which was awarded USD 981,393 by the Caribbean Biodiversity Fund.

Another signal achievement of the Campus in 2019/2020 was the promotion of five faculty members to the rank of Professor. The five, Professors Philmore Alleyne, Dwayne Devonish, Aaron Kamugisha, Troy Lorde and Justin Robinson are truly deserving of this honour, given their outstanding record of teaching, published scholarly work and public service. On behalf of the Campus Council, I extend warmest congratulations to the new professors.

Finally, we join with the Principal, staff and students in extending appreciation to the many benefactors, whose commitment to supporting the Campus during these challenging economic times is heartwarming. Many of the Campus' achievements could not have been realised without this assistance. The Campus is also grateful to the Barbados Government, as well as regional governments, for their unwavering support, and re-commits to honouring their investment in our region's human resource capital by producing well-rounded, highly-qualified graduates for the revitalisation of Caribbean development.





The UWI Cave Hill Campus - Looking out Across the Ocean

"I didn't know there was so large an area of empty land in Barbados. I spotted it while doing a solo flight, searching for a Campus for our branch of the University. . . I wanted a more impressive site, one that stood out like a beacon, and there it was, within easy reach of Bridgetown... And, see - at Mona you look up to the mountains, but here you look out across the ocean. It's the only campus with a sea-view."

(Right Excellent Errol Walton Barrow in Sherlock and Nettleford, 1990)



**Professor the Most Honourable
V Eudine Barriteau, PhD, FB, GCM**
(Pro Vice-Chancellor and Principal)

PRINCIPAL'S REPORT

The University of the West Indies, Cave Hill Campus is pleased to present its Report to Council for the Academic Year 2019/2020. The Campus, though faced with sustained financial challenges, coupled with the social, administrative, and other operational challenges unleashed by the global COVID-19 pandemic, once again demonstrated resilience in its effective and innovative responses. Its accomplishments underscore this resilience.

When the Smart Campus Initiative was launched in 2017, it was in an attempt to transform the Campus' services, facilities, administrative procedures, and more importantly, pedagogical strategies for the 21st Century. The Campus' challenging internal and external environments necessitated a radical restructuring of its operations to ensure its relevance and survival. This ongoing effort positioned the Campus to successfully navigate uncharted waters in the year under review.

In keeping with The UWI, Cave Hill's approach to proactive planning, the Campus established the COVID-19 Task Force on March 06, 2020. Dr Rufus Ewing of the Pan American Health Organisation (PAHO) addressed the first meeting. The Campus developed a COVID-19 plan that included protocols and procedures to ensure compliance with measures stipulated by Barbados' Ministry of Health and Wellness. Due to the challenges presented by the COVID-19 pandemic and subsequent national lockdown, the Campus suspended face-to-face operations on March 24, 2020, and immediately transitioned to emergency remote teaching and administration. During this period, the Campus maintained a substantial level of its operations and did not renege on its responsibilities to its stakeholders.

Remote teaching commenced on April 06, 2020 and required that staff and students had access to the Campus' online platforms and information technology support services. The Campus ensured that students were appropriately enrolled in its student information systems, and staff in its HR system. It further ensured that faculty (both full time and part time) had access to the eLearning platform Moodle, and that they were appropriately enrolled. Three options for synchronous and asynchronous delivery of teaching were made available - Zoom, Microsoft Teams and Blackboard Collaborate. For staff requiring access to the Campus' databases, VPN access was provided to allow for the completion of tasks. Support for all users was made possible through LiveChat on the Campus' websites, and access to its Information Technology (IT) Service Desk platform was made available, where support tickets could be logged by staff and actioned by the IT support team.

Semester II culminated with the administering of all final examinations in an online format. This major accomplishment highlighted the advancements the Campus had made in fostering the digital transformation of The UWI, one of the strategic objectives of The UWI's 2017-2022 Strategic Plan. These achievements could not have been realised





Students on Campus observing COVID-19 protocols

without the dedication and hard work of the Campus' Academic, Senior Administrative and Professional staff, and its Administrative, Technical and Support (ATS) staff who rose to the occasion and worked diligently to deliver the University's mandate under difficult circumstances. In addition, several members of staff and students provided critical support to Barbados' fight against COVID-19. Our medical student volunteers at the clinical training stage of their studies substituted for clinicians and other medical personnel serving on the frontline. They contributed to ensuring that Barbados' primary healthcare facilities were adequately staffed. Our clinical care specialists and medical researchers were actively engaged, locally and regionally. They provided critical care to those stricken, analytical expertise, psychosocial care and scientific research to guide health policy.



Alumni and Student Relations Officer, Mrs Roseanne Maxwell (right) preparing to distribute hampers to students

Helping Students Cope in the COVID-19 Environment

To assist students adversely affected by the COVID-19 pandemic, the Student Enrolment and Retention Unit (SERU) implemented a number of measures to offer support and help them cope with the disruption experienced. These initiatives included:

- A laptop and tablet initiative to provide computer devices to students who were financially unable to secure suitable devices for study and assessment in the emergency remote teaching and learning environment
- Issuing crib sheets to provide tips and strategies for succeeding online
- Providing updates and information on how to obtain technical assistance
- Ensuring support for students with connectivity issues
- Providing grocery vouchers for students remaining on the Halls of Residence during the lockdown
- Advising final-year students needing summer courses for graduation on options available to them, in light of the cancellation of Summer School.

During this period, the SERU Alumni and Student Relations Officer coordinated the collection and distribution of over 200 hampers to students who remained on the Halls of Residence and other students in need across the island. This was a collaborative effort with the Office of Student Services. Donations were received from The UWI, Cave Hill Alumni Association and a cross section of organisations and private individuals.

The Campus is exceedingly grateful to its telecommunication providers, Digicel and FLOW (CWI Caribbean Ltd) for the invaluable support given to its student body during the transition to remote online learning. These companies granted a zero rating to students to enable access to several websites on their mobile devices.

On Monday, June 08, 2020 the Campus resumed face-to-face operations with COVID-19 protocols in full effect.

Despite the extraordinary challenges faced, the Campus achieved several major gains, amplifying the truth in the saying, "every cloud has a silver lining". COVID-19 has forced many businesses and organisations worldwide



Ms Joyce Harris, Administrative Assistant, Department of Language, Linguistics and Literature engaging with a student under COVID-19 protocols

to become more innovative, and the Cave Hill Campus was no exception. The dynamic pandemic environment propelled the Campus to expand its online payment options to allow its internal and external customers to pay more easily for the products and services which it provided, while minimising face-to-face contact. Prior to March 2020, the Bursary had introduced the software TouchNet Marketplace, which was minimally used for paying fees by persons attending Campus-based conferences. However, the pandemic created an increasing need for online payments, and this platform introduced online fee payments to our students.

These developments testify to the agility demonstrated by the Campus at a time when it was an imperative. They revealed what could be achieved in the face of a rapidly changing, competitive higher education sector.

The Campus' achievements advanced the UWI's core values of student centredness, integrity, gender justice, excellence and diversity. Our students continued to be the bedrock of our mission. Our activities deepened student-centredness, improved the learning and leisure environment, grew student enrolment, and introduced measures to earn revenue. The Campus worked to improve access through designing new programmes and improving the quality of teaching, learning and student development. It promoted alignment through pursuing



Dr Kenneth Connell, Deputy Dean, Internationalisation and Recruitment, Faculty of Medical Sciences, dressed in personal protective equipment (PPE) as he prepares to serve on the frontline during the COVID-19 pandemic

greater academic activism and public advocacy while strengthening and improving its academic/industry/government research partnerships. Many of its greatest gains occurred in achieving agility. Substantial strides were made through the implementation of Smart Campus initiatives towards digital transformation. Collectively we worked to restore our financial health and we achieved noticeable reductions in our energy bill through the promotion of renewable energy measures. In the process we achieved significant cost savings.

It was indeed an extraordinarily challenging, yet successful year for the Campus. Looking towards the future, higher education will be required to play an even greater role in rebuilding post COVID-19 societies. Our teaching, research and social engagement will continue to be critical to the sustainable development of the region, even as the Campus seeks to overcome the repercussions of the multiple crises that evolved during the year.



Mr O'Neil Hamilton at the Cave Hill Campus as he delivered his first Keynote Address of the Inaugural Lecture Series hosted by the Centre for Biosecurity Studies

CENTRE FOR BIOSECURITY STUDIES OPERATIONALISED

The UWI has been at the forefront of the search for solutions to endemic and recurring Caribbean challenges. In 2015, the Cave Hill Campus mounted the first regional Symposium to examine and devise a management policy for the massive influx of sargassum seaweed. By 2016, the Campus distributed to CARICOM governments a Sargassum Management Brief, and on August 02, 2018, the Campus mounted a Symposium to examine the implications of biosecurity challenges for the region, with a focus on building resilience to biosecurity threats. These initiatives culminated in the establishment of the Centre for Biosecurity Studies, which was operationalised on August 01, 2019 with the appointment of Ms Christianne Walcott as Operations Manager/Temporary Officer-in-Charge.

The Centre for Biosecurity Studies is the first and sole entity at The UWI, and within the entire Caribbean, explicitly devoted to confronting multidimensional biosecurity issues. In establishing this Centre, The UWI, Cave Hill Campus signaled its commitment to revitalising and protecting Caribbean societies, as stated in The UWI 2017-2022 Triple A Strategic Plan. The Centre will seek to stem the growing vulnerabilities of Caribbean countries



Poster promoting COVID-19 protocols to be observed on the reopening of the Campus



Professor The Most Honourable V Eudine Barriteau, Principal & Pro Vice Chancellor, presenting a welcome token to Dr Kirk Douglas (Director, Centre for Biosecurity Studies) during a Courtesy Call on his first day of appointment

to a range of biological threats occurring either naturally or through malice, and is therefore a critical resource to the region in this regard.

As it becomes more established, the Centre will provide systematic capacity building for biosafety and biosecurity professionals and those in related services. It will engage with national and regional leaders and institutions on policy formation and analysis, and will keep professionals informed of changes in the field. It will work with experts in the field to ensure the rules, regulations and legislation necessary for prevention, containment and protection of Caribbean countries are up to date and relevant. The Centre will be committed to undertaking outreach to upgrade community awareness and will serve as a catalyst to facilitate collaboration among multi-sectoral agents. All of its work will be rooted in vibrant research, policy formulation and a teaching agenda.

Inaugural Public Lecture Series

The Centre's inaugural public lecture was originally scheduled to be hosted on Monday, November 18, 2019, however, this was aborted on the evening of the event due to an island-wide electricity outage, in addition to a water outage at the lecture venue. The Centre was

eventually able to successfully mount its Inaugural Public Lecture Series a few months later, which opened with the Barbados lecture on Monday, February 24, 2020.

The series was headlined by Mr O'Neil Hamilton, CARICOM Regional Implementation Coordinator, United Nations Security Council Resolution 1540, who presented on the topic "Advancing Biosecurity Governance in the Caribbean: The Role of the Biological and Toxin Weapons Convention and UN Security Council Resolution 1540".

The presentation was delivered in three jurisdictions, with the inaugural delivery taking place at the Cave Hill Campus in Barbados, the second in St Kitts, and the third in St Lucia. The keynote speaker was accompanied to St Kitts and St Lucia by Ms Christianne Walcott, Operations Manager of the Centre, who served as Chairperson of the proceedings in each instance. Ground logistics in St Kitts and St Lucia were supported by the collegial teams of The UWI, Open Campus sister sites in the respective territories.

The Centre for Biosecurity Studies was able to seamlessly transition to a virtual mode of operation during the national lockdown period in 2020. Given that the



Prime Minister of Barbados, Hon Mia Amor Mottley, QC, MP (sitting, 1st right) and Professor the Most Honourable Eudine Barriteau (sitting, 2nd right) signing the MOU on behalf of the Government of Barbados and The UWI, Cave Hill Campus respectively, as Campus Registrar, Mr Kenneth Walters, and Dean of the Faculty of Social Sciences, Dr Justin Robinson look on

Centre had not yet rolled out its academic programmes, virtual teaching and student support were not immediate concerns. Virtual attendance at major meetings continued uninterrupted, and preparations began in earnest for the July 01, 2020 onboarding of the new Director, Dr Kirk Douglas.

A two-week orientation schedule of activities was arranged for the Director by the Department, which allowed him to meet with other Deans and Heads of Department to explore possible synergies.

SCHOOL OF GOVERNANCE AND PUBLIC POLICY LAUNCHED

In terms of expanding access, responding to public requests and ensuring the Campus reflects a University for all, the Campus launched the School of Governance and Public Policy on February 25, 2020. Preceding the Launch, the Campus signed a Memorandum of

Understanding with the Government of Barbados on November 20, 2019, to provide public sector employees with additional opportunities for self-improvement and career advancement.

The School of Governance and Public Policy is not a physical structure. It constitutes an interdisciplinary programming division under the leadership of the Department of Government, Sociology, Social Work and Psychology, and is aligned with the Centre for Professional Development and Lifelong Learning (CPDLL). This specialised training hub was designed specifically to facilitate human resource development within the public sector, parastatal and civil society organisations in Barbados and the OECS. The School has the support of the Caribbean Centre for Development Administration (CARICAD) and will work collaboratively to deliver training in three strands; entry-level (for new members), middle management, and senior leadership (Directors, CEOs and Permanent Secretaries).



L-R: Professor Justin Robinson, Ms Lisa Alleyne, Dr Dion Greenidge, Professor the Most Honourable Eudine Barriteau, Mr Kenneth Walters, Dr Wendy Grenade and Professor Winston Moore attending the Launch of the School of Governance and Public Policy

BARBADIAN STUDENTS GIVE BACK

The Barbados National Give Back Programme was launched at the Cave Hill Campus on February 19, 2020. The programme, which is a policy initiative of the Ministry of Education, Technological and Vocational Training, seeks to engender a spirit of volunteerism by requiring Barbadian students who are recipients of free tertiary education to 'give back' in the form of volunteer hours at various approved participating entities across the island.

Guestspeakers, the Honourable Santia Bradshaw MP, Minister of Education, Technological and Vocational Training, and Senator Kay McConney, Minister of Innovation, Science and Smart Technology, gave the students an insight into the inspiration behind the initiative, and along with student speakers, encouraged the character-building value of volunteerism. Campus Registrar, Mr Kenneth Walters in his address, stated that The UWI, Cave Hill was on board with the programme from its origin, and that the Campus was proud to be chosen as the venue for the launch. He also noted that the specially designed and built information management app, which was introduced at the proceedings, aligned well with Cave Hill's Smart Campus Initiative.



Minister of Education, Technological and Vocational Training, the Honourable Santia Bradshaw, addressing Barbadian students at the launch of the Give Back Programme

STRATEGIC PARTNERSHIPS

During the academic year 2018/2019 the Campus entered into several collaborations with both public and private sector entities through the signing of Memoranda of Understanding and Letters of Agreement in pursuit of Strategic Objective AL2 - increase and improve academic/industry research partnerships, under the Strategic Goal of Alignment.

- A Memorandum of Understanding (MOU) between BITT Digital Inc and The UWI, Cave Hill Campus was signed by both parties on August 20, 2019. The MOU provides for the Campus to be registered as a merchant on the mMoney Merchant Solution through the equipping of the Campus' money collection points with Android or iOS sim card enabled devices, meeting the minimum mMoney merchant specifications communicated by BITT. The support provided by BITT would enable the Campus' access to its mMoney Merchant Solution, including the opportunity to attend exclusive training sessions and/or workshops demonstrating the capabilities of the software and the extent to which it could support the Campus' Smart Campus Initiative.
- On December 04, 2019, the Campus renewed its Memorandum of Understanding with the Ministry of Health and Wellness and the Queen Elizabeth Hospital (QEH). The MOU formally confirmed the QEH, the Geriatric and Psychiatric Hospitals, and the local Polyclinics as clinical training sites of The UWI. The MOU covered a broad category of health professionals who would benefit from clinical training placements, and allowed for joint monitoring of its implementation. The MOU was signed by: Professor the Most Honourable Eudine Barriteau on behalf of the Campus; Lieutenant Colonel the Honourable Jeffrey Bostic, MP, Minister of Health and Wellness on behalf of the Ministry of Health and Wellness; and Mrs Juliette Bynoe-Sutherland, Executive Chairman, QEH Board. During his remarks at the Signing Ceremony, Minister Bostic described The UWI Faculty of Medical Sciences as the bedrock of the healthcare system in Barbados.



Ms Stephanie Long, Sales Assistant, The University Bookshop, demonstrating the use of the mMoney solution to a student



Signing Ceremony for the renewal of the MOU with the Ministry of Health and Wellness, Barbados on December 04, 2019. L-R: Honourable Jeffrey Bostic, MP, Minister of Health and Wellness; Pro Vice-Chancellor and Principal, Professor the Most Honourable Eudine Barriteau; Mrs Juliette Bynoe-Sutherland, Executive Chairman, Queen Elizabeth Hospital Board

- A Memorandum of Understanding between the Organisation of Eastern Caribbean States and The UWI, Cave Hill Campus through the Shridath Ramphal Centre (SRC) was signed on January 23, 2020 by Professor The Most Honourable Eudine Barriteau on behalf of the Campus, and Dr Didacus Jules on behalf of the OECS Commission. The MOU provides for the SRC to conduct training on behalf of OECS member states through the offering of various postgraduate and certificate courses, with the aim of increasing knowledge capacity in Trade Policy Formulation, with the desired outcome of creating an evidenced-based approach to Trade Policy Formulation and Negotiation in both the public and private sectors.

ENROLMENT

The Campus registered a marginal increase in student enrolment as at Semester I. A total of 6,668 students were registered, representing an increase of 8.2% over the previous year's enrolment. Of this number, 5,655 students were registered in undergraduate programmes and 1,013 in postgraduate programmes. There was no change in the ratio of female:male students, which remained at 1.94:1. The full-time:part-time ratio was also unchanged at 2.13:1. A notable trend in undergraduate registration was the increasing percentage of Barbadian students in the overall student population. This percentage was recorded at 80% in the previous reporting period, and now stands at 85%.

The Faculty of Sport recorded the highest percentage increase in registration at the undergraduate level, at 27.8%. Other Faculties recording notable increases at the undergraduate level were Science and Technology (14.1%) and Social Sciences (6.6%). Percentage declines at the undergraduate level were marginal, with the Faculty of Law at 1.9% and the Faculty of Medical Sciences at 3.3%.

At the graduate level, the Faculty of Social Sciences performed exceptionally well, with an increase in registration of 38.3%. Enrolment declined at this level for the Institute for Gender and Development Studies: Nita Barrow Unit, as well as the Faculties of Sport, Medical Sciences and Science and Technology. The Faculty of Humanities and Education recorded very marginal upward movement in registration at both levels, with

an increase of 3% at the undergraduate level and 2.2% at the postgraduate level. The Faculty of Social Sciences continued to be the largest Faculty, accounting for 53% of the student body.

THE UWI TRIPLE A STRATEGY 2017-2022: REVITALISING CARIBBEAN DEVELOPMENT

During the year under review, the Campus continued to pursue The UWI Strategic Goals of **A**ccess, **A**lignment and **A**gility. The dynamic higher education environment in which The UWI operates required the Campus to revisit some of its original initiatives and bring them in alignment with the development challenges facing the region. In the year under review, three major advances in this regard were: the operationalising of the Centre for Biosecurity Studies; the launch of the School of Governance and Public Policy; and the establishment of the Faculty of Culture, Creative and Performing Arts, which would become operational from the academic year 2020/21.

The Centre for Biosecurity Studies which became operational on August 01, 2019, will focus on conducting training and research in its formative stages. The Cave Hill Campus recognised that the field of Biosecurity is necessarily multidisciplinary and positioned the Centre to receive expertise from a range of disciplines. Supported by its research agenda, the Centre will also focus on training, community awareness, policy advocacy and stakeholder collaboration. The School of Governance and Public Policy will support the Campus' response to the need for the enhancement and efficiency of the public sector, while expanding access. It is anticipated that the new Faculty of Culture, Creative and Performing Arts will professionalise and develop new branches of the sector, while driving a research agenda with a focus on the growing Orange Economy.

During the academic year, the Campus successfully leveraged its strengths in its vibrant student-centred culture, qualified and competent staff, pedagogical training and on-campus services to advance its strategic goals through the commencement or expansion of set initiatives as shown in Table I.

Table I: New and Continuing Strategic Initiatives

NEW	
Agility AG4	Creative, Caring, Accountable, Motivated and Professional (CAMP) Team: Rewards and Recognition programme for ATS Staff
Agility AG4	Student Satisfaction : Implementation of Optimised Timetable; One Stop Online Student Support Hub
Agility AG4	Staff Satisfaction: Employee Accountability System (ATS/SA) (Service Charters)
Alignment AL2	Commercial Analytical Lab; Diabetes Reversal Research; Early Childhood Learning Research and Daycare Facility
CONTINUING	
Access AC1	International Students: Targeted Programmes & Marketing Strategies
Access AC1	Research & Publications: Author Mentorship Programme
Agility AG5	Smart Campus Initiative: Digitisation of a Range of Functions

During the academic year, the Campus continued to expand access through the offer of continuing education courses by the Centre for Professional Development and Lifelong Learning and the Sagicor Cave Hill School of Business and Management. The establishment of the Cave Hill Office of Research and Innovation further operationalised access and alignment initiatives, and was renamed the Office of Research, Innovation and Community at Cave Hill to reflect its expanded mandate of aiding with the commercialisation of the excellent research being done by the Campus' faculty, facilitating greater industry-academic collaboration, as well as enhancing the research being done at the Campus, especially in alignment with community needs.

As the Campus approaches year 4 of The UWI 5-year Strategic Plan, it can be applauded for the progress made so far, however, it must continue to be resolute in its quest to achieve its goals at the highest level. While there has been steady progress on the goals of Access and Alignment from the early stages of the Plan, there have been significant strides in achieving the goal of Agility over the last year, as the Smart Campus Initiative took root.

SMART CAMPUS INITIATIVE BEARS FRUIT

The Smart Campus Initiative is one of the two overarching strategies by which the Cave Hill Campus pursues the Triple A goals of Access, Alignment and Agility. The sustained efforts of the Smart Campus Initiative have proven invaluable in the year under review.

The onset of the COVID-19 pandemic at the start of 2020 set the stage for the Cave Hill Campus to respond with resilience to the pending challenges. The sound foundation of that response was already laid, and the Campus ensured that its modern ICT systems were implemented. These systems and their use were exemplified by the following:

- Effective use of the Microsoft Office 365 platform to create a virtual work environment to allow the administration of the Campus to continue functioning even during the island-wide lockdown, as part of Government's response to the threat of COVID-19. Some key examples of Office 365 applications used included:
 - **Teams** to create virtual spaces for business meetings and meetings with students
 - **SharePoint** and **OneDrive** to provide secure access to required documents
 - **Forms** to collect feedback from students and staff
 - **Bookings** to facilitate the scheduling of meetings with students
 - **Power Apps** to create custom applications, such as an application to collect COVID-19 contact tracing information as required in the fight against the spread of the virus
- With the shift to emergency remote course delivery and assessment in the second semester, the Campus' learning management systems, Moodle and Blackboard Collaborate were tailored to accommodate the much higher demand for online delivery that was expected of the systems.

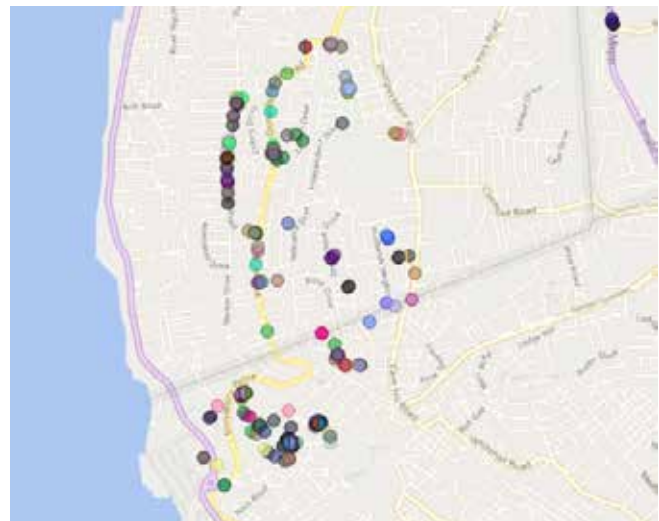
Underpinning all of this, and in support of the examples listed above and several others, staff across the Campus were given training to ensure that they could effectively execute their roles, given the restrictions in place to

mitigate the risks of COVID-19. This critical aspect of the performance of the Campus through trying times exemplifies a Smart Campus - one that balances the deployment of technology with improving the skillsets of its human resources to maximise its use to guarantee the survival of the Campus.

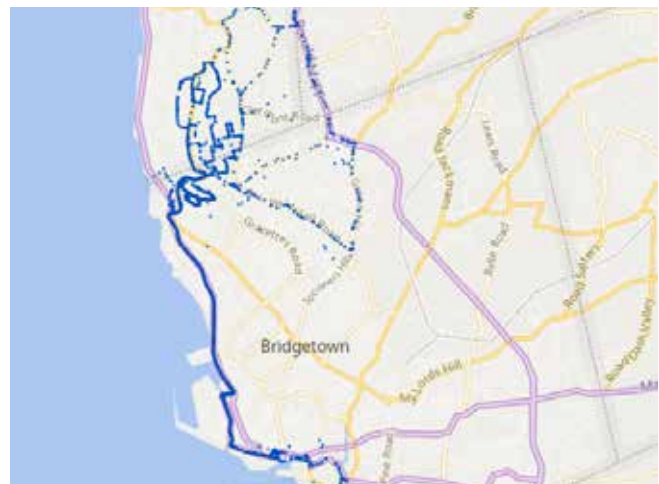
Even while mitigating the challenges faced by the COVID-19 pandemic, progress was also made during the year in the development of key systems designed to improve their respective processes. These included:

- Human Resources Performance Management System - designed to enhance the performance assessment process for staff by transforming it into an end-to-end digital process, improving efficiency, transparency and accountability. After a successful demonstration of the system to Heads of Departments, it will be piloted during the next performance assessment cycle in 2021.
- Enhanced Postgraduate Admission Process - accommodates the electronic submission of documents from applicants in support of their applications, while automatically collating them with other reports generated to facilitate decisions by Faculties, all in a digital space. Also, the system facilitates notifications between faculty and the administrative staff in the School for Graduate Studies and Research to improve overall efficiency of the decision-making process. The system is expected to be deployed for processing applicants for the Academic Year 2021/2022.
- Health and Safety Information Management System - allows staff to electronically submit health and safety concerns along with supporting evidence to the Health, Safety and Environmental Office for investigation and any required remedial action. Staff could follow-up on the status of their reports and be guided accordingly. This system is expected to be deployed in January 2021.
- Shuttle Management System – This system will be deployed at the start of Semester I, 2020/2021, and would allow ridership information to be collected for the shuttles serving the student community, thus facilitating data-driven decisions on tailoring the service to the student needs and maintenance of the shuttle fleet. Real-time tracking of the shuttles on route, another feature of the system, is planned to be fully implemented during Semester 2.

Apart from these Campus-wide initiatives, several others have been planned and implemented by individual Faculties and Departments, satisfying their specific requirements. These initiatives are generally designed to improve process efficiency, cost reduction, service delivery and communication to internal and external stakeholders, and leverage technology to introduce new pedagogical approaches aimed at improving student success. Most of these initiatives have been planned and/or implemented using technological resources and skills internal to the Campus. This is clear evidence that the Smart Campus Initiative has taken root in the Campus Community, allowing sustainable progress towards achieving the goal of making The UWI, Cave Hill Campus a Smart Campus for the 21st Century.



Geospatial Data from Shuttle Management System - Shuttle Pickup Points



Geospatial Data from Shuttle Management System - Shuttle Routes



Professor the Most Honourable Eudine Barriteau signing the MOU with Professor Stephen Kiama, Vice-Chancellor, University of Nairobi - January 09, 2020



Visit with Cabinet Secretary, Ministry of Health, Kenya. L-R: Ambassador Anthony Muchiri, Kenya High Commissioner to Barbados; Professor Justin Robinson; Mrs Sicily Kariuki, Cabinet Secretary for Health, Kenya; Professor the Most Hon Eudine Barriteau; Dr Kenneth Connell; and Mrs Immaculate Wambua, Director at Americas Directorate, Ministry of Foreign Affairs, Kenya

EXPANDING ACCESS THROUGH INTERNATIONALISATION

Another one of the two overarching strategies by which the Cave Hill Campus pursues the Triple A goals of Access, Alignment and Agility is internationalisation.

Mission to the Republic of Kenya

In August 2019, the Government of Barbados hosted the President of Kenya, His Excellency the Honourable Uhuru Kenyatta, in an effort to strengthen bilateral relations in areas of mutual interest between Barbados and the Republic of Kenya. As part of President Kenyatta's visit, the Government of Barbados hosted a Business Forum, chaired by President Kenyatta and the Honourable Mia Amor Mottley, QC, MP, Prime Minister of Barbados. The Forum was convened to facilitate dialogue in the areas of business, investment and other areas of exchange between the two countries.

The UWI, Cave Hill Campus was invited by the Government of Barbados to participate in the discussions, and Professor the Most Honourable Eudine Barriteau made a presentation on the possibilities for engagement between The UWI and the Republic of Kenya through higher education. The presentation was well received and an invitation was extended to the Cave Hill Campus to visit the Republic of Kenya to formalise bilateral discussions between The UWI and academic institutions in the Republic of Kenya, namely the University of Nairobi and Kenyatta University.

During the month of January 2020 a delegation of the Campus, headed by Professor the Most Honourable Eudine Barriteau visited the Republic of Kenya. The highlight of the visit was the signing of two Memoranda of Understanding with the University of Nairobi and Kenyatta University.

In addition to the signing of the two Memoranda of Understanding, the Campus' delegation toured the two university campuses and held discussions with the Cabinet Secretaries for Education and Health. The Cabinet Secretary for Health, Mrs Sicily Karkuri, expressed great interest in having her technical staff enroll in The UWI EMBA, Public Health Care Management programme, given that it was a fully online programme.

Developments on the Joint Degree in Preclinical Sciences – The UWI, Cave Hill Campus and the University of Ghana (UG)

The previously articulated UWI, Cave Hill Campus Bachelor of Science in Preclinical Sciences, approved by the Board for Undergraduate Studies on February 13, 2019, received the approval of the National Council for Tertiary Education of the Republic of Ghana during the academic year 2019/2020. This significant achievement was the penultimate step towards full approval of the Articulation Agreement between the two institutions, which is expected in August 2020. The Faculty of Medical Sciences is looking forward to accepting Ghanaian students into the articulated BSc Preclinical Sciences (UWI) / MB ChB (UG) programme in the very near future.



Mrs Rosemary Belle (far right), SERU's Recruitment and Outreach Coordinator participating in a live radio discussion during an outreach visit to Belize

Student Enrolment and Retention Unit Blazing the Internationalisation Trail

During the period under review, various Units initiated activities to enable the Campus to expand access through internationalisation, and thereby generate revenue to boost its financial stability. One of the internationalisation trail blazers was the Student Enrolment and Retention Unit (SERU). At the beginning of the academic year, the SERU set out to expand its efforts to increase brand recognition for the Campus in targeted countries, while seeking to consolidate recruitment from traditionally strong source markets.

Regional countries identified for strategic targeting were Belize, Cayman Islands, and the Dutch Caribbean. The decision to target Belize and the Cayman Islands followed a focus group interview jointly conducted by the Office of Marketing and Communications and the SERU in 2018, which suggested that many students in these countries knew little or nothing about the Cave Hill Campus. The Dutch Caribbean was identified as a potential new market for recruitment for a number of reasons, including expressions of interest by some Dutch Caribbean governments in having their students attend The UWI, and a corresponding move towards English language instruction and expansion of CXC certification in secondary schools in the Dutch Caribbean islands.



Representatives of Clemson University and Northern Illinois University on a tour of the Campus, organised by the SERU

Visits by a SERU-led recruitment team to St Maarten and Aruba in 2018 laid the foundation for the development of greater brand awareness, and established valuable contacts at both governmental and institutional levels, which have started to bear fruit, especially in the area of interest in programmes in the School of Education. Efforts to build on these relationships and further brand awareness continued in 2019/20.

During the academic year, the Campus received several international visitors exploring opportunities for new partnerships or expansion of existing partnerships. Institutions and organisations represented included:

American Institute for Foreign Study (AIFS)

- During November 2019 a representative of American Institute for Foreign Study (AIFS) visited the Campus to conduct a site visit and assess the facilities. This was in connection with the planned delivery of a three-credit summer course *Inward Stretch Outward Reach: Exploring the Contours of the Caribbean Past & Present*, which was developed by the Faculty of Humanities and Education. The course targets American college students as part of a Study Abroad programme coordinated by the AIFS and Richmond University, and was scheduled to be launched in June 2020. Unfortunately, the COVID-19 pandemic led to the postponement of the launch of the course. It is hoped that the course will be launched as soon as conditions and protocols allow.

Brandon University (BU)

- Representatives of Brandon University (BU), Canada visited the Cave Hill Campus on October 17, 2019, to discuss the operationalising of the MOU previously signed with the Campus. The representatives advised that staff and students would have opportunities to apply for mobility funding through the Emerging Leaders in the Americas (ELAP) programme. BU was keen to promote The UWI, Cave Hill to their students as a Study Abroad destination, and was interested in joining the summer programme that exists between the Department of Management Studies and Florida Atlantic University. Other programmes of interest included the proposed new minor in Music and business-related courses.

Clemson University (CU) and Northern Illinois University (NIU), USA

- Representatives of Clemson University (CU) and Northern Illinois University (NIU) visited the Campus in January 2020 to explore the establishment of a joint Study Abroad programme, which would focus on the Middle Passage with specific connections to Ghana, Barbados and South Carolina. The CU representative noted that there were funds designated for the project, and along with NIU, they were exploring two angles:
 - CU - literature and performing arts
 - NIU - education and possibly health

Midwestern State University (MSU), Texas

- Three representatives from Midwestern State University (MSU) visited the Cave Hill Campus in October 2019 to discuss the possibility of a partnership to include Study Abroad opportunities and student and staff exchanges in the areas of Health Science, Management Studies, Education and graduate programmes. They noted that MSU was also developing training in avionics for Caribbean pilots and was interested in having the Cave Hill Campus partner with them to provide the management training aspect of the programme, through the Department of Management Studies. They also expressed an interest in developing a four-week summer programme, with or without joint course offerings, that would enroll students from both MSU and The UWI.

Trinitica – Representative Agent for International Student Recruitment

- Trinitica was contracted as a student recruitment agent for the Campus in 2018, to recruit students in Costa Rica, primarily for the English as a Second Language (ESL) programme. The company paid a familiarisation visit to the Campus in October 2019. During the visit, the company proposed the development of a faculty-led immersion programme to Costa Rica for the Campus' Spanish language students. The Campus was also informed of opportunities for collaboration with Earth University in Costa Rica, where students are bi-lingual, to develop a one-week faculty-led programme in areas of tourism, eco-tourism and renewable energy.

Under the proposed format, NIU would offer classes in literature and theatre in Ghana, inclusive of field trips for 6 weeks, focusing on the pre-slave trade. In Barbados, the programme would examine what transpired after the transatlantic passage, and would then move to South Carolina.

A number of the planned initiatives were temporarily suspended against the background of the COVID-19 pandemic, as many institutions halted their international programmes. Discussions are expected to resume when the situation settles.

CENTRE FOR ENGLISH LANGUAGE LEARNING

The work of the Centre for English Language Learning (CELL) remained central to the Campus' internationalisation agenda. The CELL made significant advances as it set out to fulfill the goals and objectives of the Triple A Strategic Plan of The UWI related to improved access. Accordingly, the Centre mounted several face-to face courses and transitioned to online offerings during the COVID-19 pandemic.

The course offerings of the CELL were subscribed mainly by teachers, tourism personnel and interpreters, through various government and private agencies from territories including Martinique and Colombia. During the period January 06-17, 2020, the Centre welcomed a group of seven (7) professional interpreters from various parts of North America and Europe to the *English in the Caribbean for Interpreters* programme. The morning sessions engaged the participants in various subjects pertaining to the Caribbean and led by Caribbean experts in the field, whereas, in the afternoons they were treated to tours related to the morning's theme.



The professional interpreters group on tour of the Barbados Meteorological Institute



Dr Stacy Denny (far left), Head of the Centre for English Language Learning (CELL), with staff of the CELL and the Samuel Jackman Prescod Institute of Technology

Online English as a Second Language (ESL) Programmes

The protocols instituted by the Government of Barbados at the onset of the COVID-19 pandemic required that all ESL courses be expeditiously migrated online, and the CELL website (www.cavehill.uwi.edu/cell) finalised and made live, so that persons could be directed there to select their programme of choice. As a result, the Centre was able to offer summer online programmes such as *Building an Online Course: English for the Non-Native Speaker* to empower teachers who were required to teach English online, but had little experience or understanding of online platforms. This requirement was made even more challenging, given that the teaching materials needed to be in a language which was not their native language. Teachers were shown how to build a course site, but equally important, how to use the site to engage the students in their English lessons.

CELL Partners with the Samuel Jackman Prescod Institute of Technology

During the month of January 2020, the CELL partnered with the Samuel Jackman Prescod Institute of Technology (SJPI) to expand its job attachment/training offerings for non-native English speaking teachers as part of the ESL/Teaching English to Speakers of other Languages (TESOL) for Teachers programme. Staff of the Centre met with the SJPI staff: Dr Roberta Niles (Curriculum Specialist); Ms Chandie Carmichael-Alleyne (Head of Human Ecology); Mr Gregory Brewster (Head of Division, Automotive & Welding Engineering); and Ms Shawna Carter (Guidance

Counsellor), for discussions on the programme. Through this collaboration, some students of the February 2020 cohort of Martinique teachers attended the SJPI for a two-day training attachment in the areas of Hairdressing, Cosmetology, Nursing Auxiliary and Automotive and Welding Engineering, all of which were applicable to their teaching fields in Martinique.

CELL Gives Back!

One of the highlights of the year under review was the institution of the CELL "Giving Back Programme". This was conceptualised as a means of showing appreciation to primary and secondary schools in the immediate environs of the Cave Hill Campus, that consistently opened their doors to welcome teachers on the TESOL for Teachers programme, as part of their observation of classroom instruction in Barbadian schools. The principals or representatives of the West Terrace and St Stephen's Primary Schools, along with Queen's College, the Ellerslie and the St Michael Schools met with Dr Stacy Denny, Head of the CELL and Mrs Ghislaine Moetus-Schüller, Head of the Martinique ELAN (Echanges Linguistiques et Apprentissage Novateur) project, to determine how the TESOL for Teachers programme could best help to meet some of their most pressing needs. It was agreed that CELL teachers would participate in training local teachers in teaching techniques to better engage students, and the Centre would donate materials in lieu of funds from profits acquired from the TESOL programme. So far the CELL had donated electronic tablets and printing paper to the primary schools.

CONFUCIUS INSTITUTE

The contribution of the Confucius Institute (CI) continued to be an integral part of the work programme of the Campus. Accordingly, the Institute engaged in a number of initiatives which included the teaching of Chinese language and culture to the University community, and outreach teaching of Mandarin in select local schools. See Table 2.

New Co-Curricular Course in Chinese Culture

The Co-Curricular Course, COCR 2045 - Introduction to Chinese Culture, commenced as planned at the start of the academic year with thirteen (13) students registered. The CI Chinese teachers who assisted in the delivery of the course performed creditably in their teaching roles. The CI is expected to engage in vigorous marketing of this course to the general public, with the objective of increasing enrollment by specially admitted and occasional students.



Chinese Language Class in session at the St Stephen's Primary School

Table 2: No. of Persons Registered in Chinese Language Programmes 2019/2020

	Semester 1	Semester 2	Summer 2019	Total
UWI Cave Hill Evening Classes	70	82	-	152
UWI-CIIT (Software Engineering)	6	6	-	12
Schools				
St Stephen's Primary School	270	-	-	270
Ellerslie School	25	50	-	75
Charles F Broome Primary School	81	162	-	243
Chinese School	31	62	-	93
VIP Students	6	6	-	12
Chinese Culture Club & Chinese Corner	1,040	275	-	1,315
Summer Camps				
Scholarship Winners	-	-	11	11
3Bs Summer Camp	-	-	18	18
Guild Summer Camp	-	-	15	15
Open Campus Summer Camp	-	-	50	50
Schools Summer Camp (Charles F Broome Primary School)	-	-	30	30
Business Chinese	-	20	-	20
Total	1,529	663	124	2,316

CI Marks Chinese New Year

On January 16, 2020 the CI marked the Chinese New Year by hosting a lecture, workshop and teaching session by Professor NI Maocai, Dean of the Jilin Opera Troupe, which was on a visit to Barbados to participate in the annual Fish and Dragon Festival. Also in attendance from China were: Mr Chen Shoujun, Deputy Director-General of the Culture and Tourism Department of Jilin Province; Ms Zhang Hongtao, Director of the Center of Culture Communication of Jilin Province; and members of Jinlin Art Troupe.

In arranging the lecture, the aim of the CI was to create a truly historic occasion, through a demonstration of the rich history and cultural roots of Chinese Opera. The series of events provided an opportunity for patrons to experience Peking Opera and receive backstage insights that provided an unmatched opportunity for a better understanding of aspects of Chinese culture. Invitations were extended to practitioners in the field of theatre and those with a special interest in theatre and the film sector, the latter generally seen as poised for takeoff in Barbados.



Poster advertising the lecture by Professor NI Maocai, Dean of the Jilin Opera Troupe

Arrangements for HSK Examinations

Following the initial postponement due to the COVID-19 pandemic, HSK Chinese proficiency tests were administered online on May 29 and June 28, 2020. There were no registrants for HSKK and YCT tests in this reporting period. See Table 3.

Table 3: HSK Registration 2019/2020

LEVEL	No of Registrants
1	3
2	1
4	3
6	1
Total	8

The conduct of these examinations online served to accelerate the realisation of a goal long held by the CI. At the start of the academic year, consideration was given to the CI's request for permission to conduct examinations online in an effort to increase access to this service by the wider Caribbean. Discussions hovered around technical issues, such as whether there was sufficient bandwidth to ensure a stable link to the HSK site or whether the Cave Hill Campus would need to link its network with the HSK network, a prospect that was not perceived to be feasible at the time. Due to the COVID-19 pandemic, the CI further explored its options of hosting online examinations and was able to do so successfully. This achievement has opened new doors of opportunity for the CI. At the request of its counterpart in Antigua and Barbuda, students from that country will be processed for HSK examinations at the Cave Hill Campus, given that the CI in Antigua and Barbuda is not an accredited HSK testing site. Examination fees derived from the offering of this service would be allocated to the Cave Hill Campus, after the specified portion is sent to the HSK headquarters.

Chinese Culture Club

Many of the CI Culture Club activities transitioned to an online format during the year under review, including Chinese Taichi and Chinese Opera. In addition, two new feature events were launched - "One Person, One Dish", which paired the preparation of a Chinese dish with the preparation of a Caribbean dish and included a discussion on the cultural similarities and differences between the two; and an event featuring Chinese and Caribbean

poetry, presented in like manner. The new events were well received. The preparation of videos on Chinese Tai Chi continued, and were expected to form an important part of the CI's homegrown teaching materials.

Meeting of the Confucius Institute Board

The meeting of the Confucius Institute Board was held virtually on July 03, 2020. The meeting was co-chaired by Professor the Most Honourable V Eudine Barriteau and Professor SHI, Jianzhong, Vice President, China University of Political Science and Law (CUPL). Of note was the discussion on the ongoing relations between the CI and the CUPL, which would be managed by a newly established entity - the Chinese International Education Foundation (CIEF). The CIEF will replace the CI Headquarters (Hanban). A smooth transition was anticipated and the cooperation between the Campus and the CUPL was expected to continue without interruption.



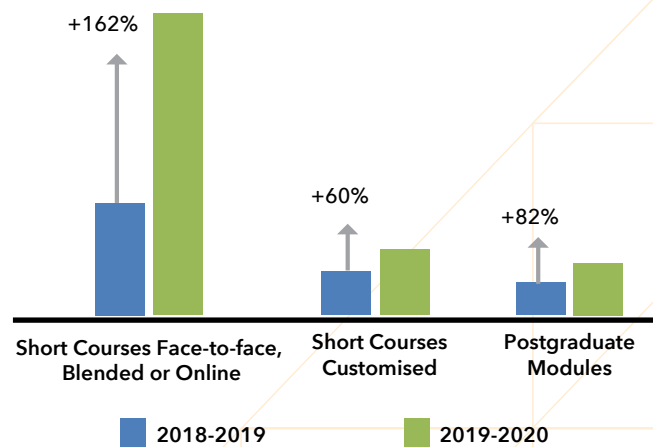
Participant of online version of "One Person, One Dish" event

THE CENTRE FOR PROFESSIONAL DEVELOPMENT AND LIFELONG LEARNING MAKES STRIDES

The academic year 2019/2020 was the second year of operations for the Centre for Professional Development and Lifelong Learning (CPDLL). Building on the experiences from the previous year, the Centre continued to take significant steps in setting education as one of the main drivers of fostering innovation, improving workplace performance and building transformative and high-performing organisations. The courses and modules offered provided opportunities for continuing education for employees and other interested persons, with the view of increasing their adaptability and flexibility, and ensuring that their organisations remained competitive and relevant.

The Centre offered various courses for working professionals, executives and regional and international clients. These included short courses offered in face-to-face, online and blended modalities, and customised short courses for governments and private organisations. Additionally, the Centre offered postgraduate modules in fast-growing fields such as analytics, where there was an increasing need for analytics-savvy employees who could transform data into relevant insights to guide business strategy and decision-making.

Figure I – Growth of the CPDLL



Growth of the CPDLL

During the academic year the CPDLL's enrollment numbers increased exponentially by 127%, compared to the previous year (see Figure I). The Centre's continuous development of new short courses has led to an increase in interest from various governments and companies across the region. Given the impact of the COVID-19



Mr Renaldo Arthur, member of the CPDLL Secretariat, providing information to persons inquiring about CPDLL's short courses at Sheraton Mall, one of the three locations of The UWI's Community Outreach Initiative

pandemic, it was imperative that governments and organisations retrain and upskill their employees to drive organisational development and sustainability. To address this need, the Centre developed new short courses in Digital Transformation, Cybersecurity and Risk Management, e-Logistics, Data Analytics for Decision Making, Entrepreneurial Mindset, Electronic Records Management, and other key areas to equip workers with the knowledge and skills necessary for driving innovation, sustainability and improving organisational competitiveness, with the primary objective of enhancing organisational development and performance.

Language Training in Chinese and Portuguese for Business

During the period under review, the CPDLL signed an agreement with the Learning and Development Directorate, Ministry of the Public Service to facilitate the delivery of language training in *Chinese for Business* and *Portuguese for Business* for the Public Service of Barbados. The aim of the language training was to equip officers with the ability to communicate and improve their language skills to enable them to function effectively in simple, authentic foreign language situations. The

customised course offerings in language training were delivered during a six-week period, from February 24 - April 03, 2020.

Community Outreach

The CPDLL engaged in community outreach activities to connect the Centre to the local community. The activities were organised in an attempt to increase the awareness of the short courses and postgraduate modules on offer, while strengthening branding efforts. Against this background, the Centre mounted information booths at Sheraton Mall, Emerald City Supermarket and the annual Career Fair hosted by the Hilton Barbados Resort. A high level of interest in the Centre's course offerings was exhibited on each occasion.

Free Webinars

Following the national lockdown, the Centre offered a series of free webinars to the public to continuously engage prospective delegates and external stakeholders. The webinars explored various topics, including: *Digital Business*; *Workplace Health and Wellness: Open for Business during COVID-19*; *Auditing Analytics*; and *Introduction to Cybersecurity*.

WORKPLACE HEALTH & WELLNESS OPEN FOR BUSINESS DURING COVID-19

PANELIST

Dr. Heather Harewood (FMS)
Dr. Kenneth Connell (FMS)
Dr. Jacqueline Benn (OSS)
Sheena Mayers-Granville (BEC)

JULY 22ND 2020
AT 10AM- 11:30AM
@ SAGCOR CAVE HILL SCHOOL OF BUSINESS

THIS WILL BE A LIVE SEMINAR WITH DIGITAL STREAMING AND WILL BE HOSTED ON FACEBOOK LIVE AND YOUTUBE LIVE.

LIVE STREAM

INTRODUCTION TO CYBER SECURITY FREE WEBINAR

PANELIST

Mrs. Patricia Rowe-Seale
Mr. George Thomas
Mr. Neil Matthews

JUNE 20TH 2020
5:30PM

AUDITING ANALYTICS WEBINAR

PRESENTERS

Dr. Amir Michael
Dr. Terry Harris

JUNE 3RD 2020
5:30PM

DIGITAL BUSINESS WEBINAR

PRESENTER

Dr. Gareth Beeston

JUNE 16TH 2020
11AM - 12:30PM

REGISTER FOR THE WEBINAR HERE:
[BIT.LY/30P1QBP](https://bit.ly/30P1QBP)

Posters advertising the CPDLL free Webinars

STUDENT ENTREPRENEURIAL EMPOWERMENT DEVELOPMENT (SEED)

SEED continued to play a critical role in promoting entrepreneurship and innovation on the Campus and in the wider community during the period under review.

SEED Co-Curricular Course

Fifty-five persons completed the SEED co-curricular course during the academic year. The enrolment of 35 co-curricular students in Semester II set a new record, which drove the total number for that semester to 42, inclusive of outreach participants. Outreach participation included older women that had been laid off from jobs in the public and private sectors. The mounting of the course in the second semester, as well as after working hours (5:00 to 8:00 pm) generated a good response. Face-to-face delivery of this course was interrupted by the national lockdown, but was eventually completed virtually.

Collaboration with Ministries and Organisations Involved in Entrepreneurship Development

During the academic year, SEED collaborated with a growing network of organisations involved in entrepreneurship development. This arrangement allowed SEED and representatives of the organisations to mutually exchange capacity building, technical assistance and support. These organisations included: Barbados Investment and Development Corporation; Ministry of Small Business, Entrepreneurship and Commerce; Corporate Affairs and Intellectual Property Office; FundAccess, Barbados Trust Loans; Small Business Association; Barbados Apiculture Association; Copyright Society for Composers Authors and Publishers; Caribbean Development Bank; and the Inter-American Institute for Cooperation in Agriculture.

Appearance on “The People’s Business” Television Programme

On August 04, 2019, SEED Coordinator, Mrs Ayanna Young-Marshall, along with joint winners of the 2019 Business Plan Competition - Kemar Codrington and Mikail Eversley of *Oasis Laboratory*, Franz Harewood-Hamblin



L-R: Christine Roberts of *Chrissy's Care*, 1st Runner up 2013 Business Plan Competition; Franz Harewood-Hamblin of *Grow Smart Youth Farm*, Joint Winner 2019; Kemar Codrington of *Oasis Laboratory*, Joint Winner 2019; Peter Thorne, Moderator; Ayanna Young Marshall, SEED Coordinator; and Mikail Eversley of *Oasis Laboratory*, Joint Winner 2019

of *Grow Smart Youth Farm* and Christine Roberts of *Chrissy's Care*, appeared on the Caribbean Broadcasting Corporation's live television show, *The People's Business - the Entrepreneurship Special*. The segment was well received and many questions were posed and positive comments received from the public.

ACADEMIC PROGRAMMING

Faculty of Humanities and Education

During the period under review, the Faculty's course offerings expanded with the approval of the second year History course, *Global Environmental Issues: Past, Present and Future* and the co-curricular course *COCR 2045 Introduction to Chinese Culture* through the Confucius Institute. The History Department's curriculum reform thrust was advanced with the revision of the level 3 course *HIST 3105 The Idea of Liberation in Latin America*. At the postgraduate level, the MPhil/PhD programme in

Philosophy was approved and is expected to come on stream in the academic year 2020/2021. Additionally, the MA Programme in Theology was revised to include topics within Caribbean and African theology.

Faculty of Law

Over the course of the academic year the Faculty designed and approved a number of new courses for its undergraduate programme including; *LAW 3865 Introduction to International Investment Law*, *LAW 3645 Commonwealth Caribbean Sports Law* and *LAW 3800 Forensic Criminology*.

A significant new initiative of the Faculty in 2019/2020 was the expansion of its LLM programme with the commencement of its double degree programme with the University of Leuphana, based in Lüneburg, Germany. This programme allows students to gain two LLMs, one from each institution, over the course of 12 calendar months.

Faculty of Medical Sciences

A new programme, the Executive MBA in Health Care Management, was developed by the Faculty during the academic year in collaboration with the Sagcor Cave Hill School of Business and Management, through which the programme will be administered. The fully online programme is geared towards health professionals wishing to develop leadership and management skills, with a core of graduate level public health courses from the Faculty. The programme received Board for Graduate Studies and Research (BGSR) approval in May 2020, for a January 2021 intake.

Faculty of Science and Technology

During 2019/2020 the Faculty worked assiduously to ensure that its students' education was current and relevant to the requirements of the present economic environment. An example of this thrust was the development of the first year mathematics course *MATH1235 Python Programming & Mathematical Software* which incorporates the use of tools such as the GeoGebra tools for graphing and geometry, as well as the Python programming language. Python is one of the most current programming languages used for data science and artificial intelligence applications for business. In addition, as part of the development of applied skills for students, the Computer Science, Mathematics and Physics Department developed and tested an internship website with the Office of Student Services. This initiative was not only provided for students of the department, but all students of the Cave Hill Campus.

Faculty of Social Sciences

The Department continued its curriculum review and development over the past year which resulted in the development of new undergraduate courses and programmes and the revision of existing ones, with a view to ensuring the continued relevance of the curriculum and programmes offered, and their alignment with the needs of Industry. Moreover, Analytics is a fast-growing field that has become a critical dimension of Business Strategy, and thus there is an increasing need for analytics-savvy employees who could think uniquely across disciplines to transform data into relevant insights for the making of better business decisions. To address this shortcoming



Promotion poster for the EMBA Health Management Programme

in the current curriculum and programme design and the increased demand for data-savvy professionals, the Department developed a new Big Data Analytics course which is expected to be offered to students in the academic year 2020/2021.

The Department has been committed to the continuous improvement and development of new programmes that would not only attract prospective students, but develop Industry professionals that could meet the challenges of the local, regional, and global contemporary business environment. To this end, the Department revised the programme curriculum of its MSc International Business, MSc Project Management with specialisations, and MSc Tourism with Project Management. Moreover, the Department developed new Business Analytics specialisations in the areas of Risk Management and Financial Engineering, Aviation Management, Tourism Hospitality, and Logistics and Analytics to keep pace with the dynamic development and growth of the Business Analytics Industry. As the Department continues to revise and offer new Graduate programmes, the increasing attractiveness of the programmes offered has led to a substantial increase in Graduate student enrollment.



Members of the IMPACT Justice and JURIST Project teams with select stakeholders at the Global Affairs Canada Stakeholders' Meeting in Port of Spain, Trinidad and Tobago, February 03-04, 2020

IMPROVED ACCESS TO JUSTICE IN THE CARIBBEAN (IMPACT Justice)

Project Background

The Improved Access to Justice in the Caribbean (IMPACT Justice) Project is a CAD 22.2 million project, of which 19.2 million is being provided by the Government of Canada through Global Affairs Canada (GAC), and in-kind contributions of CAD 1,735,000 and CAD 1,265,000 respectively, are being made by The UWI and Caribbean governments and institutions. The project commenced in April 2014 and was expected to end after five (5) years in March 2019, however, a three-year extension was approved by the Government of Canada, and the project is now expected to end on March 31, 2022. The project is implemented from within the Caribbean Law Institute Centre (CLIC) of the Faculty of Law at The UWI, Cave Hill Campus.

The Project's primary partners are governments and civil society institutions including the CARICOM Secretariat, the OECS Commission, Bar Associations, Non-Governmental Organisations (NGOs), The UWI, the Universities of Guyana and Suriname, Alternative Dispute Resolution (ADR) associations, the private sector and legal information service providers. The Project also works closely with the Judicial Reform and Institutional Strengthening (JURIST) and other Canadian-funded projects in the region, and collaborates with other donor-funded projects which have similar objectives.

The Project's ultimate goal is to enhance access to justice benefitting men, women, youth and businesses in CARICOM, with intermediate outcomes of:

- strengthened gender-equitable and environmentally-sensitive legislation and the making of treaty policy at the national and regional levels
- improved legal services, including legal education and information for women, men, youth and businesses at the national and regional levels
- strengthened gender-responsive alternative dispute resolution (ADR), restorative justice and community-based peace-building services for women, men, youth and businesses in CARICOM Member States.

During the period under review, the Project focused on increasing the uptake of its model legislation by CARICOM Member States. By the end of the academic year, it had drafted eleven (11) Model Bills: a United Nations Commission on International Trade Law (UNCITRAL) approved *Arbitration Bill (2017)*; a *Business Names Registration Bill and Regulations (2018)*; a *Climate Resilience Execution Agency for Dominica (CREAD) Bill (2018)*; a *Community Mediation Bill* (approved by the Legal Affairs Committee of CARICOM) (2017); a *CARICOM Sexual Harassment Bill (2017)*; a *Dominica Hospitals Authority Bill (2020)*; an *Insolvency Bill* (updating legislation adopted from Canada years earlier by Barbados, St Vincent and the Grenadines and Trinidad and Tobago) (2020); a *Major Organised Crime Agency (MOCA) Bill* for Jamaica (2015); an *OECS Judicial Pensions Bill* (so far



Her Excellency Marie Legault, High Commissioner of Canada to Barbados and the OECS at the launch of the Barbados Community Mediation Service Points

adopted by the Governments of St Lucia, Antigua, and Barbuda and Anguilla) (2018); a *Trade Marks Bill* (2018) and draft amendments to the *Sexual Offences Act* of Antigua and Barbuda.

So far, only three of the Bills – the *Climate Resilience Execution Agency for Dominica (CREAD) Bill*; the *Major Organised Crime Agency (MOCA) Bill* (Jamaica) and the *OECS Judicial Pensions Bill* have been adopted. Parts of the *Arbitration Bill* and the *CARICOM Sexual Harassment Bill* have influenced legislation adopted in some countries, others are considering the *Model Mediation Bill*, and it is likely that the *Dominica Hospitals Authority Bill* (2020) will be enacted by that country and the *Insolvency Bill* by Barbados during 2021.

The strategy adopted has been to focus on the drafting of legislation, specifically requested by individual States, holding sessions throughout the region to publicise legislation already drafted and assisting States to tailor the model Bills to meet their needs. However, with general elections having been recently held in at least four participating countries and new national priorities having been set, rapid adoption of IMPACT Justice model legislation may still not result.

Other initiatives undertaken during the reporting period included:

- establishing sustainable service points for Mediation and Restorative Practices in six (6) countries
- developing monitoring and reporting mechanisms for ADR service delivery
- conducting activities that would raise awareness of: (i) gender-based violence against women and girls; and (ii) environmental sustainability
- analysing gaps in provisions for the elderly and persons with disabilities in the region
- the collection and analysis of COVID-19 regulations across the region.

Environmental Sustainability

During the reporting period, the Project funded the update of the 2015 Jamaica Climate Change Policy Framework. The update was completed and submitted to the Jamaica Cabinet for approval as a Green Paper in July 2020. Information was received in September 2019 that it was likely to be approved in October/November 2020. In response to a request by the Environmental Protection Agency of Guyana, the Project also prepared a review of that country's *Environmental Protection Act, 1996*.

Integrating Gender Equality, Environmental Sustainability, Innovation, Governance and Human Rights

From Year 2, **gender equality** was integrated into the IMPACT Justice Project as a cross cutting theme in accordance with guidelines in the Global Affairs Canada Gender Equality Toolkit for Projects and the Project's Implementation Plan. Gender equality considerations played a constant part in the drafting of model Bills, training programmes, the preparation of manuals and policy reviews. During the reporting period they were included in a *Women and the Law* series in:

- the *Partnership for Peace Violence Intervention Programme* between IMPACT Justice and the Grenada Legal Aid Clinic in which the Project sponsored a counselling programme for young men who had been charged with using violence on women
- two *Violence against Women and Girls* panel discussions that aired on CBC TV and focussed on inter-partner violence during the COVID-19 lockdown in Barbados



Professor Velma Newton (4th right) and Mr Tyrone Buckmire (1st left), Head of the programme, with the participants and a facilitator of the Partnership for Peace Violence Intervention Programme in Grenada

- the preparation of a pamphlet on *Factors to Consider in Developing and Implementing COVID-19 Violence against Women and Girls Response Plans*
- a desk study on *Access to Legal Aid Services for Vulnerable Survivors of Violence Against Women and Girls in Guyana, Jamaica and St Lucia*
- a model for developing a *Know Your Rights* social awareness campaign for Intimate Partner Violence Survivors in St Lucia.

The *Women and the Law* series was ongoing at the end of the reporting period.

Governance and Human Rights

The IMPACT Justice Project has not focused on governance, meaning the way that organisations or countries are managed, except in some of its policy reviews. However, it has embraced a human rights based approach to development, which includes addressing discrimination (across all grounds prohibited by human rights law) and prioritising groups that are vulnerable to having their human rights violated. During the reporting period, it extended a study on access to justice for persons with disabilities which began in the OECS in 2017 to other CARICOM countries, and began a similar study on the elderly in a selection of these countries.

CENTRE FOR FOOD SECURITY AND ENTREPRENEURSHIP (CFSE)

During the academic year 2019/2020 the Centre for Food Security and Entrepreneurship (CFSE) continued to pursue its work programme in the areas of previously reported projects, such as the Barbados Blackbelly Sheep, Leather, and West Indies Sea Island Cotton. The work on these projects has been expanded in some instances, and generally continued aggressively.

The CFSE Partners with the Government of St Vincent and the Grenadines

Of note in the year under review was the partnership of the CFSE with the Government of St Vincent and the Grenadines (SVG) to set up a medical cannabis industry for the first time there, and by extension, in the Eastern Caribbean. The advent of this industry was an important milestone accomplishment in the context of the policy of the SVG Government. The CFSE also worked closely with private sector partners in SVG. One such entity was CannaSVG, which already had a multi-tiered, functional relationship with the CFSE. As a result, there is now significant initial medical cannabis production capacity, innovative consumer products, and a near-ready CFSE-designed training services project catering to capacity

building in Caribbean medical cannabis countries, and beyond. The notable production base in SVG to date includes approximately 60 acres for planting and state of the art processing equipment.

This processing uses environmentally friendly super-hyper-critical carbon dioxide on the raw cannabis material to distil the desired compounds, which can be mixed automatically at any desired ratios to obtain a unique set of medical cannabis oils for use. A catalogue of the range of medical cannabis products available has been published for distribution.

To date, using this collaboration with the private sector, the CFSE could now report for the first time on the optimal environmental conditions, including crop nutrients and photoperiod amongst others, for cultivation for the medical cannabis varieties imported for planting in SVG. The Centre could control all parameters of the perpetual crop cycle, including lighting, irrigation, and overall climate, via a cloud-based system to make the best decisions at any moment.

Following its initial favourable response to the setting up of the medical cannabis industry, the Government of SVG extended its policy to include all medicinal flora, including mushrooms. This was a landmark decision for the agricultural sector in SVG. In this regard, the Government formally asked the CFSE to provide the guidance for this planned extended thrust. To date, the CFSE has produced a very detailed work plan with global partnership for implementation.

In addition to its medical cannabis work, the overall medicinal herbs project at the CFSE has developed significant strength in other areas of activity especially in the last three (3) years. This is mainly through the input of the Scholars-in-Residence, especially Dr Sonia Peter, with a strong collaboration of a group of external university academics. The group also includes Dr Jeannette Allsopp, another Scholar-in-Residence, Dr Jamila Jones, a UWI graduate, and others on attachment/engagements at the CFSE. This impactful work has begun to generate publications in peer-reviewed international journals.



Sample of medical cannabis products produced by CannaSVG



Medical marijuana grown in St Vincent and the Grenadines



Distillation equipment for medical cannabis processing in use in St Vincent and the Grenadines



Artist Impression of Clarendon Student Housing Complex

INFRASTRUCTURAL DEVELOPMENT

During the year, work continued to progress on the infrastructural development projects, but at a much slower pace occasioned by the COVID-19 pandemic, the associated shut down of the Campus, curfew mandates, government implemented protocols and the global economic downturn.

Day-Care Facility

Progress was made on the Campus' commitment to providing a dedicated day-care facility for its staff and students. A feasibility study conducted by the Department of Management Studies, indicated that there was a great demand among staff, students and the wider campus community for a high quality day-care facility. Additionally, results of the study also suggested that the preferred clients' fees would hinder the financial viability of the project. It was therefore recommended that the Campus secure a non-profit partner in order to minimise the operational costs and to allow for attractive and affordable fees. To this end, several non-profit partners have been engaged in discussions.

New Student Accommodation

The Campus continued to pursue a public-private partnership for the design, construction and financing of the new student dormitory block to be located on the Clarendon site adjacent to the Keith Hunte Hall. The additional accommodation is essential to the viability of several of the Campus's strategic initiatives including internationalisation, and would support the successful marketing of programmes, both regionally and internationally.

Of the six (6) local companies which were invited to submit proposals, two (2) responded. These were Preconco Limited, a local construction company specialising in pre-cast construction and Millennium Investments Limited. The proposal from Millennium Investments Ltd was adjudged the most responsive to the request for the BOLT arrangement. However, further progress on the project was hampered by the challenges associated with the COVID-19 pandemic.

Ace Project Solutions Ltd, a company which has extensive consultancy experience in structuring public-private partnerships was engaged to assist with the formalisation of the project.

Dukes Development Project

After prolonged efforts by the Campus to have the consultants revise the electrical drawings in compliance with local codes and standards, the detailed architectural and electrical engineering drawings for the agri-business park were completed during the last quarter of 2020. The tender document for the selection of the “design build” contractor was also completed. However, the tendering process for selection of the contractor was deferred due to the impact of the COVID-19 pandemic.

Discussions have restarted with the various local utility companies regarding the onsite development works. Quotations from the Barbados Water Authority and FLOW are to be reconfirmed, while quotations are to be sought from Barbados Light and Power Company and Digicel. Additionally, the Campus contracted the consultancy firm, Antilles Economics Insights Consulting, to develop a business development plan for the project.

Funding for the design, construction and partial outfitting of some of the facilities is being provided by the Republic of China through the Barbados Government China Aid Programme in the amount of USD 38 million, while the Cave Hill Campus is meeting onsite development costs. China Aviation Planning and Design Institute (Group) Co Ltd is undertaking the design work. When the project is completed, it will provide incubator facilities for companies, including fruit and vegetable processing plants, a meat curing facility, cotton factory, chocolate factory, a standard laboratory, and administrative and conference facilities for the hosting of training and research activities.

Faculty of Science and Technology Renewal Project

Notwithstanding the ongoing upheaval and economic uncertainty brought about by the 2020 worldwide pandemic, the Cave Hill Campus remained committed to the revitalisation of Barbados and the Eastern Caribbean through the renewal of the Faculty of Science and Technology (FST). During the year under review, substantial progress was made on the infrastructural component of the FST Renewal Project. This project, which also has a programmatic component, seeks to provide modern, contemporary science facilities to support the new strategic direction of the Faculty.



Professor Winston Moore, Chair, Faculty of Science and Technology Renewal Project Steering Committee

The Canadian firm MindBloom Consultants was contracted by the Caribbean Development Bank on behalf of the Campus, to prepare the Conceptual Study for the project. On September 11, 2019, MindBloom Consultants presented their recommendations for both the infrastructural and programmatic renewal of the FST to the Campus' Senior Management.

The Steering Committee established by the Campus for the project, under the chairmanship of the Deputy Principal, Professor Winston Moore, evaluated the Consultant's report, paying special attention to the infrastructural aspects of parking, information technology, safety and security, physical layout conformity to work-flows, and environmental sustainability. This evaluation was undertaken to ensure that futuristic requirements were included in the physical plan, especially given the recent focus on hybrid learning. Additionally, specific recommendations regarding the size, safety requirements, and fixtures, furniture and equipment (FFE) of each space were made to correspond with the MindBloom report. Detailed recommendations were made for the refurbishment of spaces and for the enabling works to be undertaken before the major physical renewal of the Faculty begins.

A draft Request for Proposals was formulated and will be used to elicit responses from architectural consultants for the provision of detailed designs for the renewed facility. The Campus will seek funding support in the range of USD 35-40 million for the completion of the work, which will be undertaken in phases.



Students of the Musical Theatre class performing on stage at the Walcott Warner Theatre, EBCCI



Dr David Akombo, Incoming Dean, Faculty of Culture, Creative and Performing Arts

NEW FACULTY OF CULTURE, CREATIVE AND PERFORMING ARTS ABOUT TO TAKE OFF!

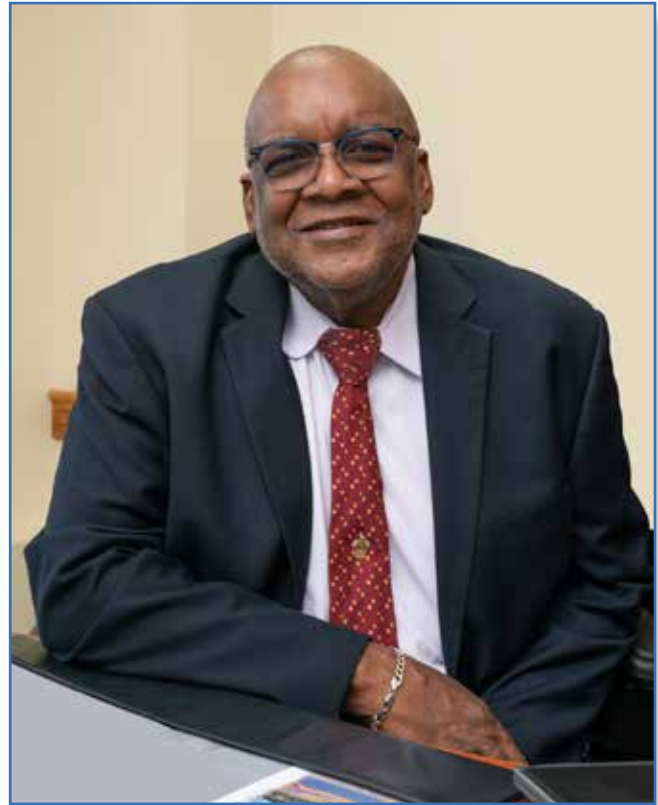
The Campus looks forward to the launch of its seventh Faculty, the Faculty of Culture, Creative and Performing Arts (FCCPA) on Emancipation Day, August 01, 2020. This Faculty will be The UWI's ninth, and will be uniquely located at Cave Hill. At its meeting of October 31, 2019, the University Senate approved the Campus' proposal to establish the new Faculty, thus enabling the Campus to support the creative industries in Barbados and the Caribbean. The new Faculty will build on the wealth of Caribbean culture, creativity, scholarship and creative imagination to support regional, economic and social development. The new Faculty would enable the Campus to hone the talents and skills of Caribbean citizens in the cultural and creative sectors, areas in which the Caribbean has considerable assets. Further, it would enable The UWI to support governments that intend to grow their countries' cultural sectors and creative industries to push entrepreneurship and innovation.

The Faculty will be under the leadership of Dr David Akombo who will become its first Dean, and will comprise a Department of Cultural Studies, offering postgraduate degrees in critical studies on a wide range of issues of Caribbean culture, and the Errol Barrow Centre for Creative Imagination (EBCCI), offering undergraduate and postgraduate degrees in dance, film and theatre arts.

The Faculty will advance The UWI's strategic goal of expanding access and earning revenue, and thereby play a critical role in the Campus' thrust to restore its financial health. The Campus expects to attract regional and international students seeking to acquire skills and knowledge in an area uniquely Caribbean and with global appeal.

SO LONG REGISTRAR!

On July 31, 2020 the Cave Hill Campus bade farewell to its beloved Registrar, Mr Kenneth Walters. Mr Walters joined the Cave Hill family in 2005 as a Senior Assistant Registrar and served in the Human Resources Section as well as the School for Graduate Studies and Research, before taking up the post of Registrar, a post he held for seven (7) years. As Campus Registrar, Mr Walters had responsibility for the management of the operational processes of the Campus. This included all aspects of student affairs, records management, human resources management, maintenance services, security services, student accommodation, and information technology services. Mr Walters was known for his innate ability to offer workable solutions whenever the Campus faced challenges, and also for his sense of humour. The Cave Hill Campus expresses its sincere gratitude to Mr Walters for his dedicated, outstanding service over the last 14+ years, and wishes him a long, joyful and healthy retirement!



Mr Kenneth Walters, Campus Registrar, 2013-2020



```
elif operation == "MIRROR_1":  
    mirror_mod.use_x = False  
    mirror_mod.use_y = True  
    mirror_mod.use_z = False  
elif operation == "MIRROR_2":  
    mirror_mod.use_x = False  
    mirror_mod.use_y = False  
    mirror_mod.use_z = True  
  
#selection == the end - add back the deselected mirror modifier  
mirror_ob.select = 1  
modifier_ob.select = 1  
bpy.context.scene.objects.active = modifier_ob  
print("Selected" + str(modifier_ob)) # modifier ob is the active ob  
mirror_ob.select = 0  
del bpy.context.selected_objects[0]  
del bpy.context.scene.objects[0]
```

CAVE HALL... A SMART CAMPUS
REIMAGINED FOR THE 21ST CENTURY



INTERNAL OPERATING PROCESSES

With the understanding that the delivery of service excellence can only be achieved through process excellence, during the 2019/2020 review period, the Campus continued to dedicate resources towards delivering value to its stakeholders through optimising its internal operating processes. The utilisation of technology, has no doubt, proven to be a significant component of this process especially when coupled with the onset of the COVID-19 pandemic. The fact that the Campus had already started to establish strong building blocks in this area, resulted in greater agility in its response to adjusting its internal operating processes in alignment with the new dimensions of a COVID-19 work environment, heavily influenced by remote activity. Apart from this and evident throughout the Campus, has been a consistent effort by several departments to implement initiatives geared towards achieving greater operational efficiency, all to the benefit of the Campus in its entirety.

CAMPUS IT SERVICES (CITS) – DRIVES DIGITAL TRANSFORMATION

The Campus IT Services Department has been the backbone of all of the Campus' efforts geared towards process improvement through the utilisation of technology, with a drive towards digital transformation. The implementation of several of the Department's initiatives has proven fruitful and has paved the way for other departments to have the necessary infrastructure to follow suit.

Banner Migration to The Ellucian Cloud and Upgrades to Banner9

Well in advance of the pandemic, a bold decision was taken by the Principal and Senior Management of the Cave Hill Campus to migrate the Campus' core Banner System used to manage all student and financial data, to the Ellucian Cloud. The first registration in the cloud went smoothly and the benefits of the move were clear.



Banner9 Homepage

This move de-risked the Campus significantly by mitigating against threats to the information technology (IT) environment from natural disasters and technological obsolescence. The complete transformation of the Campus' core enterprises system took twenty (20) months to complete and to be at a position of having the current versions of both the back office (Admin Pages) and student facing (Self Service) available for all users as at December, 2020.

Having overcome various challenges during transition, the full suite of upgrades was completed in late September, 2020 and the full roll out of the self-service products was reached in November and December, 2020.

These upgrades transformed the Cave Hill OnLine (CHOL) platform giving it a fresh, modern look and feel. It also created a better registration and student management experience for students, faculty and staff.

Internet Bandwidth and Data Centre Resilience

As part of ongoing efforts to obtain the best internet access for the Campus, CITS continued to work with local telecommunications partners, C&W Business and Digicel to provide the best internet experience for the Campus. To this end, over this review period, CITS negotiated an increase of the internet bandwidth by more than 200% without increasing the Campus' operating costs.

The current configuration is both a redundant and fault tolerant one, using the services of both providers to improve the Campus uptime and connectivity for all





Data Centre 1 CITS New Power Infrastructure

users within the campus community who depend on internet access to undertake their various activities.

In building the Campus' telecommunications resilience, CITS concluded extensive electrical upgrades to the Data Centre I (DCI) plant which was executed under the supervision of the Office of Institutional Planning and Infrastructural Services (INPLAIS). This facility, now over twenty years old, has seen significant growth and changes in the demands on the building's infrastructure. This work will ensure that the Campus has redundant connection points (DCI in the CITS building and DC2 in the Physics Building) where there are connections to

both Internet Service Providers (ISPs) and support for essential local services such as network authentication, printing and door access control.

COVID-19 Pandemic Response

In response to the COVID-19 pandemic which placed tremendous demands on the Campus' IT infrastructure and human resources due to emergency, remote teaching and operations, CITS immediately sought to ensure access for all Campus stakeholders who required it. This entailed ensuring that all students, faculty and staff had their valid credentials to access all Campus IT services. CITS also sought to ensure that off campus access to these services would be secure.

Expanded Online Payment Options

The CITS team worked with internal stakeholders, the Bursary and Registry, as well as external service providers, to provide additional online credit card payment options for applicants, students, conference registrants and many others. This in turn greatly improved access for many constituents, while reducing in-line traffic to the Bursary.

Technology for Hyflex Teaching

In collaboration with the Centre for Excellence in Teaching and Learning (CETL), CITS played an integral role in designing the hyflex model to accommodate teaching in accordance with the COVID-19 protocols and also guided by the requirements stipulated by the Campus' Steering Committee. The collaboration

resulted in the definition of technologies required for lecture capture audio and video interaction between classroom and remote participants. This model was designed to ensure that all classes could be delivered both face to face and streamed online via the eLearning platform. It also required that classes be recorded so that they could be accessed at a later date asynchronously, if students were unable to participate in their classes live.

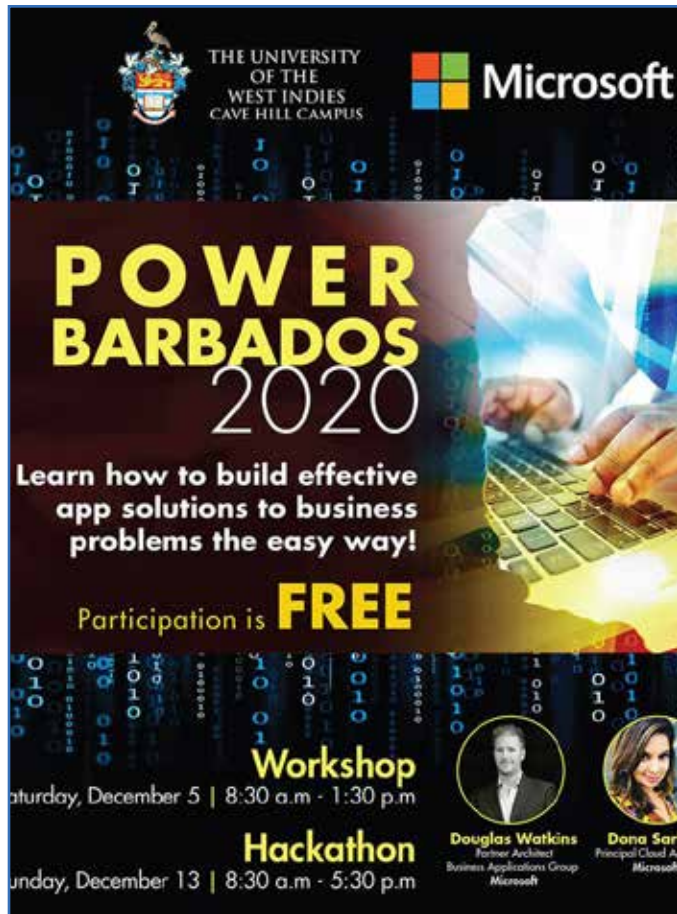
For Students



For Staff Only



CITS Web Support Dashboard



Advertisement for the PowerBarbados 2020 Event

Information and Communication Technology Steering Committee (ICTSC) Reboot

During the 2019/2020 academic year, a review of the information and communication technology (ICT) structure of the Cave Hill Campus was undertaken by the University Management Audit Department to assess how it had been functioning. Originally rolled out in 2011, it was found to be in need of a revamp. Under the guidance of the new Chair, Dr Mechelle Gittens, supported by the CITS management and administrative teams, a plan was devised to re-establish Advisory Committees. The ICT Advisory Committees have been reformed in all Faculties. These committees encompass student services, library and academic service areas of administration which will feed into a report to the Campus ICT Steering Committee and Campus Finance and General Purposes Committee (F&GPC). This will facilitate transparency and accountability for the funding and execution of the Cave Hill Campus' ICT projects.



Activities of the Power Barbados 2020 Event

CITS Partners with Stakeholders to Host PowerApps Event

CITS, through Network Engineer, David Smith, organised two very successful PowerApps events in partnership with Microsoft employees including three (3) Barbadians who were on holiday in Barbados. The events entitled 'PowerBarbados', included a coding workshop held on December 05, 2020 and a Hackathon on December 13, 2020. There were over 300 participants, including students and practitioners, who attended online and in person at the Errol Barrow Centre for Creative Imagination (EBCCI).

DIGITAL TRANSFORMATION SUPPORTS SMART ADVANCES

The work of Campus IT Services provided a solid foundation upon which several aspects of the Smart Campus initiative continued to be executed. As a result, the Campus' modern ICT systems facilitated the effective use of the Microsoft Office 365 platform to create a virtual work environment that supported the efficient storage of documents and data, hosting of meetings, the scheduling of appointments, general communication and other aspects of the Campus' operations. Additionally, many units launched their respective initiatives to incorporate technology into their operations in an effort to leverage greater operational efficiency.

Campus Administration, like all departments across the Campus, was impacted by the COVID-19 pandemic which resulted in the closure of the Campus for the period March 24 – June 08, 2020. This new circumstance provided the impetus for Campus Administration to further advance the strategic goal of Agility through a process of digital transformation, not only in an effort to improve operational efficiency, but to better facilitate remote work by staff.

Event Management

The Campus was kept busy in the latter part of 2019 with its usual slate of special events, namely the Matriculation Ceremony; the Reception in Honour of Scholarly Excellence; the Principal's Dinner for Honourary Graduands; the UWI Graduation Ceremonies; the Retirees and Long Service Awards Ceremony and the Vice-Chancellor's Awards for Excellence. Added to the list was the UWI Big Buy Charity Bazaar, which for the first time showcased the work of the artists and craftsmen of the Cave Hill Campus, and the final event for 2019, the Festival of Nine Lessons and Carols. Meetings hosted during the review period included Campus Council, a series of cross-Campus meetings, as well as University Grants Committee.

In an effort to be more efficient in its operations, Campus Administration commenced the use of Microsoft SharePoint to capture the attendance of all attendees at the various events hosted via the issue of electronic invitations. This has proven to be very effective especially

for the Graduation Ceremonies and the annual Long Service and Retirees Awards Ceremony. This initiative was undertaken in collaboration with the Smart Campus Coordinator.

The organisation of events post COVID-19 will present new challenges associated with operating in a virtual environment. To this end, during the lockdown in April 2020, the Campus Registrar's Office hosted a virtual seminar for the staff of that office, the Registry and the UWI Ushers entitled "Protocol for Events Post COVID-19: The New Normal" to raise awareness about this new world where virtual events continue to gain precedence.

Human Resources (HR) Section

During the 2019/2020 academic year, the Human Resources Section undertook a number of initiatives aimed at improving processes and increasing efficiencies. With the assistance of the Smart Campus Coordinator the following systems were developed using Office 365, Power Apps:

- *Job Letter Requests* – to allow employees to request job letters electronically and to indicate the number of copies required. The system also provides an automated response which indicates the time period for the completion of the job letter.
- *HR Training Check-In* – an automated attendance register for training sessions.
- *Performance Management System* – designed to assist with the development, management, assessment and appraisal of members of staff. The aim is to make the process more transparent and ensure constant communication at every level. The first phase of this Performance Management System will focus on the annual staff assessment of academic staff. In this regard, the Human Resources Section has embarked on a pilot project with the Faculty of Social Sciences.
- *Annual Optical Examinations (ATS Staff)* – partial automation of the process for the selection of ophthalmologists/optometrists.

Secretariat Services

The Secretariat continued to further the process of utilising technology to enhance efficiency in the management and servicing of Campus governance bodies. The prior period had seen the launch of a SharePoint site for Academic Board affording members a more interactive service with anywhere, anytime accessibility to meeting documents and information relevant to that committee. Arrangements were being made for the launch (in academic year 2020-2021) of a similar SharePoint site for the Finance and General Purposes Committee.

The advent of the COVID-19 pandemic saw the Secretariat give substantial support to the Campus' efforts to manage the crisis through an extensive series of meetings which addressed a wide ambit of issues. In the initial stages, the deliberations were face-to-face but were subsequently conducted via Zoom in adherence to national and Campus protocols relating to physical distancing. The Secretariat made every effort to ensure the quick documenting, dissemination and execution of meeting decisions and this played a significant role in the Campus' efficient response.

Earlier in May, substantial support had been given to the Office of Marketing and Communications in organising a series of stakeholder meetings/interviews related to work of the Chancellor's Commission on Governance.

Student Affairs Admissions

During the 2019/2020 academic year, the Campus witnessed a decrease in the number of applicants. There was, however, an approximate 10% increase in the number of applicants to whom offers were made and a corresponding increase in the acceptance of offers when compared to academic year 2018/2019.

The advent of COVID-19 required an adjustment to the manner in which Student Affairs Admissions communicated with prospective students and the management of documents submitted in support of applications. Local and regional recruitment and information sessions had to be moved to the online space. Discussions regarding the acquisition of a customer relationship management tool (CRM) to facilitate the management of the relationship with prospective applicants have become

more significant given the expanded demand for virtual interactions.

In the review year, staff continued to conduct Banner 9 testing to facilitate the implementation of system upgrades. Functional analysts also provided training to expand the knowledge base of staff which led to improvements in the department's operational efficiency. Student Affairs Admissions continued to collaborate with the faculties, SERU, Campus Quality Assurance and Campus IT Services to enhance various systems in order to improve the student application and registration experience. The department launched its revised website which now allows for easier navigation.

Over the last year, the department was pleased to provide administrative support, namely the processing of applications and student registration, to the newly established Five Islands Campus in Antigua and Barbuda. A dedicated staff member was assigned to provide ongoing assistance to this Campus.

Office of Institutional Planning and Infrastructural Services (INPLAIS) Implements a Time Clock MTS (Network Plus Edition)

After many years of using a punch card system to account for the working hours of approximately one hundred (100) staff members of INPLAIS, a decision was taken to explore alternatives that could possibly improve the process through incorporating technology. This was important since the inherently cumbersome and tedious nature of the manual punch card system often impacted efficiency. A new system, the Time Clock MTS (Network



Example of barcode scanner for reading ID cards: TimeClock MTS (Network Plus Edition)



Mr Edward Cumberbatch, Driver/Messenger of INPLAIS, utilising the Time Clock MTS (Network Plus Edition) to record his attendance


Plus Edition), was expected to reduce costs associated with the manual system, as well as improve the efficiency, accountability and transparency of the process.

Representatives from Campus IT Services were consulted, and with their proposal of the Time Clock MTS software that the department currently uses to record the working hours of student assistants, a pilot of this system was launched by INPLAIS using select staff members for a trial period in February, 2020.

While initial challenges were encountered with the integration of all staff members to the system in March 2020, to date it has proven extremely beneficial in facilitating electronic data capture, as staff use their UWI identification cards for recording their daily attendance. The time for processing overtime claims has been significantly reduced and several reports, such as those related to attendance, have been generated by the system in a timely manner. These reports have aided decision making in several areas. Additional systems have been installed at multiple locations for employees who work in areas such as Paradise Park and the CARICOM Research Park.

Office of Student Services (OSS) Leverages Technology to Connect, Engage and Improve Service Delivery

During the national lockdown, the Office of Student Services (OSS) maintained its services through an online



**The Office of
Student Services
NOTICE**
Our services are online!

Use the link www.tinyurl.com/OSSBookings to book a service.

Email to receive an answer to any query

- Psychological Counselling - jacqueline.benn@cavehill.uwi.edu
- Career Counselling - osscareers@cavehill.uwi.edu
- Health Insurance - healthplan@cavehill.uwi.edu
- Academic Support Clinic - ossprogrammes@cavehill.uwi.edu
- Disability Support Services - khaleid.holder@cavehill.uwi.edu
- Student Club & Societies Consultations - ossprogrammes@cavehill.uwi.edu
- Hardship And Emergency Applications - studentservices@cavehill.uwi.edu
- Resident Life Support - studentservices@cavehill.uwi.edu
- Shuttle Services - wayne.harewood@cavehill.uwi.edu
and copy to studentservices@cavehill.uwi.edu
- Give Back Programme - gloria.harper@cavehill.uwi.edu

 OSSCaveHill
 OSS_CaveHill

The Office of Student Services Advertisises its Online Services

booking system and student interface using Microsoft Teams. This system resulted in students being able to self-schedule through an online booking system in the following areas:

- Career Services
- Psychological Services
- Disability Support Services
- Financial Aid Services
- Shuttle Services
- Academic Support Services

The use of the online platform for both booking and interface with students has witnessed an increased compliance, resulting in fewer missed appointments.

Additionally, all staff utilised a common email signature that also served as an additional marketing tool to create access to OSS services.

Student Enrolment and Retention Unit (SERU): Leverages Technology to Connect, Engage and Improve Service Delivery

The Student Enrolment and Retention Unit (SERU) is yet another example of a department that has fully embraced new and emerging digital technologies to enhance its work. During the course of the year under review, evidence of this included:

- Effective use of the Unit's vibrant social media channels, Instagram, YouTube and Facebook, to support recruitment and outreach
- Expanded use of web conferencing technologies in local and regional recruitment and outreach
- Introduction of electronic forms and surveys to enable registration for SERU events and data collection and feedback for evaluation, decision-making and continuous improvement purposes



Poster promoting SERU's Live Chat on Online Booking system for students



SERU introduced collection of data from prospects and students using digital forms to support recruitment and student engagement activities

Faculty of Culture, Creative and Performing Arts Thursday July 16, 2020 - 10:00 a.m.	Faculty of Law Friday July 17, 2020 - 10:00 a.m.
Faculty of Medical Sciences Thursday July 16, 2020 - 10:00 a.m.	Faculty of Science and Technology Friday July 17, 2020 - 10:00 a.m.
Faculty of Social Sciences Thursday July 16, 2020 - 10:00 a.m.	Faculty of Sport Monday July 20, 2020 - 10:00 a.m.
Faculty of Humanities and Education Friday July 17, 2020 - 10:00 a.m.	

Study online or in a safe and secure environment.

Visit: www.cavehill.uwi.edu/seru/news/shape-your-future
 Email: seru@cavehill.uwi.edu + Tel: 417-4968 / 826-0626

Poster advertising the Virtual Faculty Live Sessions for incoming students and prospects



Cultural First Aid Workshop held on October 05, 2020 with civic society leaders at the Pinelands Creative Workshop

ARCHIVES AND RECORDS MANAGEMENT PROGRAMME

West Indies Federal Archives Centre (WIFAC)/ Cave Hill Campus Archives

There was a reduction in the number of visitors to the Archives due to the COVID-19 pandemic. There were 24 visitors to the WIFAC for the period under review. These included Barbadian and international students mainly from Germany and the United States during the months of February and March 2020.

Training & Outreach

The Acting Records Manager/Assistant Archivist coordinated and conducted training sessions on “First Aid to Culture in Times of Crisis”. The sessions, which were conducted with stakeholders in the cultural and the disaster emergency fraternity in Barbados, were held at the Pinelands Creative Workshop and introduced participants to the concept of cultural first aid.

The Acting Records Manager/Assistant Archivist was also instrumental in producing a 5-part webinar series entitled “First Aid to Cultural Heritage in the Caribbean: Building Awareness, Readiness and Response”. This webinar series was held in conjunction with the International Centre for the Study of the Preservation and Restoration

of Cultural Property (ICCROM), the Caribbean Branch of the International Council on Archives (CARBICA) and the West Indies Federal archives Centre (WIFAC). Over 70 persons from various countries across the region participated in the series.

HEALTH AND SAFETY IS PARAMOUNT

Health, Safety and Environmental Management

Investigations and Routine Inspections

During the period under review, the Health, Safety and Environmental Officer (HSE Officer) continued to conduct investigations in response to reported concerns. Over thirty investigations were conducted into general issues such as indoor air quality and ergonomics.

Routine assessments of Campus facilities were also conducted. A number of inspections were conducted in conjunction with officers from the Environmental Health Department, Ministry of Health and Wellness. These included visits to all food facilities, which forms part of the annual licensing process. The Campus also collaborated with Ministry officials in areas such as vector control and safe food handling at events.

Health and Safety Complaints App

The Office continued to work, in conjunction with the Smart Campus Coordinator, on the development of an application which would allow staff to electronically report health and safety concerns. This system is expected to significantly improve the efficiency of this process and allow for better tracking of issues. The captured data will also be used to analyse trends and generate reports. This sets the foundation for a more proactive approach to addressing health and safety matters.

Educational Programmes

As a member of the Campus Renewable Energy Committee Technical Sub-committee, the HSE Officer worked with other committee members to develop and present a training programme for staff. The aim of this programme was to raise awareness of global and national developments in renewable energy and environmental sustainability. An outline of the Campus' projects and initiatives was also presented. The HSE Officer delivered presentations on *Energy Conservation - Simple Tips for Conserving Energy and Doing It Safely*. Eight (8) half-day sessions were held in August and September 2019. Participants included staff of the Office of Institutional Planning and Infrastructural Services (INPLAIS), Halls of Residence, Errol Barrow Centre for Creative Imagination (EBCCI), Academy of Sport and Campus Security Services.

Biohazard Waste Collection and Disposal

The handling and disposal of biological waste generated on the Campus garnered much attention during this period. Concerns regarding the handling and transport of waste by Campus employees and employee immunisations led to discussions amongst union representatives, senior management and representatives from the various departments. Arrangements were put in place to have the waste collected and transported by a private waste hauler from December, 2019. Adjustments are being made to the annual employee medicals to ensure that all relevant employees are appropriately immunised. The collection and disposal of waste has been effectively coordinated by the HSE Officer since inception.

INPLAIS Strives to Improve Custodial Services and Facilities Management

Long before the COVID-19 pandemic had reached our shores, INPLAIS had already begun to focus efforts on improving its custodial services to the Campus community through the standardization of cleaning procedures and the training of custodial staff in accordance with established cleaning standards. The alignment of custodial operations with the overall health and safety mandate of the Campus was ensured through consultation with the Health, Safety and Environment Officer.

Planning for the training session began during the period under review and the training was conducted for 12 Office Attendants and General Workers of INPLAIS during the period, August 24-28, 2020, in the first instance. Expert advice was sought from knowledgeable internal and external stakeholders to deliver components of the training. Business Ingenaires Ltd., a specialist company with relevant experience in this area, played an integral role along with Dr Heather Harewood, Lecturer in the Faculty of Medical Sciences, Cave Hill Campus and Mr Trevor Blackman, Safety and Health Officer, Ministry of Labour and Social Partnership Relations, Barbados. The session focused primarily on the following areas:

- Examining the Role & Responsibilities of Custodians
- The difference between cleaning, disinfecting & sanitizing
- Correct use of chemicals
- Hazards associated with mixing & misusing chemicals
- BICS Colour coding standards
- Cleaning procedures
- The Association of Physical Plant Administrators (APPA) Standards for cleaning
- Occupational Safety & Health. (delivered by Mr Trevor Blackman)
- Infection Control (delivered by Dr Heather Harewood)

Additional training sessions will be undertaken in an effort to ensure that all custodians are eventually trained in alignment with the desired standards.

Several positive outcomes are expected to be forthcoming from this initiative including maintaining an ideal standard of cleaning throughout the Campus, well trained



Custodians engaged in a practical segment of the training session organised by INPLAIS

staff, Campus stakeholders' increased satisfaction with the cleanliness of spaces, better preservation of buildings and overall improvement in health and safety conditions.

INLAIS Implements Pilot Project to Outsource Cleaning Services

The retirement of custodians during the year 2020 allowed INPLAIS to explore the possibility of achieving cost savings, while maintaining quality, through a pilot programme that would outsource custodial services for four teaching complexes and one office for the academic year, 2020/2021.

The feedback and observations recorded to date have been very positive. Similarly, significant cost savings have been achieved and INPLAIS has been able to redeploy staff to other areas of the Campus in order to ensure equitable workloads, reduce and even eliminate additional work hours of staff in some instances.

HR Provides Psychological Support to Staff During COVID-19 Pandemic

Being mindful of the potential impact of COVID-19 on the mental health and well-being of staff members, the Human Resources Section offered a number of webinars to provide psychological support to staff. Topics included "UWI Cave Hill Surfing the Waves of Change" on April 29; "Understanding and Coping with Stress and Anxiety" on June 12; and Resilience and Care: Getting Back into Shape with the COVID-19 Stretch, on June 19.

COVID-19 RESPONSE: THE CAMPUS IS READY

After the eight-week lockdown, the Cave Hill Campus recommenced operations at the physical plant on June 08, 2020. The national directives and public health measures governing the operation of businesses on the island, meant that extensive preparations were required to facilitate reopening.

Policies and Procedures

Documented policies and procedures are critical elements of any management processes, as these provide the roadmap to guide and ensure safe and consistent operations. The Health, Safety and Environment (HSE) Officer worked in close collaboration with the Health and Safety Protocol Subcommittee of Steering Committee and the Campus Health and Wellness Committee to produce a policy document governing the reopening of the Campus, as well as a number of guidance documents related to operating within the COVID-19 environment. Below are some of the documents produced within the review period.

- Cave Hill Campus Policy on Reopening and Operating under COVID-19
- Opening and Operating under COVID-19, A Guide for Deans and Heads
- Cave Hill Campus Reopening and Operating under COVID-19- A Guide for Employees
- Cave Hill Campus, COVID-19 Guidance for Contractors and Service Providers

The Health, Safety and Environment Officer also worked with various faculties and departments such



Physical barriers/sneeze guards installed in customer service areas

as the Faculty of Science and Technology, the Halls of Residence, and the Academy of Sport to review and assist with the production of documents for their specific operations.

Preparation of Physical Plant

There were many facets to the reopening preparations. The Health, Safety and Environment Officer worked with INPLAIS to ensure that the premises were in a state of readiness which resulted in the following: producing and erecting signage in elevators, washrooms and other public spaces across the Campus; installation of hand sanitizer units; placement of floor decals to ensure social distancing in waiting areas; the erection of physical barriers (sneeze guards) in customer service/reception areas to ensure separation between workstations which were less than six feet apart; procedures were implemented to increase sanitizing of high trafficked areas such as washrooms, counter tops and handrails; water coolers throughout the Campus were disconnected to discourage use and additional signage was erected to sensitise Campus stakeholders about existing protocols; four outdoor handwashing stations were fabricated and installed in identified areas, each consisting of a laundry sink, tap, soap dispenser and multi-fold tissue dispenser. Classroom spaces were assessed based upon benchmarked standards and required social distancing measures, and they were industrially cleaned by INPLAIS.

Sessions with Staff

Ancillary Workers

In the week immediately prior to the phased reopening of the Campus, staff of INPLAIS, custodial staff assigned to departments across campus, staff of the Halls of Residence and grounds staff of the Academy of Sport returned to the Campus to assess and make the preparations necessary for reopening. The HSE Officer collaborated with the Project Officer, INPLAIS and Halls Administrator to provide orientation briefings to all categories of ancillary workers within their Departments. The purpose of these sessions was to welcome employees back to the plant, outline health and safety measures governing return to work and reinforce public health practices such as wearing of masks, social distancing and hand-washing. These sessions also gave staff the opportunity to ask questions and seek clarification on any issues. The custodial staff of INPLAIS also benefitted from a session with Dr Heather Harewood, Lecturer in Public Health in the Faculty of Medical Sciences, and member of the Campus Health and Wellness Committee.

Deans and Heads of Departments/Units

To assist with a smooth transition to the new campus environment, the Director, Human Resources coordinated a series of four (4) sensitisation sessions for Deans, Heads of Departments and Managers. The session presenters were the Head of the Campus Health and Wellness Committee, Project Officer, Office of INPLAIS and the HSE Officer. The latter presented on the health and safety measures which the Campus had implemented, as well as the responsibilities of managers.

Department Safety Officers

The HSE Officer also coordinated meetings on July 13, 2020 with the Campus Department Safety Officers. The purpose of these meetings was to provide information on the virus, as well as the operations of the Campus within the COVID-19 environment. The officers were also informed of how they could assist with educating and ensuring compliance by staff and students. The meetings were facilitated by the HSE Officer, with presentations by the Medical Officer, Student Health Clinic, Director, Campus Security Services and the Project Officer, INPLAIS.



Dr Glenda Gay, Lecturer in the Department of Management Studies, Faculty of Social Sciences, instructing students in a smart classroom

TEACHING AND LEARNING

In the context of the University's agenda, one objective has been to empower our students through teaching and learning and to enhance this core activity, the Campus continued to undertake curriculum renewal while implementing several supporting initiatives. These activities were undertaken in a continuous response to market trends; to boost the market appeal of programmes and by extension the Campus thus attracting more students to the Campus. It was also to ensure student development in alignment with the desired attributes of The UWI graduate and with the requirements of the multi-dynamic environment in which today's graduate must function.

The range of student support initiatives implemented throughout the Campus ensured that core teaching and learning activities did not stand in isolation, but that they were complemented by activities that would create the best environment, conducive to improving the quality of teaching, learning and overall student development, even in the face of the COVID-19 pandemic.

The Campus also took pride in ensuring that no student was excluded by implementing initiatives that catered to students with disabilities. The implementation of these initiatives occurred to the extent that they enabled students with disabilities to be well equipped and comfortable in the Campus environment, thus allowing them to function to the best of their abilities.



Students in a COVID-19 compliant classroom

CURRICULUM RENEWAL

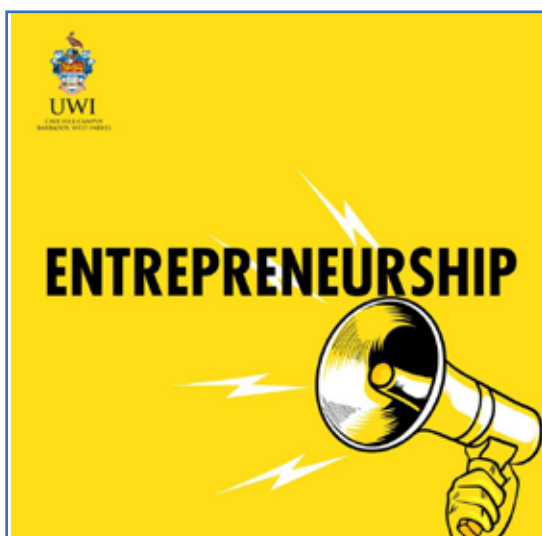
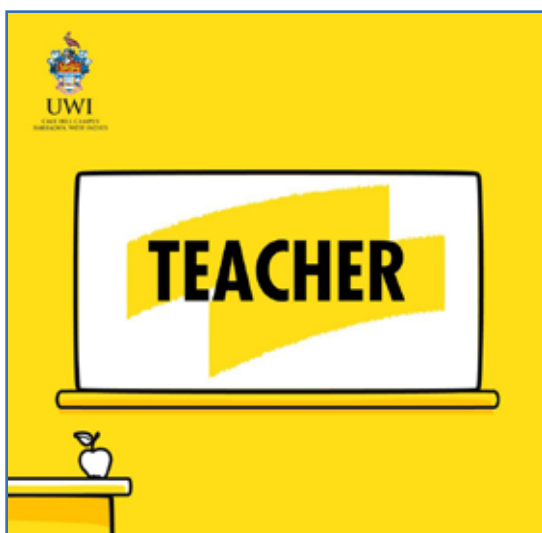
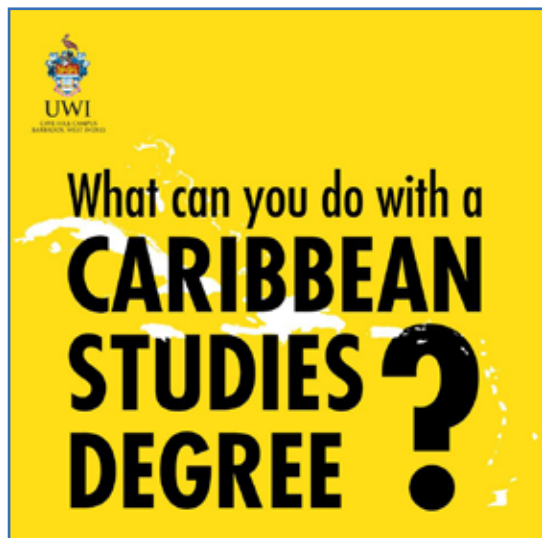
Across the Campus, the commitment to curriculum renewal was evident in the number of submissions to the Board for Undergraduate Studies (BUS) and the Board for Graduate Studies and Research (BGSR) for approval of new programmes or revisions to existing programmes to ensure their continued relevance and alignment with industry needs. Some of these new programmes and revisions are outlined in this report.

Faculty of Humanities and Education

Bachelor of Arts (BA) Caribbean Studies

A new Bachelor of Arts Caribbean Studies programme was approved in May 2020. This programme introduces students to the interdisciplinary study of the Caribbean, with specific attention to the historical, environmental and socio-cultural features of modern existence that have come to constitute the Caribbean experience. It serves as the undergraduate programme offering of the Cultural Studies Programme, and draws on courses





Example of Series of Posters promoting the Bachelor of Arts, Caribbean Studies Programme

based within that discipline and also those throughout the Faculties of Humanities and Education and Social Sciences. Specific attention has been paid to crafting a programme that represents the range of knowledge currently taught on the Caribbean throughout The UWI, Cave Hill Campus.

Master/Doctor of Philosophy (MPhil/PhD) Programme

At the postgraduate level, the Department of History and Philosophy had its new MPhil/PhD, Philosophy programme approved by the Board for Graduate Studies and Research (BGSR) in May, 2020, with commencement of the programme scheduled for September, 2020.

Faculty of Medical Sciences

The Executive Master of Business Administration (EMBA) in Health Care Management

The public health team collaborated with the Sagcor Cave Hill School of Business and Management to develop the EMBA in Health Care Management. This fully online programme is geared towards health professionals who wish to develop leadership and management skills and it comprises graduate level public health courses from the Faculty of Medical Sciences. The programme received approval from the Board for Graduate Studies and Research (BGSR) in May 2020, with the first cohort scheduled for commencement in January, 2021.

Faculty of Science and Technology

Biology Programmes

Minor revisions to three biology courses and to the Double Major in Biological Sciences were submitted to the Board for Undergraduate Studies and approved during the 2019/2020 academic year. Revisions to genetics courses were undertaken with the objectives of eliminating repetition of information across courses, including new sections to highlight modern topics in genetics and expanding certain aspects of assessment. Similarly, the revised Double Major in Biological Sciences had its yearlong (final year) research project made optional, and the project components (of several biology courses) along with the Biology Professional Placement course also became other options. Revisions were also



Mr Neil Paul, Director of the Shridath Ramphal Centre delivering remarks at the launch of the OECS-MITP Programme

made to the courses undertaken during the second year of this programme in order to eliminate clashes in the timetable.

Faculty of Social Sciences

BSc Public Policy and Management

The Bachelor of Science (BSc) programme in Public Sector Management was revamped to the Bachelor of Science (BSc) Public Policy and Management programme. This programme is an interdisciplinary one that fosters critical thinking, research and writing skills. It explores the theoretical foundations of both political science and management. An important component of the programme is the inclusion of an in-house internship, GOVT3115, which is a Professional Development Workshop for final year students. This is expected to be a flagship course that will give students exposure to practitioners who are experts in various fields of public policy and management.

Re-Introduction of Master of Science (MSc) E-Commerce Governance

A major development during the period under review was the re-introduction of the Master of

Science E-Governance programme sponsored by the Government of Barbados. This programme has scope to enrich the offerings of the Department of Government, Sociology, Social Work and Psychology, as it seeks to build capacity within Barbados and the Caribbean region.

CENTRES

The Shridath Ramphal Centre (SRC)

Master's in International Trade Policy for Organization of Eastern Caribbean States (OECS) Citizens

The Master's in International Trade Policy (MITP) programme welcomed a cohort in February 2020, pursuant to an arrangement between the Shridath Ramphal Centre and the Organization of Eastern Caribbean States (OECS). The 21 students within this cohort were from the OECS and beneficiaries of a fully funded scholarship made possible by the European Union (EU) through its TradeCom II Project - Building ACP Trade Capacity. The OECS-MITP Programme will end in March, 2021.

A STRONG SUPPORT SYSTEM TO ENHANCE STUDENT SKILLS

Internships

During the review period, the Campus continued to partner with external stakeholders to secure internships for students, an invaluable means through which they were afforded the opportunity to expand their knowledge, skills and competencies in their specific disciplines through practical experience. Unfortunately, in the latter part of the period, some overseas internships had to be cancelled due to COVID-19 travel restrictions and generally, internship opportunities diminished.

The Office of Student Services arranged internships for students from various faculties. An outline of these internships is shown in Table 4.

Table 4: Internships Organised by the Office of Student Services Academic Year 2019/2020

ORGANISATION	NUMBER OF INTERNS
Work Consultancy	6
Ernst and Young	5
FLOW	1
Arawak Cement Plant	1
Mount Gay Distilleries Ltd	1
Harris Paints	1
TOTAL	15

In addition to internships, 29 students were successful in securing employment opportunities, some temporary, with some of these organisations.

International Internships

With the collaboration of Summer Work Adventures, a local summer abroad recruitment agency, interviews were facilitated with international summer camp organisations.

Eight (8) students secured positions for summer camp and related jobs in the United States. However, due to the COVID-19 pandemic, the US visa office was closed and the programme for Summer 2020 was subsequently cancelled.

Regional Internships

The Caribbean Internship Project (CIP) is a jointly funded initiative between The UWI's three (3) resident campuses. The CIP serves a critical workplace preparation role that is regional in nature and serves as a culturally relevant learning opportunity for graduate students.

- The internships are such that they foster the development of specific disciplinary skills to deliver effective programming to parents and children in communities where these services are limited or unavailable and therefore serve the benefit of strengthening regional social agencies.
- This program was cancelled for Summer 2020 given the university's ongoing travel restrictions related to COVID-19.

Internships were also arranged at the departmental and faculty levels. These are presented in Table 5.

Table 5: Internships Organised by Faculty/ Department/Centre/Institute Academic Year 2019/2020

FACULTY OF SCIENCE AND TECHNOLOGY DEPARTMENT OF COMPUTER SCIENCE, MATHEMATICS AND PHYSICS	
ORGANISATION	NUMBER OF INTERNS
Carepoint	1
Tapp Media	2
The Crane Resort	2
Tutor App for Schools	2
Netsweeper	1
TOTAL	8

Note: Software Engineering (SWEN) Internships

FACULTY OF SCIENCE AND TECHNOLOGY DEPARTMENT OF BIOLOGICAL AND CHEMICAL SCIENCES	
ORGANISATION	NUMBER OF INTERNS
Mount Gay Distilleries Ltd	1

INSTITUTE FOR GENDER AND DEVELOPMENT STUDIES: NITA BARROW UNIT	
ORGANISATION	NUMBER OF INTERNS
Belize's Women Commission	1

**Table 5: Internships Organised by Faculty/
Department/Centre/Institute
Academic Year 2019/2020 continued**

FACULTY OF SOCIAL SCIENCES DEPARTMENT OF MANAGEMENT STUDIES	
ORGANISATION	NUMBER OF INTERNS
MSc Business Analytics Students	
Barbados Light and Power	2
CIBC FirstCaribbean Bank	2
Barbados Tourism Marketing Inc	4
LCI Consulting	1
Flow Barbados Ltd	1
The Barbados Agricultural Development and Marketing Corporation (BADMC)	2
Banks Holdings	1
MSc Human Resources Management Students	
Sagicor Life Inc	1
CIBC First Caribbean International (Bahamas)	1
TOTAL	15

Note: MSc Business Analytics Students were the recipients of client/consultancy projects that allowed them to work on real world analytical projects.

SHRIDATH RAMPHAL CENTRE	
ORGANISATION	NUMBER OF INTERNS
Ministry of Foreign Affairs and Foreign Trade - Barbados	1
Ministry of Trade and Industry - Trinidad	1
Ministry of Foreign Affairs, International Trade and Immigration - Antigua & Barbuda	1
International Trade Centre	1
Customs and Excise Division - Trinidad & Tobago	1
International Trade Centre	1
TOTAL	6

FACULTY OF SPORT	
ORGANISATION	NUMBER OF INTERNS
University of New Brunswick (Canada)	1

Note: An MSc Sport Science student was recipient of this internship

2019 Hometown Chamber of Trade (HCT) Leadership Forum

Opportunities to Network and Learn from World Class Business Leaders

Twelve (12) students were granted sponsorship to participate in this leadership forum which was held on October 12, 2019 at the Errol Barrow Centre for Creative Imagination (EBCCI). Through this forum, students gained knowledge from local entrepreneurs who delivered presentations. They heard from entrepreneurs such as Mr Dereck Foster, Founder and Executive Chairman of Automotive Arts Group and other world class leaders. The opportunity for students to attend these types of fora is important because it supports their development of several desired UWI graduate attributes such as becoming effective communicators who are globally aware and who possess good interpersonal skills.

2019/2020 Mentorship Programme

Faculty of Law Partners with Office of Student Services to Introduce a Faculty Specific Programme

The 2019/2020 Mentorship Programme Launch was held on October 01, 2019. The Law Society introduced a faculty specific mentorship programme and partnered with the Office of Student Services (OSS) for this launch. The collaborative effort has resulted in 49 new legal professional mentors joining the face to face mentorship core.

Three new mentors in accounting, business strategy and diplomacy also joined this year's programme. This resulted in a total of 63 (13 non law; 50 law) mentors and 88 mentees participating in this year's programme.

Fostering Student Entrepreneurial and Innovative Skills Development

The Faculty of Science and Technology has developed an Innovation Award (FINO) which will recognize an innovative, out-of-the-box action, project or initiative performed by a student(s) in the Faculty of Science and Technology. The award will be offered for the first time in academic year 2020/2021. Students will enter through



FINO Award Poster

a simple three step process described as '**Recognize, Describe, Submit**' where the first step will be to recognize the specific innovation; followed by the description of this innovation and the submission of the completed application form.

This award is important as it will assist students with developing several of the desired attributes of The UWI graduate. For example, becoming critical and creative thinkers who are innovative and entrepreneurial.

AN INCLUSIVE CAMPUS

Implementing Initiatives for Students with Disabilities

The Campus, through its various units, implemented initiatives to increase support for students with disabilities. Cross-faculty/departmental collaborations continued to exemplify the importance that the Campus has placed on core values such as student centeredness and diversity, as well as its strong commitment to all students. The Office of Student Services (OSS) played a pivotal role in spearheading many of these initiatives.



Two students with visual disabilities at the Kerry-Ann Ifill Unit during one of the sessions conducted to assist them with navigating the Campus' learning platforms

Planning for Assessments

During the review period, an objective of the Office of Student Services was to ensure that in terms of assessments, the needs of students with disabilities would be incorporated at the faculty level from inception, especially in preparation for mid-term assessments. A prime example of this was the department’s collaboration with the Centre for Excellence in Teaching and Learning (CETL), the Sidney Martin Library (SML), course instructors and other internal stakeholders, to address challenges which students with visual disabilities were experiencing with accessing electronic materials and resources on the eLearning portal. In this instance, JAWS, the text-to-speech software, installed in the Kerry-Ann Ifill Unit, was not reading all sections for users. Without this intervention and proactive stance by OSS and the team of stakeholders, there would have been implications for mid-term assessments for students with disabilities.

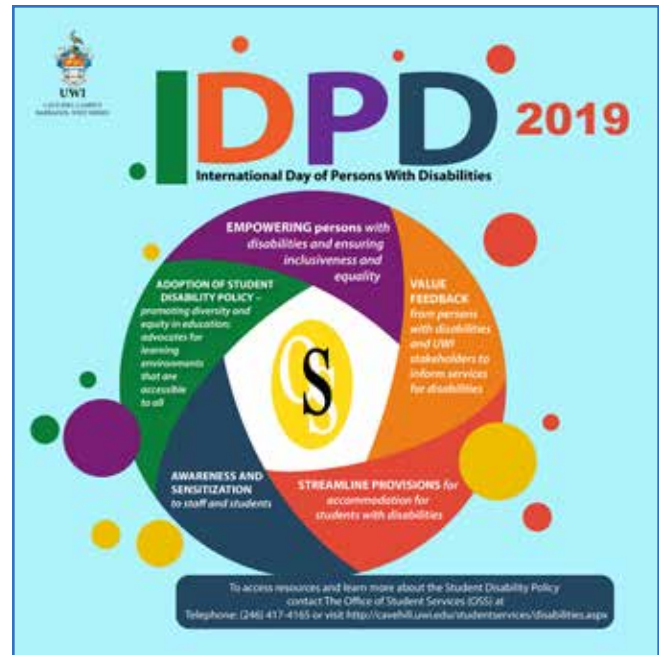
Enhancing Awareness About Disabilities

On December 03, 2020, the Campus celebrated International Day of Persons with Disabilities. Sensitising the Campus Community about the Student Disability Policy continued as a tool to enhance awareness and sensitise persons about disabilities.

Peer to Peer Student Support System for Visually Impaired Students

Launched in 2019, the Office of Student Services recognized the importance of ensuring that students with visual disabilities be connected to campus resources to aid in their transition to the Campus and ultimately contribute to their success. Students with visual disabilities were matched to their peers who were pursuing majors in their Faculty. The student peers helped the visually impaired students navigate the Campus’ physical terrain, specifically classrooms, micro-labs, and libraries. They also shared video resources with these students to assist them, for example, in a psychology course. The development of this system to foster connectedness and increase engagement of students with disabilities has been invaluable.

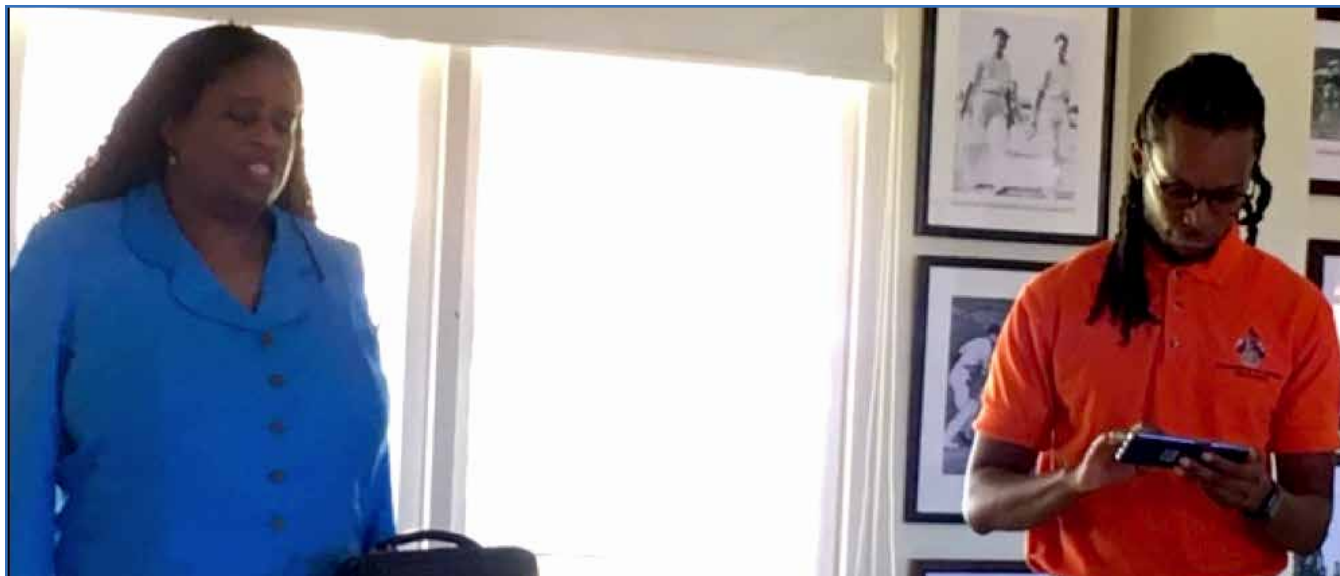
The Office of Student Services also partnered with several departments including the Centre for Excellence in Teaching and Learning (CETL) and the Student



International Day of Persons with Disabilities Promotion

Number	Guideline	Link
1	Use the Universal Design for Learning (UDL) framework to build your course	Learn More...
2	Write goals and outcomes that are attainable by different learners in different ways	Learn More...
3	Provide multiple paths for learning and achievement	Learn More...
4	Address individual needs in an inclusive manner	Learn More...
5	Provide plaintext versions of all material to be presented during an online session	Learn More...
6	Provide captions or transcripts to all recorded online sessions	Learn More...
7	Create accessible learning resources, & Check their accessibility	Learn More...
8	Check the contrast of your colours	Learn More...
9	Make your assessments inclusive	Learn More...
10	Consult individual accommodation plans issued by the OSS	Learn More...

The Office of Student Services partnered with the Student Enrolment and Retention Unit and the Centre for Excellence in Teaching and Learning to create aids such as the 10 Practical Tips Poster



Ms Kerry-Ann Ifill, Former President of the Senate, Parliament of Barbados and Mr Khaleid Holder, Student Services Manager, sharing techniques for teaching visually impaired students

Enrolment and Retention Unit (SERU) to implement relevant initiatives for students with disabilities.

CETL and the Office of Student Services partnered to deliver online teaching and learning sessions for instructors of students with hearing and visual disabilities. An objective of this initiative was to educate instructors about the ways in which access could be enhanced for students with disabilities.

The combined efforts of OSS, SERU and CETL also facilitated the production of guidelines to aid instructors as they prepared to teach students with disabilities with the commencement of online teaching in April, 2020. These guidelines entitled, *10 Practical Tips for Teaching Students with Disabilities Online*, provides quick and practical guidelines to faculty on best practices for supporting students with disabilities in the online environment. This resource is accessible via the Office of Online Learning resource space.

Sessions facilitated by CETL and its faculty associates focused on topics such as:

- Assessment Alignment, Designing the Table of Specifications, Rubrics and Examination Paper Construction
- Teaching Critical Thinking
- The Role of Student Services in Student Engagement and Development. To speak on matters related to the impact of the lecturer on student learning, with

special emphasis on those students with disabilities, Ms Kerry-Ann Ifill and Dr Colin Depradine spoke to the participants about various techniques to be applied when teaching visually impaired students.

CONTINUOUSLY IMPROVING TEACHING AND LEARNING THROUGH THE WORK OF CETL

Postgraduate Certificate in University Teaching and Learning (CUTL) - Equipping faculty with Skills to Succeed

- The delivery of CETL's Postgraduate Certificate in University Teaching and Learning continued during the period with a steady growth of participants which stood at 73, while there were 15 successful graduates. The ability to provide an online presence for its four (4) courses within this certificate program was also a significant achievement for CETL, especially due to the requirements for online teaching as a result of the COVID-19 pandemic.
- Continuing to engage internal stakeholders, some of whom were academic and senior administrative professionals, proved beneficial for CETL in its delivery of the CUTL. As a result of the expertise of these individuals, some of whom served as guest lecturers, participants of the programme gained tremendously.

Curriculum and Quality Assurance

CETL continue to advance its agenda in this area by undertaking several of the following activities:

- Reviewing several courses and programmes submitted by various departments
- Introducing the newest Board for Undergraduate Studies undergraduate templates
- Using its presence on the Academic Quality Assurance Committee to advise on course and programme quality
- Maintaining close relations with the Quality Assurance Unit and working to promote awareness about the importance of curriculum renewal and adherence to the quality policy standards.

Digital Transformation in Teaching and Learning: A Partnership with CITS

- Partnering with Campus IT Services provided CETL with the opportunity to strengthen its support system for addressing technical issues that may influence instructional delivery. Arising from this effort were Blackboard Collaborate training, student information technology (IT) clinics and eLearning maintenance advice.
- The smart classroom, an outcome of this effort, has seen the upgrade of the CETL lab with wireless infrastructure and reconfigured presentation capabilities to allow wireless projectors for presenters and participants on a touch-enabled smart board. Presenters would now be able to control participants' devices to maximize their instructional experience. The new outfitted facilities enable the full utilization of Office 365 software.

Other support for staff and students

Staff

CETL's integration of technological and teaching tools has contributed to the development of faculty for example, through:

- Tech Talk Thursday which included sessions to channel discussions on innovative technology use in the classroom
- Self-paced learning which included the development of a comprehensive self-paced 'MyCavehill' eLearning basics training course for all faculty to aid them with site navigation.

Be Ready 2 Teach Online Tips

Preparation for online teaching is essential. One can never over-prepare.

REMEMBER:

- Refer to your Course Outline and Syllabus when planning
- Access readiness/refresher training. In learning to teach online, which is being offered by CETL. Registration link: <https://forms.gle/W8AzFYdNUm16BzZBA>
- Learn what Teams on Microsoft Office 365 can do
- Use One Drive on Microsoft Office 365 to store materials for easy retrieval. Contact Campus IT Services for advice
- Set up a comfortable workspace that can serve as an adequate office away from your usual office
- Ensure that you have a reliable internet connection
- Find activities that will keep your online class interesting. Be creative. Use ideas from your students as well. You must appeal to their learning differences
- Reach out to the Campus Library for references to online resources
- Contact CETL to learn about posting videos, uploading assignments and quizzes, creating discussion spaces, and designing questions that make students think deeply
- Consider pre-recorded videos instead of lectures for large enrolment courses. Four 15-minute videos are better than one 1 hour-long video
- Use synchronous online meetings for tutorials
- Seek assistance when planning accommodations for students with disabilities
- The Blended Learning Policy provides guidelines for the delivery of online synchronous and asynchronous modalities
- Refer to CETL ELearning Toolbox for suggestions for online alternatives to labs and practicals
- Do not forget to reflect on your teaching and adjust as necessary

417-42024209 or Email: cetl@cwahill.uwi.edu

"Students: Excellence through Quality Teaching"

Tips for Lecturers regarding teaching online

Be Ready 2 Teach Online Tips

Re-Mix Your Teaching Plans and PowerPoint Slides for Online Learning

Remember

- Do not put your course on auto-pilot. You must maintain a presence
- You may not be able to read your students' facial cues but be aware of the impact of the stress of change on learning
- The same slides and activities you used in your traditional classroom may not work the magic in the online classroom- **Re-mix them**
- Create a discussion forum for feedback to and from the students
- Create an active learning classroom, not an online lecture classroom
- Assign active learning groups for collaborative learning
- Utilise audio and visual tools to keep students motivated
- Make accommodations for the differently-abled learners
- Invite a colleague to join you online until you feel confident

"The hardest thing about teaching online is starting. Once you put your toe in the water all you need to do is learn to swim." Joe Lieber

Contact cetl@cwahill.uwi.edu

"Students: Excellence through Quality Teaching"

Tips for Lecturers regarding teaching online



Campus IT Services

Students' Tech Clinics

CHECK YOUR TECHNOLOGY READINESS
<https://cavehillhelpdesk.ladesk.com>

1 STEP 1 Follow the guides to test your technology

2 STEP 2 Test Successful? You are Ready to Go!
Have a Problem? Contact us via Live Chat!

3 STEP 3 Want to try your Technology Live?
Active sessions provided for each platform!
Live Sessions tomorrow Tuesday 21st April!

LIVE SESSIONS

Tuesday, 21st April
 9:00am – 12:00pm
 2:00pm – 5:00pm

Students' Tech Clinics Advertisement

- Flexible online access to faculty development through virtual professional development sessions, for example, utilising the 'Monday Morning Mentor, a 20-minute video podcast presentation. Several other videos and reading materials were also distributed.
- Orientation to university teaching and learning for new academic staff which involved the delivery of two seminars to welcome new academic staff to the Campus. This was beneficial to them in the transition to their new roles. The seminars delivered were entitled, 'What it means to be a new faculty at Cave Hill' and 'Teaching and Learning with Technology at Cave Hill'. Each seminar covered a range of topics.
- Lobbying for part time staff to have greater access as their limited access was prohibiting full access to training from CETL.

Students

- Collaborating with the Student Orientation Subcommittee to provide support for new student orientation which assisted students with navigating their first full virtual orientation to familiarize them with the Campus.
- Live Support: a collaboration with the Campus IT Service Desk to test and implement the live chat features for live chat support and responding to queries from students and staff.

COVID-19 RESPONSE: CAMPUS PREPAREDNESS FOR TEACHING AND LEARNING

In response to national guidelines due to the onset of COVID-19 in Barbados, the Campus suspended all face to face classes and implemented fully online teaching for semester two, commencing April 06, 2020.

In support of this endeavour, a decision was made by the Campus Steering Committee to appoint a Campus Continuation Committee for Online Teaching to oversee the process for the online delivery of courses at the Cave Hill Campus from April 06-24, 2020. This included providing support for staff and students. The Committee was chaired by Dr Janak Sodha, Head of Department, Computer, Mathematics and Physics, Faculty of Science and Technology. All relevant internal stakeholders collaborated to form an operational team that prepared the Campus for the delivery of fully online instruction.

Training sessions in online instruction were designed for faculty by the Centre for Excellence in Teaching and Learning. Tips were disseminated to aid them in this transition and to provide a guide for planning their classes, establishing remote work spaces, utilizing appropriate

technology and other activities. An online resource folder was also created in SharePoint for lecturers.

CETL also prepared student technology guides for Blackboard Collaborate, Zoom and Microsoft Teams. In collaboration with Campus IT Services, the Centre coordinated several Student Technology Clinics which provided students with the opportunity to test their technology in preparation for online classes. These were the main platforms used for online teaching.

To cement all that had been undertaken in preparation for this transition, practice runs were hosted on March 30 and April 02, 2020 in the form of simulations for lecturers. This therefore provided the opportunity to resolve any problems before the commencement of teaching.

Campus IT Services purchased additional Zoom links to ensure that there would be no further difficulties in accessing links, as had been the case during the first week (April 06-09) of teaching.

The timetable that was utilised during previous face to face teaching sessions remained throughout the period of remote delivery. There was no summer school and specific instructions were given for examinations according to each Faculty. These examinations were administered online.

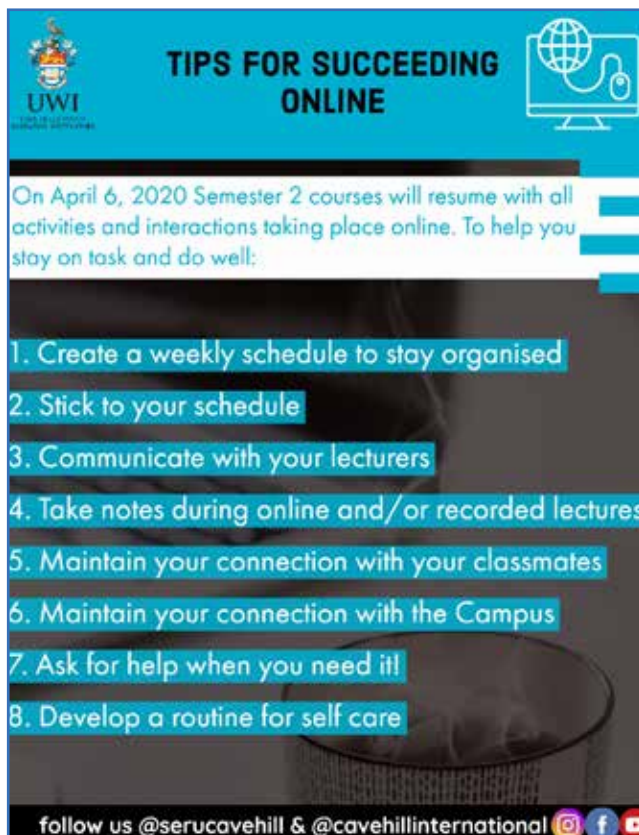
There was overall campus wide support and commitment to the delivery of online teaching and learning, as a list of volunteers with experience in online communications technologies (Zoom, MS Teams, etc.) was compiled so that they could be contacted to provide assistance if required. The Student Enrolment and Retention Unit created two crib sheets for students, outlining valuable tips for succeeding in the online environment.

Responses to Online Teaching: Findings of a Survey on Student and Academic Staff Perceptions of the First Week of Online Teaching

In April 2020, an online survey was conducted to gain feedback from students and academic staff regarding their perceptions of the online classroom experience for the first week of teaching. The survey was conducted by the Department of Management Studies (through Dr Dion Greenidge) on behalf of CETL.

Students' Perception

An online survey distributed to approximately 6,164 students, of which 391 students responded (equivalent 6.3%), showed that the majority of students (70.2%) had expressed satisfaction with their online classroom experience for the first week of teaching. The greatest challenge experienced was that of audio issues which had affected 62.8% of the respondents. The responses further showed that 94.7% of the respondents were able to successfully log in to the online learning platform. In relation to satisfaction, 79.5% of the respondents were satisfied/very satisfied with online classroom support. Those who indicated that they required assistance, preferred to have it for the recording of online classes, audio issues and video tutorials explaining how to use Zoom and Blackboard Collaborate effectively.



Tips for succeeding online created by the Student Enrolment and Retention Unit (SERU)



LT2 (Roy Marshall Teaching Complex) with physically distanced seating. Yellow stickers identify areas for seating

Academic Staff's Perception

Sixty-six (66) academic staff completed the survey and 95.1% expressed satisfaction with online teaching while 96.8% stated that they were generally prepared/very prepared for online teaching. However, they noted that additional training and resources would be required to address some of the challenges experienced. For example, training in virtual classroom management, Blackboard Collaborate and access to video tutorials on troubleshooting in Zoom.

Other Assistance Provided for Students During the Pandemic

Apart from providing support for core teaching and learning activities, the Campus also assisted students who were experiencing financial hardship and other challenges due to the pandemic.

The Campus removed financial holds on default accounts and this allowed students to maintain access to remote teaching. A grant was obtained from the Caribbean Development Bank (CDB) and this initiative saw a significant number of students receiving the requisite information technology devices to access remote learning.

The Office of Student Services collaborated with internal and external stakeholders (alumni, staff and other charitable organisations) to source limited types of financial and in kind assistance for students.

Preparation of Teaching Spaces for Physical Reopening in Academic Year, 2020/2021

During the reporting period, preparations commenced for teaching and learning in a COVID-19 environment, which would support the eventual physical reopening of the Campus in Semester one of academic year, 2020/2021. A framework was therefore developed for the functioning of spaces and this included establishing COVID-19 capacities, removing smaller capacity teaching spaces from the timetable, setting protocols for entering and leaving spaces and circulation within spaces, equipping new spaces for teaching and equipping spaces with technology to facilitate the hybrid form of teaching



Room capacity signage



Physically distanced classroom in the Graduation Tent with classroom technology support

that would facilitate both in-person and virtual attendance at classes.

A calculation of the 'COVID-19 Capacities' (capacities that allow 6 feet of space between each person) revealed that the total capacity of teaching and learning spaces would be reduced by 70%. Furniture in the spaces used was laid out in a 'COVID-19 arrangement' and in spaces with fixed furniture, signage was used to indicate seats that could be occupied.

The Roy Marshall Teaching Complex underwent major works including repair to the building envelope, painting, installation of window shades to reduce glare and furniture upgrade. Upholstered chairs were replaced with solid surface, ergonomic furniture.

The Graduation Tent was converted into a large lecture theatre with a capacity of 150 and it was equipped with lighting, cooling and appropriate equipment to support hyflex teaching. There was significant technology improvement in order to facilitate a hybrid delivery.

The following pieces of equipment were deployed across the Campus: nine (9) SMART projectors, fifteen (15) interactive white boards, thirty-five (35) polycom studios, four (4) large screens and ten (10) white boards. Dedicated technology assistants were also strategically located across teaching complexes.



Signage erected in the Roy Marshall Teaching Complex to show 'Entry' and 'Exit' areas along with COVID-19 signage



Faculty of Humanities and Education (FHE) prize winners and first class honours graduates with Dean, Professor Frederick Ochieng'-Odhiambo (front row, 7th left); Deputy Principal, Professor Winston Moore (front row, 8th left); donors and faculty members, at the FHE Prize Giving Ceremony on October 15, 2019

CELEBRATING STUDENT EXCELLENCE

Excellence, as a UWI core value, is proudly celebrated. In the 2019/2020 academic year, the Campus was delighted to acknowledge its students' achievements in a vast array of areas, to motivate, inspire and encourage them, while building their confidence in their quests to succeed academically and beyond.

Fostering mutually beneficial relationships with our valued stakeholders, many of whom have become benefactors, has granted our students the opportunity to be the beneficiaries of generous scholarships bearing these donors' names. The Campus on its own also continued to provide financial support to its students through established scholarships and prizes awarded at the faculty and departmental levels. These accolades served as recognition for the hard work and commitment to striving for excellence exhibited by our students.

The Annual Student Awards

In the month of March 2020, preparations were in full stream for The 17th Annual Student Awards Ceremony which was scheduled to take place on April 07, 2020 under the theme, **The UWI: A Pathway to Entrepreneurial and Service Excellence**. A feature address was to be delivered by Miss Hacina Watson-Hinds, a graduate of The UWI Cave Hill Campus and owner of Supreme Learning Academy.

Table 6: Annual Student Awards – Scholarships Awarded for Academic Year 2019/2020

NAME OF DONOR/ SCHOLARSHIP	VALUE OF INDIVIDUAL SCHOLARSHIP/ AWARD BBD	TOTAL NUMBER OF STUDENTS AWARDED	TOTAL SCHOLARSHIP VALUE BBD
Anthony & Joy Bland (Scholarship)	5,000	4	20,000
Barbados Employers Confederation	2,500	1	2,500
Barbados Workers' Union Co-operative Credit Union Ltd - Winfield Belle Memorial Scholarship	2,500	2	5,000
CIBC FirstCaribbean International Bank	5,000	14	70,000
Cidel Bank & Trust Inc.	5,000	1	5,000
District Grand Lodge of Barbados	5,000	1	5,000
ECGC Foundation Award	2,000	1	2,000
Ermine Holmes Memorial	1,500	2	3,000
Enterprise Growth Fund Limited	3,000	2	6,000
Ernst & Young	6,000	1	6,000
Gildan Activewear SRL	7,000	2	14,000
Sagicor Life Inc (1) & (2)	5,000	2	10,000
Soroptimist International of Barbados	2,500	1	2,500
Telford Georges Memorial Scholarship	2,500	1	2,500
Richard Cheltenham QC Scholarship	2,500	1	2,500
UWI Alumni Circle Scholarship	3,000	1	3,000
RBC Royal Bank Scholarship	4,500	11	49,500

The Campus Salutes You!



Patra Tyrell: Recipient of a CIBC FirstCaribbean International Bank Scholarship



Iyka Dorival: Recipient of a CIBC FirstCaribbean International Bank Scholarship



Clem Francis: Recipient of a CIBC FirstCaribbean International Bank Scholarship



Nikita Clarke: Recipient of a CIBC FirstCaribbean International Bank Scholarship



Donley Stapleton: Recipient of a CIBC FirstCaribbean International Bank Scholarship



Taiesha Atkinson: Recipient of a Soroptimist International of Barbados Scholarship



Teyonna Delice-Mayers : Recipient of a CIBC FirstCaribbean International Bank Scholarship



Dario Taylor: Recipient of a CIBC FirstCaribbean International Bank Scholarship



Abraham Searles: Recipient of a CIBC FirstCaribbean International Bank Scholarship

The Annual Student Awards cont'd

However, these preparations were derailed due to the COVID-19 pandemic and the associated national protocols, therefore resulting in alternate procedures having to be arranged to celebrate students and highlight donors.

The Campus expresses gratitude to 17 benefactors, without whom the award of these financial scholarships, with a total value of BBD 208,500.00, would not be a reality. Forty-eight (48) awardees received individual prizes ranging from BBD 2,500 to 7,000, with the largest scholarship of BBD 70,000 from the CIBC FirstCaribbean International Bank, benefiting 14 students who each received USD 2,500. The Royal Bank of Canada also gave a substantial scholarship totaling BBD 49,500 to 11 students.

Faculties and Departments Celebrate Student Excellence

FACULTY OF HUMANITIES AND EDUCATION

Faculty Hosts Prize Giving Ceremony

The Faculty of Humanities and Education celebrated its undergraduate students' achievements with the issuing of awards at a Faculty Prize Giving Ceremony on October 15, 2019.

- The Helene Carnegie Prize for the Creative Arts was awarded to Danielle Lloyd while John Bruce Pinder received the Colin and Pearl Kirton Prize for Doctrine.
- T'afari Steede, was the recipient of the Gabriellè Gay Award for Excellence in English Literature presented to the final year Literatures in English Major student with the highest GPA.
- Other Level III prize winners were Jalessa Chase (Psychology), Zadeca John (Education), Nashia Graneau (History with Political Science), Brittany Gibbons and Shanne James (French), Brittany Gibbons (Spanish), Jenamy Henry and Carolyn Harris (Literatures in English).



Faculty of Humanities and Education Level III prize winners and first class honours graduates: (left to right) Mr Trevor Charles, Ms Dawn-Marie O'neale and Mr Christopher Hurdle



Christian-Paul Gibson Performing His Piece, 'His Substance', at the Jamaica Dance Umbrella Festival, February 27 – March 01, 2020

- Special mention must also be made of Brittany Gibbons (French and Spanish) who was the recipient of the Level III Faculty Prize, Level III French Prize and the Level III Spanish Prize.

The Errol Barrow Centre for Creative Imagination (EBCCI) Celebrates Christian-Paul Gibson

Dance student, Christian-Paul Gibson, was specially invited to perform his piece, 'His Substance', at the Jamaica Dance Umbrella Festival hosted by the Phillip Sherlock Centre for the Creative Arts at The UWI, Mona Campus. The festival was held from February 27 to March 01, 2020. This granted Mr Gibson great exposure to the stage with international dancers, exposure to the artistic community and attendance at workshops on developments in the art form.

FACULTY OF LAW

Faculty of Law Wins Several Awards at The International Mooting programme

The Cave Hill Campus team performed well in the *John H Jackson Moot Court Competition* (in the area of

international trade law). The team is commended for achieving the following:

- Placing second in the North American Round
- Earning awards for the Best Memorial for the Complainant, the Best Memorial for the Respondent and Best Overall Memorial.
- Special mention must be made of Kara John who was awarded the Best Orator in the finals. This performance was outstanding since it was only The UWI's second time participating in this competition which took place during a pandemic.

Faculty of Law Records Largest Number of Students Ever on Dean's List

Students were honoured in two Dean's List ceremonies. Three Student's Trust Fund (Law) bursaries each valuing BBD 3,000 were awarded. Two additional bursaries each valued at BBD 2,500 and donated by the Toronto law firm, Koskie Minsky LLP, were also awarded.

A ceremony of recognition was held on February 28, 2020 to honour students who obtained a Grade Point Average (GPA) of 3.60 or above in Semester 2 of the 2019/2020 academic year. A total of sixty-three (63) students, the largest number to date, were recognised on this list.

FACULTY OF MEDICAL SCIENCES

Nineteen Students Make the Coveted Dean's List

The Faculty of Medical Sciences honoured the students from the Bachelor of Medicine and Bachelor of Surgery (MBBS), Phase I and Bachelor of Health Sciences (BHSc) programmes who made the Dean's List.

Ms Zalika Knight was the most outstanding student, recognised on the Dean's List for Academic Merit, with a GPA of 4.15 for year 1 of the MBBS programme.

Other Dean's List Honourees from the Phase I MBBS and Bachelor Health Sciences Programmes were:

MBBS year 1:

- Dominique Armstrong
- Kevon Hewitt
- Kianna Rock
- Cheneisse Simmons

MBBS year 2:

- Ebonique Caesar
- Nathan Lovell
- Anisa Thompson

MBBS year 3:

- Clementine Forte-Che-A-Tow
- Marianna Lalgee
- Doninique Persaud
- Ronette Rouse
- Angelique Smith

BHSc year 2:

- Nicolette Gibbons
- Jonathan Glasgow
- Melissa Griffith

BHSc Year 3:

- Dacia Butcher
- Vernil Ferdinand
- Andrienne Harper

The Faculty also honoured Tamisha Hunt, a postgraduate student in the Master of Public Health programme, who was the recipient of the Arnott Cato/City of Bridgetown (COB) scholarship valued at BBD 5,000 and a trophy.



Ms Zalika Knight, Outstanding Phase-1 MBBS student



Ms Tamisha Hunte (centre) with trustee of the Arnott Cato Foundation Dr Clyde Cave (left) and Mr Adlai Stevenson, President, Board of Directors, City of Bridgetown Cooperative Credit Union (right)

FACULTY OF SCIENCE AND TECHNOLOGY

Table 7: Faculty Prizes to Students for Outstanding Performance

FACULTY PRIZE	NAME OF STUDENT
Dean's Prize	Connell Jno Baptiste
Proximé Accessit to Dean's Prize	Dalsha Lafeuillee
Faculty Prize	Shanee Hadiya Prosper
The Graham Gooding Biology Prize	Sherena Christmas
The Louis Chinnery Ecology Prize	Maurice Walkes
R. L. Seale & Co. Ltd. Prize in Chemistry	Dalsha Lafeuillee

Students' Research Presented at UN General Assembly SDSN Parallel Meeting

In summer 2019, students from the Faculty of Science and Technology and UWI Mona students, supervised by Dr Legena Henry (Lecturer, Department of Computer Science, Math and Physics, Cave Hill Campus), worked on an Inter-American Development Bank (IDB) technical note: *Experimental Evidence on the Use of Biomethane from Rum Distillery Waste and Sargassum Seaweed as an Alternative Fuel for Transportation in Barbados*.

The authors, including the Cave Hill Campus students (in bold) were: Legena Henry, **Brittney McKenzie**, Aria Goodridge, **Karyl Pivott**, **Joshua Austin**, **Kristen Lynch**, **Shamika Spencer**, Felicia Cox, Nikolai Holder, Renique Murray Veronica, R Prado, and Pauline Ravillard.

The five (5) Cave Hill students (four undergraduate and one graduate) were pursuing degrees in various disciplines such as Biology, Environmental Science and Meteorology.

The students' research was presented at the 74th UN general assembly SDSN parallel meeting. The presentation which was delivered by Dr Henry can be found via the following link: https://www.youtube.com/watch?v=-xBqNMVzo_A



Dr Legena Henry (far right, partially hidden) with some of the other members of the research project team

Department of Biological and Chemical Sciences

The Department of Biological and Chemical Sciences also celebrated its students' achievements with the awarding of one postgraduate scholarship and sixteen undergraduate scholarships.

The Scotiabank (Eastern Caribbean) scholarship was awarded to one student while the Arthur Lewis (OECS and Indigenous respectively) scholarships were awarded to fifteen students.

The departmental awards were another form of student recognition for academic excellence based on GPA performance. A total of twelve students received the 'Best Performance' Award within their respective disciplines and year levels.



FACULTY OF SOCIAL SCIENCES

Management Studies Students Place Second in Chartered Financial Analyst (CFA) Institute Research Challenge

On February 21, 2020, the students of the Department of Management Studies placed second in the finals of the Chartered Financial Analyst (CFA) Institute Research Challenge. This contest is an annual global competition that provides university students with hands-on mentoring and intensive training in financial analysis and professional ethics. Each student is tested on his/her analytical, valuation, report writing, and presentation skills. They gain real-world experience as they assume the role of a Research Analyst.

The following students participated in the competition:

Undergraduate Students

- Pinky Joseph
- Shernia Joseph
- Nicquon Nicholls

Graduate Students

- Rhea Bryant

Table 8: Department of Economics Awards Six

AWARD	STUDENT NAME
Sir Arthur Lewis Memorial Prize	Yannick M. Polanen
Roland Craigwell Finance Award	Rushunda J. Joseph
Charles M. Kennedy Prize	Yannick M. Polanen
Wendell McClean Memorial Prize	Myka J. Payne
Llewyn Rock	Gabriella S. Bettencourt
Judy Whitehead Award	Rhea S. Bennett

FACULTY OF SPORT

Cave Hill Academy of Sport Celebrates Students' Academic and Sporting Achievements

The Cave Hill Academy of Sport again fulfilled one of its objectives to provide financial assistance, through the award of scholarships and grants to students pursuing its programmes. For the 2019/2020 academic year, a total of eight (8) grants and nine (9) scholarships were awarded to students in various sporting disciplines, thanks to support from the Campus. The prestigious Dean's List and Dean's Student-Athlete Awards were attained by twenty-four (24) top performing students who received either a cumulative GPA of 3.6 or above or 3.0 or above (on the 4.3 scale) respectively.

The following students are congratulated:

- Shakira Barrow
- Priyanka Dhanie
- Kavir Gaymes
- Kareem Grant
- Neviandra Greenidge
- Connie John
- Janae Mc Barnette
- Tia Mitchell
- Ronaldo Mohammed
- Ricarlo Richards
- Akeem Rudder
- Brittany Branker White
- Christopher Cadogan
- Tremayne Griffith
- Jada Prescod
- Nicholas Beckles
- Kareem Grant
- Johann Jerimiah
- Reco Medford
- Mathew Serrant
- Sherisa Codrington
- Keric Duval
- Arie Hackshaw
- Cristanna Mc Conney

Table 9: Grants and Scholarships Awarded Per Sporting Discipline

SPORT	NO. GRANTS AWARDED	NO. OF SCHOLARSHIPS AWARDED
Cricket	4	2
Cycling	-	1
Football	1	2
Hockey	-	2
Netball	2	2
Volleyball	1	-

Sports Teams Excel

Apart from celebrating academic achievements, the Academy of Sport had other reasons to celebrate its students who were triumphant in various sporting events.

Hockey

The UWI Blackbirds were the 2019 Premier League Champions (Men's Hockey)

The development within the UWI Blackbirds Men's team continued to bear fruit, as the squad hit immaculate form to capture the 2019 BHF Premier League Title.

Most notably, the Men's team outplayed top outfit Combermere School Old Scholars 3-0 and 4-2 in rounds 1 and 2 of the league, to stamp their authority on the competition. Of the 14 matches played, the UWI Blackbirds registered 10 wins, 1 draw and 3 losses, to complete an overall win percentage of 74%.

Akeem Rudder topped the goal scorers standings with 16 goals, while Shaille Babb finished third with 10 goals.

Track and Field

UWI Blackbirds Track and Field Team

The Senior Male Team won the Cross Country Relay held at the Botanical Gardens in November, 2019.

Volleyball

The Division I Female Team won the League Title.

The UWI Blackbirds captured the 2019 Goddards Enterprises Ltd League Title in emphatic style, going unbeaten. Over the 14 games, the lady Blackbirds amassed 64 points, with their closest opponent a distant 19 points adrift.

Cave Hill Campus Student Captures Kregg Nurse Memorial Scholarship

The 16th Caribbean Catalyst - Kregg Nurse Memorial Scholarship was won by Hyacinth Stoute, a Cave Hill Campus student who is pursuing a Bachelor of Science degree in Management. The runner up was Caitlin Ward who is also a student of the Cave Hill Campus.

Each year, following an application process, the scholarship is awarded to an individual with a disability who has successfully completed at least one year of post-secondary education in any field and is pursuing formal continuing education at a recognised tertiary level institution.

The Office of Student Services was instrumental in assisting these students with their applications.



UWI Blackbirds Male Hockey Team



UWI Blackbirds Track and Field Team



UWI Blackbirds Female Volleyball Team along with Cave Hill Academy of Sport Representatives



The UWI, Cave Hill Campus aligns its research with community needs

RESEARCH AND PUBLICATIONS

CAMPUS AWARDS

For the 2019/2020 academic year, a total of BBD 537,915.09 was awarded by the Cave Hill Campus to postgraduate students and staff undertaking various research and for conferences.

For postgraduate student research awards, the Faculty of Science and Technology received the largest portion of these awards at a value of BBD 214,707.88 while the Faculty of Medical Sciences received the greater portion of the Campus research awards to staff, at a value of BBD 44,445.59.

Table 10: Postgraduate Research Awards (Students)

FACULTY / INSTITUTE	No. of Awards	Total BBD	Conference BBD	Research BBD
Institute for Gender and Development Studies: Nita Barrow Unit	2	15,769.28	7,080.00	8,689.28
Humanities & Education	10	144,533.94	22,754.62	121,779.32
Medical Sciences	8	70,726.42	9,911.30	60,815.12
Science & Technology	12	214,707.88	30,166.67	184,541.21
Social Sciences	3	23,961.98	-	23,961.98
TOTALS	35	469,699.50	69,912.59	399,786.91

Table 11: Campus Research Awards (Staff)

FACULTY / INSTITUTE	No. of Awards	Total BBD	Conference BBD	Research BBD
Administration	1	2,000.00	2,000.00	-
Humanities & Education	3	14,720.00	8,720.00	6,000.00
Medical Sciences	5	44,445.59	3,478.00	40,967.59
Social Sciences	1	7,050.00	-	7,050.00
TOTALS	10	68,215.59	14,198.00	54,017.59

A Dedicated Department to Drive Research and Innovation

Of significance was a bold step by the Campus to establish a dedicated department to drive its research agenda.

Established in 2019 under the directorship of Professor Winston Moore, Deputy Principal of the Campus, the Office of Research, Innovation and Community at Cave Hill (RICCH), formerly Cave Hill Office of Research and Innovation (CHORI), was given a strong mandate within the Campus' research agenda. To fulfill its mandate, the department would aid with the commercialisation of the excellent research being done by the Campus' faculty, facilitate greater industry-academic collaboration, as well as enhance the research being done at the Campus, especially in alignment with community needs.

Since its establishment and in a short time frame, RICCH has made great strides in implementing initiatives that have the capacity to build the requisite framework that will drive research and inculcate a strong Campus research culture. A few of the notable initiatives successfully implemented during academic year, 2019/2020 were the Journal Editors' Workshop, the Author Fellowship (Pilot) Programme, the RICCH MasterTalk Series, the Grant Writing Workshop and the frequent circulation of Calls for Proposals to the campus community.

The Author Fellowship Program

This three-month pilot programme was launched on June 12, 2020 with addresses from Professor, the Most Honourable V Eudine Barriteau, Pro Vice-Chancellor and Principal, and Professor Winston Moore, Deputy Principal of the Cave Hill Campus. Additionally, a presentation was delivered by Dr Yolande Cooke, Programme Officer in the Principal's Office, who was instrumental in the conceptualization of the programme.

The programme was one of the first delivered at the Campus as an avenue for increasing research publications through mentorship and increasing the confidence, capacity and willingness of students and staff to publish in peer reviewed academic journals. It would assist them with the development and submission of an article to a peer reviewed academic journal. This was expected to

Journal Editors Workshop

The Journal Editors' Workshop was held on September 23, 2019 at the Cave Hill Campus with the objective of providing both experienced and upcoming publishers with the opportunity to receive advice from established journal editors on how to increase their publication capacity and effectiveness.

The workshop was well attended and it focused on areas such as:

- How to increase your publication output
- Identifying the appropriate journals for publication
- Gaining insight on what editors look for while reviewing submissions
- The importance of publishing
- What should not be published
- Whether negative results should be published
- Writing a first draft
- Publishing analytical papers
- Challenges experienced by Caribbean publishers
- Getting published
- Tips for improving publication profiles
- Publishing in collaboration versus publishing on your own

align well with The UWI's strategic research publications goal of two (2) research publications per staff annually.

Fifteen (15) Professors of the Cave Hill Campus accepted the invitation to serve as Advisors to 26 Fellows (23 staff and 3 students) who registered for the programme. The staff who participated were from both academic and administrative departments of the Campus.

Due to the COVID-19 restrictions, the programme had to be delivered online via MS Teams and participants received the relevant training in how to use MS Teams. The programme comprised a series of Clinics designed to provide support as fellows developed their articles throughout the summer period. The Clinics ranged from one-on-one to plenary sessions with all fellows and Professors advised between one (1) to four (4) fellows.

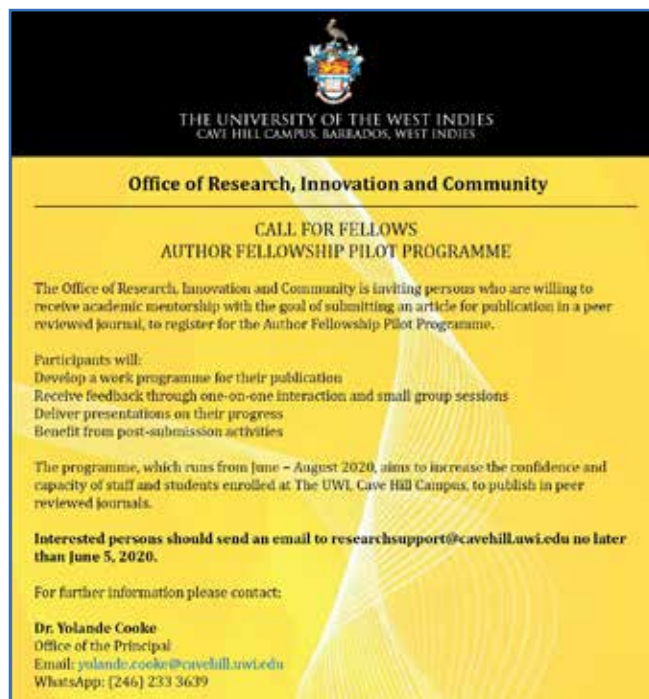
The pilot programme has yielded positive outcomes based on the feedback received from participants regarding their experiences as fellows, as well as their progression towards producing and submitting a peer reviewed publication.

Six (6) research papers were submitted to journals, with others on the way, as a direct result of the programme. Some of the feedback received from fellows included:

Thank you Yolande for this AFP which has proven to me that I could write a manuscript in three months!
- Dr Glenda Gay

I also wish to express my sincere appreciation to you (Yolande Cooke), Ms Holder and your team for this initiative. As a young academic, I appreciate the opportunity to learn from more experienced colleagues in the field, particularly with regard to publishing - Ms Alicia Nicholls

*I thank you (Dr Yolande Cooke) & RICCH for the coordination of the Inaugural Author Fellowship Programme, as well as offering me the opportunity to participate in it. It was an invaluable experience and from my perspective as a Fellow, provided many practical strategies and opportunities -
Dr Alana Lancaster*



The poster features the University of the West Indies logo at the top. Below it, the text reads: 'THE UNIVERSITY OF THE WEST INDIES CAVE HILL CAMPUS, BARBADOS, WEST INDIES'. The main heading is 'Office of Research, Innovation and Community'. Below that, it says 'CALL FOR FELLOWS AUTHOR FELLOWSHIP PILOT PROGRAMME'. The text continues: 'The Office of Research, Innovation and Community is inviting persons who are willing to receive academic mentorship with the goal of submitting an article for publication in a peer reviewed journal, to register for the Author Fellowship Pilot Programme.' It lists benefits for participants: 'Develop a work programme for their publication', 'Receive feedback through one-on-one interaction and small group sessions', 'Deliver presentations on their progress', and 'Benefit from post-submission activities'. It also states: 'The programme, which runs from June - August 2020, aims to increase the confidence and capacity of staff and students enrolled at The UWI, Cave Hill Campus, to publish in peer reviewed journals.' A deadline is given: 'Interested persons should send an email to researchsupport@cavehill.uwi.edu no later than June 5, 2020.' Contact information for Dr. Yolande Cooke is provided at the bottom: 'Office of the Principal, Email: yolande.cooke@cavehill.uwi.edu, WhatsApp: (246) 233 3639'.

Poster Advertising the Author Fellowship Programme



The advertisement features the UWI logo in the top left corner. The central graphic shows several hands holding gold coins around a central money bag with a dollar sign. Below the graphic, the text reads: 'The Cave Hill Office of Research and Innovation Presents RICCH MasterTalk Series EU funding Seminar'.

Advertisement of the RICCH MasterTalk Series European Union (EU) Funding Webinar

RICCH MasterTalk Series – Webinars to Engage Funding Agencies

Branded as the RICCH MasterTalk Series, the Office of RICCH in collaboration with select funding agencies, delivered a series of webinars. The objectives were to provide the campus community with the opportunity to engage representatives from these agencies about their agencies' requirements for awarding grants, identify grant funding opportunities that may be on the horizon, hear from previous grant awardees and discuss any other areas relevant to pursuing grant funding opportunities with these agencies.

To date, three webinars were successfully delivered in this series:

1. RICCH MasterTalk Series, *EU Funding Seminar*, delivered by Dr Stephen Boyce, EU Education Manager, on April 22, 2020
2. RICCH MasterTalk Series, *Proposals for Successful Funding*, delivered by Mr Daniel Best, Director of Projects, Caribbean Development Bank, on May 12, 2020
3. RICCH MasterTalk Series, *Global Environment Facility (GEF) Funding Seminar*, delivered by Mr William Ehlers, Secretary to the Council, on June 10, 2020

The webinars were well attended and participants were subsequently provided with the webinar presentations and associated materials for future reference.



Advertisement of the Grant Writing Workshop

Grant Writing Workshop

In its efforts to provide practical assistance to staff and students in grant proposal writing and preparation, The Office of RICCH hosted part one of its grant writing workshop on February 07, 2020. This introductory session, delivered by Professor Winston Moore and Dr Yolande Cooke, gave participants insights about the process of grant writing/preparation, concepts and types of funding opportunities.

Part two of the workshop which was a practical component scheduled for March 30 and 31, 2020, had to be postponed due to the COVID-19 pandemic and the inability of the session's presenter to travel to Barbados to deliver the training. However, alternative measures were put in place to assist participants who had attended the first workshop and had begun to prepare concept notes for their proposals.

Circulation of Calls for Research Proposals

The Office of RICCH actively circulated updated lists of calls for Research/Project Proposals from funding agencies to the campus community. These lists were usually received from the Office of Global Partnerships and Sustainable Futures, Office of the Vice-Chancellor, The University of the West Indies.

New Research Grants Awarded for Academic Year 2019/2020

As the Campus continued to strengthen its research agenda, many of its units which were successful in the pursuit of grant funding were major contributors to this agenda. Grant awards also constituted a source of income for the Campus. The awards won during the 2019/2020 academic year are presented below by Faculty/Department/Institute/Centre.

George Alleyne Chronic Disease Research Centre (GA-CDRC)

- **Emergency Response Support for COVID-19 Outbreak in CDEMA Participating States**
 - *GA-CDRC Collaborators:* Ian Hambleton, Madhuvanti Murphy, Natasha Sobers, Christina Howitt, Kim Quimby
Other UWI Collaborators: Heather Harewood, Natalie Greaves, Faculty of Medical Sciences, Cave Hill Campus; Clive Landis, Cave Hill Campus;
External Collaborators: Joy St. John, CARPHA; Andria Grosvenor, CDEMA
 - *Funding Obtained:* **BBD 18,000** from CDEMA/DFID
 - *Start Date:* April 2020 *End Date:* December 2020
- **Intervention Co-creation to Improve Community-based food Production and Household Nutrition in Small Island Developing States**
 - *(ICoFaN) GA-CDRC Investigator:* Madhuvanti Murphy,
External Investigators: Nigel Unwin (PI), Cornelia Guell, Karyn Morrissey, University of Exeter; Gordon Hickey, McGill University; Morgan Wairiu, Viliamu Lese, University of the South Pacific, Nita Gandhi-Forouhi, University of Cambridge, Predner Duvivier, University of Haiti.
 - *Funding Obtained:* GBP 990,806 for the entire grant with **GBP 206,672** coming to The UWI by BBSRC through University of Exeter
 - *Start Date:* February 2020
End Date: February 2023

- **Understanding gender and place-based differences in Caribbean health: connecting data and researchers for greater understanding of complex health inequalities**

- *GA-CDRC Collaborators:* Madhuvanti Murphy
Other UWI Collaborators: Ishtar Govia, CAIHR
External Collaborators: Karyn Morrissey (Principal Investigator), Cornelia Guell, Federico Caprotti, Exeter; Henrice Altink, York
- *Funding Obtained:* **GBP 41,794** from Global Research Challenge Fund (UK)
- *Start Date:* January 2020
End Date: December 2020
- Summary: Round Table: Coordinating nutrition-related research in the Caribbean for a harmonised response to post-COVID-19 food systems.

- **Chronic Disease Self-Management Program for Hypertension Control in Churches (CHIC)**

- *GA-CDRC Investigators:* Natasha Sobers (Principal Investigator), Ian Hambleton, Simon Anderson
Other UWI Investigators: Trevor Fergusson, CAIHR
- *Funding Obtained:* **USD 15,811** from Bernard Lown Scholars in Cardiovascular Health Program (Harvard) and **BBD 10,980** from the GA-CDRC Appeals Fund
- *Start Date:* June 2020 *End Date:* May 2021

- **Strengthening capacity to tackle Non-Communicable disease (NCD) in the Caribbean**

- *GA-CDRC Collaborators:* Simon Anderson (Barbados PI), Madhuvanti Murphy
Other UWI Collaborating Sites: Epidemiology Research Unit, CAIHR and Caribbean Centre for Health Systems Research and Development
External Collaborators: Christine Nisbet, Hassan Vatanparast, University of Saskatchewan; Yuri Arnold, InfoMED Red de Salud de Cuba
- *Funding Obtained:* **CAD 298,000** from the Canadian Queen Elizabeth II Diamond Jubilee Scholarship Program (QES)
- *Start Date:* 2020 *End Date:* 2024

- **Institute for Gender and Development Studies: Nita Barrow Unit**

- **Passwords: Youth Interventions to Address Gender-based Violence** The main purpose of this project is to create an intervention specifically geared towards local teenagers, to discuss gender-based violence (GBV) in age-appropriate and culturally contextual ways.
 - The project has been funded by the British High Commission – Barbados with an award value of **BBD 19,479.38**.
 - September 2019 to March 31, 2021

- **Faculty of Science and Technology – Centre for Resource Management and Environmental Studies (CERMES)**

- **Caribbean Biodiversity Fund (Ecosystem-based Adaptation Facility): Adapting to a New Reality:** Managing Responses to Influxes of Sargassum Seaweed in the Eastern Caribbean as Ecosystem Hazards and Opportunities (SargAdapt);
 - December 13, 2019 – December 12, 2022;
 - **USD 981,393.00**.
 - Dr Oxenford and Dr Cumberbatch co-lead.
- **Caribbean Public Health Agency (CARPHA): The Economic Impact of Sargassum Influxes on One or More Key Sectors in the Eastern Caribbean;**
 - March 16, 2020 to March 08, 2021;
 - **USD 10,000;**
 - managed by Dr Oxenford.
- **FAO: Climate Change and Poverty Nexus for Enhancing Resilient Fisheries Livelihoods and Food Security in Barbados, Dominica and St. Kitts and Nevis;**
 - September 10, 2019 to December 31, 2020;
 - **BBD 265,896;**
 - managed by Dr Cumberbatch.
- **FAO: Services Towards Regional Implementation of the Climate Change**
 - Adaptation of the Fisheries Sector in the Eastern Caribbean Project (CC4FISH) [3rd LOA];
 - September 10, 2019 to December 31, 2020;
 - **BBD 293,976;**
 - managed by Dr McConney.

- **FAO: Implementing Gender Aspects within SSF** Guidelines and the Protocol to the Caribbean Community Common Fisheries Policy (CCCFP) for Securing SSF;
 - December 01, 2019 to March 31, 2021;
 - **USD 80,500**;
 - managed by Dr McConney.
- **FAO: Development of Capacity-Building Programme on Addressing the Nexus between Poverty and Climate in the Fisheries Sector in Coastal Communities, Coastal Areas, and Small Island Developing States (SIDS)**;
 - December 12, 2019 to March 31, 2021;
 - **USD 55,000.00**;
 - managed by Dr Cumberbatch.
- **FAO: Services towards implementation of Developing Organisational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries (StewardFish)**;
 - August 31, 2019 to July 31, 2021;
 - **BBD 539,440**;
 - managed by Dr McConney.
- **The Nature Conservancy: Conservation Partnership Agreement**;
 - October 21, 2019 to December 30, 2022;
 - **USD 494,500**;
 - managed by Dr Cumberbatch.
- **Teleconnected SARGassum Risks Across the Atlantic: Building Capacity for Transformational Adaptation in the Caribbean and West Africa (SARTRAC) University of Southampton**:
 - Collaboration Agreement between University of Southampton, University of York, Mona Informatix Limited (Mona Geoinformatics Institute), The University of the West Indies – Cave Hill Campus, Centre for Resource Management and Environmental Studies (UWI-CERMES) and University of Ghana
 - **GBP 94,972.14**;
 - November 01, 2019 to October 31, 2022;
 - managed by Dr Janice Cumberbatch.

Faculty of Science and Technology

Department of Biological and Chemical Sciences

- **USD 23,000.00**
 - Conservation and Propagation of Clean Sweet Potato Planting Material in Barbados. Funded through the Food and Agricultural Organization (FAO).
- **USD 30,000.00**
 - Molecular Characterization of Sweet Potato Varieties in the Plan for the Caribbean Regional Track of the Pilot Program for Climate Resilience (PPCR). Funded through The Inter-American Development Bank (IDB).
- **BBD 46,010.00**
 - Protocols for the Conservation and Propagation of Sweet Potato Planting Material through Tissue Culture. Funded under a Letter of Agreement (TCP/BAR/3701) between The UWI and the FAO.
- **USD 58,230.00**
 - Barbados Sea Turtle Project. Marine Turtle Conservation Fund, Rausing Trust, Sea Turtles Inc.

Department of Computer Science, Mathematics and Physics (CMP)

Renewable Energy Teaching and Research Laboratory - 2019

- Blue Chip Foundation Grant: **BBD 202,111.20**
- Royal Society Caribbean Frontiers of Science Follow-on Grant: **BBD 31,736.71**
- IDB REREU Grant **BBD 10,824**
- Total research funds raised: **BBD 244,671.91**

Faculty of Social Sciences

Department of Management Studies

- The Department in collaboration with Aston University was successful in gaining the Erasmus+ mobility grant, valued **EU 16,640** which will further drive the research agenda of the Department. The Erasmus+ programme will facilitate the movement of Management Studies faculty and increase access to collaborative research and projects between the Department and Aston University.



Mr Neil Paul, Director of the Shridath Ramphal Centre, delivering a presentation at the “**Exploring New Horizons in Caribbean-China Trade and Investment Relations**” Symposium; panellists to the right: Moderator – Dr Ronnie Yearwood (Faculty of Law, The UWI, Cave Hill Campus); Sir Trevor Carmichael, QC (Chancery Chambers); Professor Lan Hui (CUPL); Dr Don Marshall (SALISES, The UWI, Cave Hill Campus); and Professor Yu Meng (CUPL)

BUILDING & STRENGTHENING RESEARCH NETWORKS

Symposium Boosts China-Caribbean Trade Relations: “Exploring New Horizons in Caribbean-China Trade and Investment Relations”

On November 12, 2019, The Shridath Ramphal Centre hosted a Symposium in collaboration with the Faculty of Law, Cave Hill Campus and the Sir Arthur Lewis Institute for Social and Economic Studies (SALISES). The symposium was held under the patronage of the Confucius Institute, Cave Hill Campus, as part of events between the Cave Hill Campus and the China University of Political Science and Law (CUPL). The main objective of the Symposium was to foster ongoing relations with the CUPL and other Chinese stakeholders to discuss contemporary issues pertinent to China-Caribbean trade relations. Benefits included, inter-alia, the creation of a body of research to enhance the work of the SRC as part of its China-Caribbean trade agenda.

TAF2+ Project: Technical Assistance on WTO Issues for CARICOM

The Shridath Ramphal Centre (SRC) collaborated with WTI Advisors on the implementation of the *TAF2+ Project G32: Technical Assistance on WTO Issues for CARICOM*, providing advice, research and “Senior Regional Experts” who were engaged in providing key regional input and thinking through brainstorming, research draft content, review and comment in the context of studies. The SRC provided logistical services in the planning, preparation and implementation of a regional workshop which was held January 08-10, 2020 in Barbados. Local, regional and international participants attended the workshop in person and also via Zoom.

CAVE HILL'S RESEARCH ALIGNED WITH COMMUNITY NEEDS

Research produced by the Campus and the involvement of its researchers in several related activities have been of tremendous value to national, regional and international communities. It has played an integral role in boosting the Campus' reputation as an institution that is conscious of the research needs of its community and is ever ready to seek avenues through which its research can be aligned to respond to those community needs.

Faculty of Medical Sciences (FMS) and the George Alleyne Chronic Disease Research Centre (GA-CDRC) – The UWI COVID-19 Public Health Group

A functional merger of the Public Health Group (PHG) and the George Alleyne Chronic Disease Research Centre (GA-CDRC) supported continued collaborative research and teaching. Operating as The UWI COVID-19 Public Health Group, the team supported the work of Ministries of Health and other entities across the region through technical assistance and research activities.

The following staff members comprise The UWI COVID-19 Public Health Group:

- Public Health Group: Dr Heather Harewood, Dr Natalie Greaves
- GA-CDRC: Professor Ian Hambleton, Dr Madhuvanti Murphy, Dr Natasha Sobers, Dr Kim Quimby and Dr Christina Howitt.

One of the group's projects which has significantly impacted the national, regional and internationally communities is the Cave Hill COVID-19 Public Health Group Research Outputs.

In response to an initial request from the Ministry of Health and Wellness Barbados, the research group was formed by lecturers from the Public Health Group and from the GC-CDRC. The main deliverables have been evidence briefs and technical assistance to inform the planning, implementation and evaluation of the responses of the Barbados government and the wider Caribbean Community (CARICOM) to the ongoing COVID-19 pandemic.



Poster Advertising a Discussion Forum on Combatting COVID-19 Through Data

The following outputs were produced:

- Key Recommendations for the Current Testing Regime for COVID-19 in Barbados- *April 25, 2020*
- Towards an Understanding of the Data and Statistics on the COVID-19 Pandemic: Exploring Some Implications- *April 23, 2020*
- A COVID-19 Rapid Response Survey- *April 02, 2020*
- Modeling and Public Health Interventions: Non-Pharmaceutical Interventions to Disrupt Transmission of COVID-19 in Barbados- *March 30, 2020*
- Disaster Management Conceptual Framework: Caribbean COVID-19- *March 26, 2020*
- Intervention Strategies for Stages 2 and 3 of the Barbados COVID-19 Response: An evidence base- *March 25, 2020*

Department of Management Studies – Faculty of Social Sciences

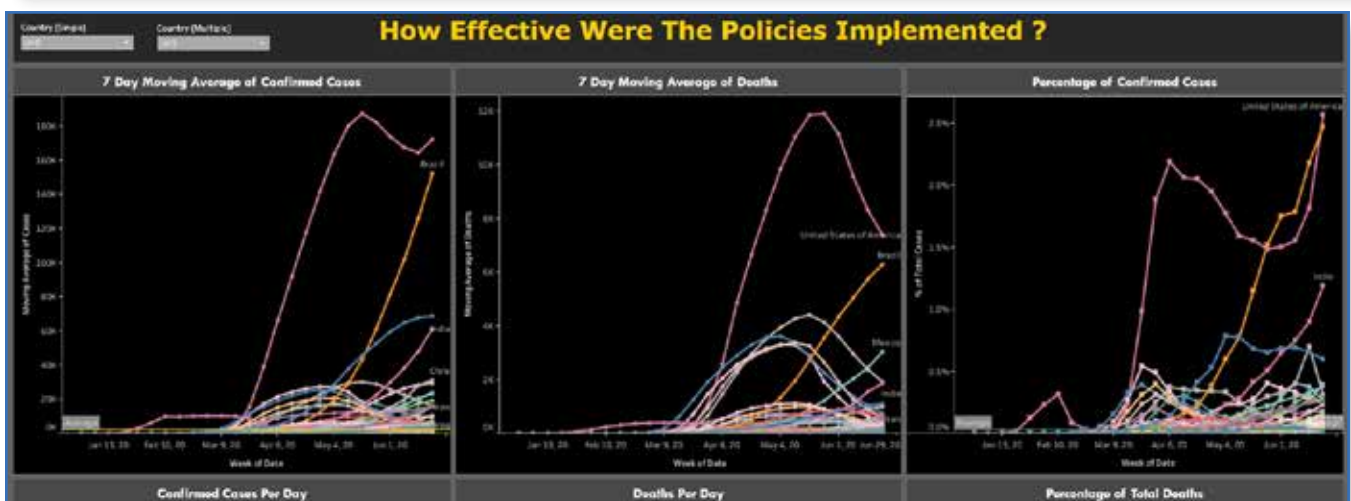
- Business Analytics students were involved in conducting research on the impact of COVID-19 on Tourism in Barbados, an area of significant national interest.
- Students from the MSc Tourism programme presented research to Barbadian tourism industry representatives entitled, “Barbados: The Island of Towns”, which addressed the revitalisation of the towns of Barbados.



Dr Sherma Roberts (front, left), Deputy Dean, Research (Faculty of Social Sciences), Senior Lecturer in Tourism and Programme Coordinator, MSc Tourism programmes, with students of the MSc Tourism Programme who undertook the research and presented on "Barbados: Island of Towns"



From left to right: Marsha Alleyne, Chief Product Development Officer, Barbados Tourism Marketing Inc. along with Rennee Coppin of Infinity on the Beach (centre) and the Honourable Kirk Humphrey, MP and Minister of Maritime Affairs and the Blue Economy, attended the presentation on 'Barbados: Island of Towns'

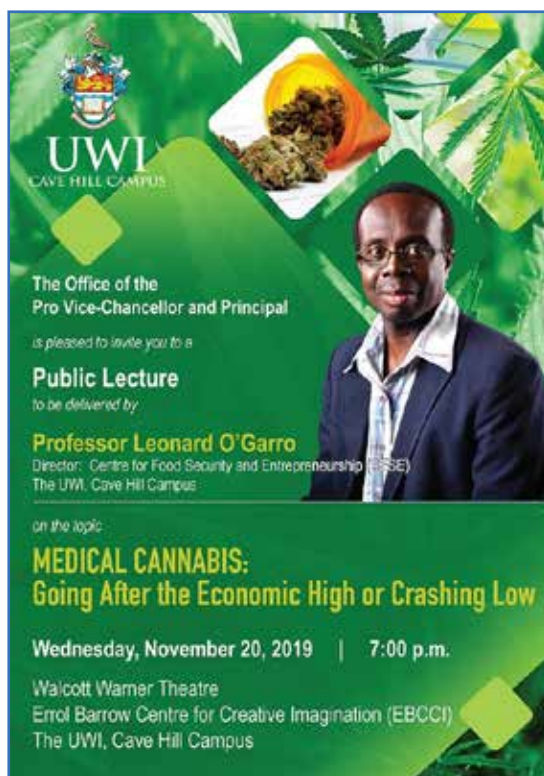


Samples of research conducted by Business Analytics students on the impact of COVID-19 on tourism in Barbados

Cave Hill Campus Leads Discussions for the Research and Development of a Medicinal Cannabis Industry in Barbados and the Caribbean Region

The University of the West Indies, Cave Hill Campus has eagerly responded and is committed to assisting the Government of Barbados and the Caribbean region with the development of a much anticipated medicinal cannabis industry. This ground breaking move requires extensive research, training and strategic collaborations to carefully design what is expected to be a complex industry. During the review period, the Campus continued to assume a significant role in this important venture, illustrated by its strategic undertaking of the following:

- On October 21, 2019, establishing a Steering Committee (UWI-BMC) on Medical Cannabis, chaired by Professor Wayne Hunte. The role of the six-member Committee has included conducting extensive research on the strain of marijuana appropriate for the local market, determining suitable conditions for growth, identifying possible niches for the country and working on several other related areas.



Poster Advertising a Public Lecture entitled, 'Medical Cannabis: Going After the Economic High or Crashing Low', hosted by the Cave Hill Campus and delivered by Professor Leonard O'garro

- Developing and launching the Inaugural Medicinal Cannabis Master Rounds Course, 'Seed to Prescription' which was offered from March 12-15, 2020 at the Sagicor Cave Hill School of Business and Management. This Continuing Medical/Professional Education (CME/CPE) course was delivered in collaboration with BIM Medical Cannabis (BMC) Ltd. with which The UWI is affiliated through a public-private partnership. The target audience was nurses, physicians and pharmacists. A total of 38 persons from five (5) Caribbean countries and Canada attended this course which received overwhelmingly positive reviews.

Dr Damian Cohall, Senior Lecturer (Pharmacology) and Deputy Dean (Preclinical Sciences), Faculty of Medical Sciences, Cave Hill Campus who played a significant role in this initiative, noted that the objectives of the course included:

- to explain the pharmacology of cannabis derivatives and cannabis based medicines; focusing on synthetic and natural cannabinoid therapy
 - to provide basic level competence and confidence in prescribing cannabis based products
 - to provide an understanding of the legislation for developing and operating a medicinal cannabis industry
 - to foster a network of regional healthcare providers and clinicians.
- Partnering with the Barbados Medical Cannabis Licensing Authority and the Cannabis Global Consultants Inc. to host the Barbados Medical Cannabis Conference. The second annual conference was held at the Cave Hill Campus on February 22 and 23, 2020 respectively.
 - Hosting public lectures and panel discussions on Medicinal Cannabis, with the Cave Hill Campus' researchers as panellists and presenters.
 - In November, 2019, Professor Leonard O'garro, Director of the Centre for Food Security and Entrepreneurship, Cave Hill Campus, made a presentation which focused on the economic potential of a cannabis industry, specifically its value, implementation approaches, international developments and trade environment. His presentation included a model of what the

medicinal cannabis sector in Barbados could possibly resemble and the customisation required for success balanced against pitfalls.

- Another public discussion held in November 2019, was the panel discussion on the topic ‘Don’t Panic, It’s Just a Plant: Perspectives from the Rastafari on Cannabis Policy Reform in Barbados’. The event was organized by Dr Alana Griffith, Lecturer in the Department of Government, Sociology, Social Work and Psychology, Faculty of Social Sciences, The UWI, Cave Hill Campus. It was a platform for members of the Rastafarian community to share their views on the developments pertaining to cannabis and the associated policies in Barbados. Panellists also used the opportunity to air their views about the provisions of the Barbados Sacramental Cannabis Bill that was debated in the Parliament of Barbados.

A 100% Renewable Energy Project for Barbados

With a Barbados National Energy Policy that seeks to achieve 100% renewable energy by the year 2030, mitigate the negative impacts of oil prices and capitalize on national renewable and non-renewable resources, the “*Alternatives to EVs: Biofuels in Barbados*” is an extremely important research project emanating from the Faculty of Science and Technology. The project is led by Dr Legena Henry, Lecturer for Renewable Energy in the Faculty, supported by a team of researchers including students, and a collaborator from the Barbados National Oil Company Ltd. It is a 100% renewable energy project for Barbados, based on the use of biomethane from sugar and sargassum (sea weed).

This project has made headway having won the ‘Best Solution Initiative’ at the 2019 Caribbean Solutions Forum by the Sustainable Development Solutions Network Caribbean (SDSN Caribbean) and subsequently presented at the Global Solutions Forum on September 25, 2019. The outcome of the latter event was quite favourable as it resulted in the research team receiving a grant from the Blue Chip Foundation to initiate 22 months of research (starting in December 2019) to further advance the project.



Section of audience at a Panel Discussion on the topic ‘Don’t Panic, It’s Just a Plant: Perspectives from the Rastafari on Cannabis Policy Reform in Barbados’ held on November 26, 2019 at The UWI, Cave Hill Campus



Dr Legena Henry presenting at the 74th UN General Assembly SDSN parallel meeting.

Progress in Establishing a Commercial Analytical Laboratory (CAL)

In response to demand in Barbados for quality microbiological, pharmacological and chemical testing, the Faculty of Science and Technology (FST) is seeking to establish a Commercial Analytical Laboratory (CAL). The Steering Committee for the establishment of the Lab is chaired by the Business Development Officer, and is advancing plans for the establishment of the lab as a spin-off entity of the Faculty of Science and Technology. The lab will provide analytical and microbiological testing services, testing of pharmaceuticals, lotions, vitamins, food products and components used in the construction industry. CAL will provide a cost-effective service to both the public and private sector, and funds from the entity will support programmes offered by the Faculty of Science and Technology, and provide employment opportunities for postgraduate students and recent graduates of The UWI.

To date, the Office of RICCH has also played an integral role in the process of seeking to establish CAL, as the project's progress has been frequently reported to the Campus Entrepreneurship Committee for which the Office of RICCH has oversight.

OTHER CAMPUS ACCOMPLISHMENTS TO SUPPORT RESEARCH

The Cave Hill Campus Acquires Barrow Papers

During the review period, the Cave Hill Campus successfully acquired the Barrow Papers which are Prime Ministerial Papers of former Prime Minister, the Late Right Excellent Errol Walton Barrow, National Hero and Father of Independence.

These papers now form part of the Sidney Martin Library's specialist collection. Deemed an invaluable educational resource, the Errol Barrow papers mainly comprise files compiled during Errol Barrow's periods in office as Premier and then Prime Minister (1961-1976, 1986-87) and also as the Leader of the Opposition, 1976-1986.

The papers are in a good physical condition and are an immensely rich resource in terms of the subjects

covered. So far, over six hundred files have been catalogued. This is just under half of the collection. The files have been described at file-level and using the international archive cataloguing standard, ISAD (G). Barrow's extremely hands-on governing style and the nature of Barbadian government means that the files give a very detailed insight into many aspects of political, industrial and academic life in Barbados. They also give new insights into other Caribbean countries, such as Grenada, Guyana, Antigua, and St. Vincent. For example, there are a series of files containing letters from Lionel Luckhoo to Barrow in the 1960s and 1970s. Other files in the collection cover the industrial development of Barbados, and there is copious detail about the development of tourism. The collection also includes correspondence relating to the Barbadian community in the United States and Great Britain.

Table 12: Included in the Barrow Collection

MS1/39/4	Kenyatta letter (and info re Kenya independence), business card of Israeli PM
MS1/16/2	Royal visit photos including WI cricket team
MS1/16/1	Christmas card from Governor of Puerto Rico
MS1/40/3	Conrad Hunte letter (+ Eric Gairy)
MS1/41/3	Includes correspondence from Eric Williams, Leabua Jonathan, Kenneth Kaunda, Harry Lee Kuan Yew.
MS1/45/5	Brochure for Empire State Mason (cruise liner)
MS1/46/5	Independence invitation to Bahamas
MS1/51/3	Frank Worrell cartoon book
MS1/52/1	1961 election victory congratulations (including from London Transport).
MS1/53/5	Examples of EB's contacts: Nina Simone's number. Letter from Ivor Cummings Also Barbadian exile trying to est. cricket in the USA = Frank Evelyn
MS1/59/5	Photographs of EB at cricket presentation
MS1/59/4-5	London exiles - posters, programmes
MS1/62/8	DLP manifesto 1971
MS1/62/9	VIP letters including Lyndon Johnson
MS1/63/5	Independence - badge, programmes, telegrams
MS1/65/11	Letter from Queen's representative
MS1/65/11 (2 of 3)	Black power picket (in London) leaflet

The Cave Hill Campus Research Ethics Committee

The Research Ethics Committee (REC) provides ethical review of research with human participants on the Cave Hill Campus. 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 at other UWI campuses. 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 Federal Wide Assurance with the US Office of Human Research Protections and, therefore, has authority to review projects receiving U.S. federal funding or otherwise subject to U.S. regulatory requirements. In that context, the Committee is also known as the Cave Hill Institutional Review Board (IRB).

The REC adopted rapid review procedures, implemented in March 2020, for time-sensitive research during the COVID-19 pandemic, including both COVID-19 specific proposals and amendments to ongoing research in response to public health guidelines. The Rapid Review Team has reviewed over thirty COVID-19 related proposals and will continue to function as needed.

REC members continued to provide a wide range of education and outreach activities, with adjustments of venue to accommodate COVID-19 protocols. These included research ethics presentations to faculties and individual classes across Campus, as well as regularly scheduled teaching in the undergraduate and postgraduate medical curriculum, including the masters programmes in public health and nursing. The REC provides support for the Research Supervisor Development Course and the Postgraduate Students' Workshop Series.

Prospective researchers should be aware that the Committee provides free online training in research ethics through a partnership with the Collaborative Institutional Training Initiative (www.citiprogram.org). The Basic Biomedical or Social-Behavioural-Educational

Courses are required for all research team members. The CITI program offerings now include optional courses on Good Clinical Practice (GCP), Animal Care and Use (ACU), Conflict of Interest (COI), and Information Privacy and Security (IPS).

The Cave Hill Campus is active on regional research ethics bodies, including The UWI Cross-Campus Research Ethics Committee (Drs Campbell and Scantlebury-Manning), the Caribbean Public Health Agency Research Ethics Committee (Dr Campbell), and the Executive of the Caribbean Network of Research Ethics Committees (Dr Campbell).

Ethical review provides multiple benefits to researchers. Prior ethical review of proposed research is an essential safeguard of the human rights and well-being of participants and is a global best practice. Most publication outlets in the biomedical, social, and natural sciences require documentation of formal ethical review as a prerequisite for publication. Further, many funding sources require ethical review prior to committing to support a study; these include most major foundations, the U.S. and European funding agencies, and the Cave Hill Research Awards Committee.

For research ethics policies, procedures, and educational resources, please visit the Research Ethics Committee website at www.cavehill.uwi.edu/researchethics. Please consult the site before submitting a proposal for the most current information and application requirements.

Projects reviewed for 2019-2020

1. Understanding how young Christian women navigate sexual pleasure and erotic autonomy
2. An investigation into teacher continuous professional development in Barbados: Opportunities, access, and quality
3. National agricultural subsidy and small-scale rural women primary agricultural producers in Trinidad and Tobago: An invisible presence
4. An assessment of learning styles of Bachelor of Science nursing students at a selected tertiary educational institution in Barbados

Projects reviewed for 2019-2020

5. Barriers to sport participation for adolescent girls in the Caribbean
6. Pediatric Eastern Caribbean Health Outcomes Research Network cohort study
7. An investigation of the intrapersonal and interpersonal experiences of Caribbean stakeholders in education when facilitating online schooling during a pandemic: Implications for psychological research and practice
8. Haemophilia project in Barbados
9. Children's International Consortium on Acute Leukemia study for the treatment of children with acute lymphoblastic leukemia
10. Stakeholder meeting to understand the factors contributing to childhood obesity in [Trinidad & Tobago, Barbados, US Virgin Islands, Puerto Rico]
11. The influence of physical literacy on sport, early (4-11 years old) physical Activity and Physical Education on within the Caribbean
12. The changing dynamics of paediatric admissions to the Queen Elizabeth Hospital- impact of the COVID-19 pandemic
13. Analysis of poverty inequalities in the Caribbean and linkages with food security, agriculture and the environment
14. COVID-19 infections in Barbados and the Caribbean: Genetic, serological and antiviral candidate characterization studies
15. Gay, bisexual and other men who have sex with men (gbMSM) understanding of sexual risk in the age of PrEP and treatment as prevention: A qualitative study in Barbados
16. LGBTQ+ COVID-19 Health Survey
17. Caribbean collaborative paediatric Covid-19 survey (Barbados)
18. An investigation of the attitudes and experiences of students with specific learning disabilities in general education settings and its influence on their self-esteem and academic performance
19. The impact of the COVID-19 pandemic on nutrition and health practices of students enrolled in the Yute Gym at the Heart & Stroke Foundation of Barbados
20. What is the level of commitment to patient care that exist among nurses practicing in primary health care setting in Barbados?
21. Addressing the challenge of managing non-communicable diseases after a natural disaster in the Caribbean
22. Undergraduate students and popular diets
23. Final year MBBS students' feedback on online exit examinations during the COVID-19 pandemic in the Faculty of Medical Sciences, the University of the West Indies
24. Is hypertension in African-descent populations accounted for by an imbalance in the ability of the ACE2/Ang-(1-7)/mas axis to counteract the activity of the ACE/Ang II/ATI axis?
25. Diabetes prevention with lifestyle intervention and metformin escalation (LIME)
26. The prevalence and factors associated with unplanned pregnancies in the 18-25 age group in Barbados
27. The effect of metformin on proliferation markers in endometrial cancer tumors of Barbadian postmenopausal women with type 2 diabetes
28. A ten year-postoperative outcome analysis for Blount Disease
29. Contemporary marketing cases from the Caribbean and Latin America
30. Single mothers' experiences of raising children with Attention Deficit Hyperactivity Disorder (ADHD)
31. Screening and brief intervention for unhealthy alcohol use: Knowledge, attitudes and practices of primary care physicians in Barbados
32. Knowledge attitude and practices of Dengue fever and its prevention among staff of the University of the West Indies, Cave Hill

Projects reviewed for 2019-2020

33. The prevalence of orthopaedic surgical site infection at the Queen Elizabeth Hospital: A 3-year analysis
34. The perceived role of social support in self-management of Type 2 diabetes among Barbadians sixty-five years and older before and during the COVID-19 pandemic
35. A quantitative study identifying the prevalence of gram-positive related bloodstream infections in patients in the Intensive Care Units (ICUs) in the Queen Elizabeth Hospital (QEH) during 2014-2019
36. Exploring mental health barriers (MHB) amongst young adults ages 18-35 in Barbados: The Health professional perspective
37. A rapid response survey for clergy and congregation members/parishioners within the context of the COVID-19 pandemic
38. A qualitative exploration of the factors influencing exclusive breastfeeding among women in Barbados: The implications for policy and practice
39. Assessing the experiences of healthcare professionals after Hurricane Dorian using a case study approach
40. CovidSurg – Cancer
41. Incidence, prevalence, and potential risk factors for diabetic foot ulceration: A retrospective review at a multidisciplinary centre in Barbados
42. Improving household nutrition security and public health in the St. Vincent and the Grenadines through local farming
43. A qualitative exploration of the barriers and facilitators of exclusive breastfeeding (on the Essequibo Coast, Region 2 Guyana) from the perspective of the health professional
44. A five-year clinical audit of the door-to-needle times for ST-elevation myocardial infarction at the Accident and Emergency Department of the Queen Elizabeth Hospital
45. Cut, copy, and paste the teacher: The impact of effective teaching and learning of the mole concept
46. Virtual epilepsy clinic outcomes research in Barbados (VECTOR-B)
47. Digging deeper: Exploring St. Lucian students' appreciation of the traditions, values and concerns of native speakers of the Spanish Language: The reality of the Spanish language classroom
48. A rapid response study of the psychological and behavioural responses of selected public service providers in Barbados during COVID-19 pandemic
49. Socioeconomic status and parental influence indicators of student achievement in Barbados
50. Teachers' and parents' perceptions of the intervention practices for autistic children at a special needs school in Barbados
51. The prevalence and mortality of multi-drug resistant pseudomonas aeruginosa bacteraemia in hospitalized patients at the Queen Elizabeth Hospital January 2015-December 2018
52. The perceived health impact of vaping: An exploratory study among Barbadian adults
53. Barbados COVID-19: Population survey, April, 2020
54. Assessing online readiness, psychosocial impact and career planning of students in a Faculty of Medical Sciences during the COVID-19 pandemic
55. The attitudes, perceptions, and experiences of healthcare professionals towards the use of electronic medical records in public primary healthcare facilities in Barbados: A qualitative study
56. A qualitative exploration of the factors influencing childhood overweight and obesity: Perspectives of parents and primary caretakers
57. The abstract nature of thermodynamics: Phase 2

Projects reviewed for 2019-2020

58. Barbados National Registry for Chronic Non-Communicable Disease (BNR)
59. Evaluation of a circulating gene signature as a novel biomarker for cancer diagnosis
60. Rising seas, rising stakes: Assessing public perceptions of climate change in Barbados
61. Education as an equalizer: Social mobility for Black women in Barbados
62. Exploring gender disparities: The self-management of type 2 diabetes mellitus in Barbados
63. Building and maintaining principal-teacher relational trust in schools-A grounded theory approach
64. Improving the teaching of protein structure-function relationships through greater visual literacy
65. How does patient satisfaction in the UK compare with that in Barbados following total knee replacement surgery? A service evaluation
66. Depression and its impact on the quality of life on end stage renal disease patients on hemodialysis in St. Lucia
67. Perceptions, knowledge and attitudes surrounding kidney transplantation in Barbados
68. Contestation: How does Big Drum Dance and Maroon Feast shape Carriacouans' lived experiences?
69. An assessment of the reasons for non-adherence to drug regimens in Barbados
70. Treatment preferences of patients with diabetes mellitus
71. Patient preferences for purchasing over-the-counter medications from pharmacy versus non-pharmacy outlets
72. Manual vacuum aspiration: A viable alternative to dilatation and curettage
73. Evaluating the early outcomes of the Barbados HIV Pre-exposure prophylaxis (PrEP) Programme
74. Knowledge, attitudes, and perceptions of human papillomavirus (HPV) Infection and the HPV vaccine among students at the University of the West Indies, Cave Hill age 16-26 years.
75. Psychosocial variables as indicators of performance behaviours among some secondary school students in Barbados
76. Knowledge, attitude and practices of infection control amongst healthcare workers in a tertiary healthcare facility in Barbados
77. Bahamian women's unpaid work: An analysis of activities and social relations
78. A 5-year Analysis of delivery per month in two Caribbean Islands (Trinidad and Barbados)
79. What are the differences in the provision of laparoscopic cholecystectomy in Barbados compared to the UK?
80. Resilience, burnout, and work-life balance among hospital doctors in Barbados
81. Intimate partner violence screening among Barbadian health care professionals: Applying the integrated behavioral model
82. The Attitudes and Perceptions of Primary Care Physicians towards the use of Medical Marijuana in Barbados
83. An investigation of breast cancer hormonal sub-types and prognosis in a public tertiary hospital in Barbados.
84. Geographic access to post-stroke rehabilitation in Barbados
85. Inclusive education in Barbados and SVG
86. Kidney Early Evaluation Program: KEEP-Barbados
87. Labour and birth assault: The immediate psychological/psychiatric implications of obstetric violence
88. Transforming Caribbean academic libraries through strategic partnerships: The case of Cave Hill Campus
89. Women, NGOs, and development agencies post disaster

Projects reviewed for 2019-2020

- 90.** A study to determine general public knowledge about congenital malformation/ birth defects.
- 91.** The St. Michael's School Canteen Study
- 92.** Perception of Barbadian mothers in private and public healthcare facilities on barriers and facilitators to exclusive breastfeeding after return to Work from maternity leave: A qualitative study
- 93.** Efficacy of a group psychological intervention in reducing self-stigma among outpatients at the Psychiatric Hospital: A randomized controlled trial
- 94.** An investigation of the impact of mentorship on employees' job satisfaction and organisation commitment among nurses in the health care industry in Barbados
- 95.** Barbados Asthma Genetics Study
- 96.** A project-based collaborative learning tool for group-to-group interaction
- 97.** A survey on antibiotic therapy knowledge, attitudes and practices amongst healthcare workers in primary and tertiary healthcare facilities
- 98.** The effect of continuous versus intermittent aerobic exercise on glycaemic control in a Barbadian population with type 2 diabetes
- 99.** Teaching standard English to Creole-influenced learners: Investigating home language awareness
- 100.** An analysis of the development of functional reading skills: Application of authentic Literacy to adult incarcerated learners
- 101.** Starting the Barbados arm of the Caribbean Renal Registry-Hemodialysis patients
- 102.** Barriers to substance abuse treatment in Barbados: Factors hindering women's use of treatment services
- 103.** Has the implementation of a hip fracture protocol for elderly patients in a Caribbean hospital affected length of hospital stay of 30-day and 90-day mortality rates?
- 104.** Implementation of a very low calorie diet for remission of type 2 diabetes in the community, utilizing churches as hubs
- 105.** Implementation of a community-based health advocate training programme for NCD prevention and control
- 106.** Data management and governance in higher education: An investigation into the challenges and opportunities at the University of the West Indies
- 107.** The perception and experiences of contraception amongst women seeking non-therapeutic abortions in a Caribbean population: A qualitative body mapping study
- 108.** Globalisation attitudes study
- 109.** A situation analysis of research being conducted by the Cave Hill Campus of the University of the West Indies
- 110.** Assessing the impacts of Hurricane Matthew on school performance in The Bahamas: Approaches to building resilience in the educational sector
- 111.** Mentoring/mentorship: Understanding the need for formalized mentorship programmes for young people in Barbados and how these programmes are adding value to the lives of the young people
- 112.** Workplace violence against nurses in the polyclinics of Barbados: A mixed-methods design
- 113.** ECHORN
- 114.** Is the Barbados Nursing Act (2018) stifling the advancement of midwifery led care in Barbados? An exploratory analysis of the potential risks relative to direct entry midwives and nurse midwives
- 115.** Perceptions regarding sexual orientation and same-sex marriage in Barbados

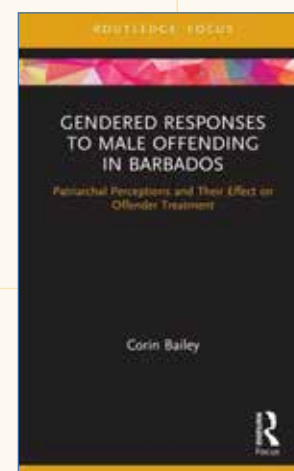
PUBLICATIONS

For the academic year, 2019/2020, faculty at The UWI, Cave Hill Campus published ten (10) books, 21 book chapters, 176 refereed journal articles and 68 technical reports.

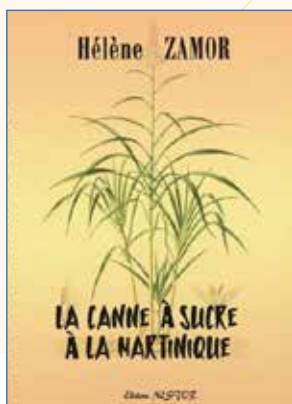
Gendered Responses to Male Offending in Barbados by Dr Corin Bailey, Senior Research Fellow in the Sir Arthur Lewis Institute for Social and Economic Studies (SALISES), presents that it is generally accepted that men commit more crimes than women and that the widespread acceptance of this view is based primarily on the number of convictions, with most jurisdictions reporting considerably fewer incarcerated women/girls than men/boys. The manuscript argues, however, that decisions made by the various stakeholders that play a role in the incarceration of men, are inherently gendered. These decisions are based on patriarchal perceptions and stereotypes related to the familial roles of men and women, and by extension their motivations for offending. Few studies have sought to explore the nature of these perceptions, and the effect these may have on incarceration patterns. Indeed, this form of inquiry remains absent from the research agenda of Caribbean criminologists. Using qualitative data from Barbados, this book analyses the extent to which these factors are taken into consideration not only by the police and members of the judiciary, but by examining the gendered decisions made by shop managers and proprietors in cases involving shoplifting, it seeks to analyse the extent to which these factors are taken into consideration before incidents reach the justice system. Critically, this book seeks also to juxtapose these assumptions against testimony from men incarcerated at Her Majesty's Prison. The large proportion of males in Caribbean prisons when compared to their female counterparts necessitates an investigation into the factors that may contribute to differential treatment as they move through the justice system. Using data from Barbados, the present study seeks to fill this need.



Dr Corin Bailey



Dr H el ene Zamor



La Canne   Sucre   La Martinique by Dr H el ene Zamor, Lecturer and Coordinator for Modern Languages in the Department of Language, Linguistics and Literature, Faculty of Humanities and Education, provides a short historical account of sugar cane. It also describes the various canes that have been introduced in Martinique over the past forty years. Since its implementation in Martinique around 1952, the Centre Technique de la Canne   Sucre (Technical Centre for Sugar Cane) which is well-known for its expertise in cross-breeding has played an instrumental role in preserving sugar cane on the island. Ravaged by a fungus, the "noble" canes were no longer used to produce sugar and rum. As a result, Martinique began to import canes from Barbados, La Reunion and Jamaica. Over the years, the Centre Technique de la Canne   Sucre has created several clones to which French Creole names were given. The Canne Dlo got its name due to the fact it is not very sweet. In the past, it was used for common colds. Finally, a couple of informants who worked in the sugar cane fields shared their knowledge of how sugar cane is harvested. In the past, it was common to see women cut and tie canes. They were referred to as "amarreuses".



Professor Sean Carrington
in Turners Hall Woods



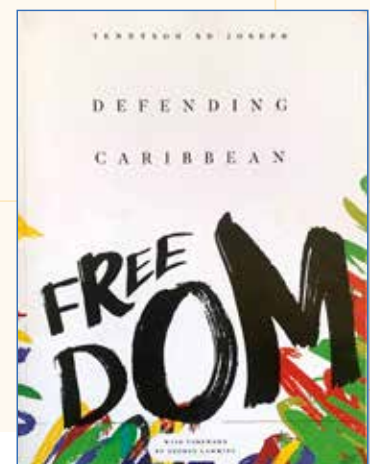
Last academic year saw the publishing of a book of national importance, the **A to Z of Barbados Heritage**, with Professor Sean Carrington, Professor of Plant Biology, Department of Biological and Chemical Sciences, Faculty of Science and Technology, as lead author and editor. The first edition of this book appeared thirty years ago with Emeritus Professor Sir Henry Fraser leading the effort and enlisting two (2) young Cave Hill colleagues, biologist Sean Carrington and historian, Dr John Gilmore, along with Cultural Officer at the National Cultural Foundation, Mr Addinton Forde. That same team produced a second edition in 2003 and now this new third edition, this time published by the Barbadian publisher, Miller Publishing. The layout by Miller Publishing is fresh and appealing while the academic rigour of the content is maintained with over 400 in-text citations of source material. The varied nature of the entries meant many Cave Hill colleagues were consulted in updating entries and adding new ones.

The third edition of the *A to Z of Barbados Heritage* covers almost every aspect of the island of Barbados from its geological birth, its colonisation by the indigenous peoples of the Caribbean, the arrival of Europeans and Africans and the transformation of this rock to a modern-day nation state. It is an encyclopaedic introduction to Barbados' rich cultural heritage, encompassing its history, flora and fauna, architecture, artefacts, literature, performing arts, forgotten games, traditions, cuisine, crafts, sports and, of course, those persons who made major contributions to the island. In short, this book covers all that is significant about this singular island.

Defending Caribbean Freedom by Dr Tennyson S. D. Joseph, a Senior Lecturer (in Political Science) in the Department of Government, Sociology, Social Work and Psychology, Faculty of Social Sciences, is compiled from selections of the author's widely read weekly newspaper articles to the daily Nation newspaper between 2010 and 2016. The articles have been arranged around critical themes in Caribbean Political Economy and Development and make an important intervention into Caribbean political life in the early decades of the 21st Century. *Defending Caribbean Freedom* has been described by George Lamming in his Foreword, as a "formidable diary of issues" in which "there is hardly a territory in the Caribbean region that is not included". The work is therefore more than a mere collection of articles, but has been arranged around critical themes in the political-economy, society and culture of the Caribbean in a moment of deep existential challenge. The critical insights offered by the author in this timely publication, are destined to provide Caribbean students, researchers, activists, technocrats and leaders with thesis ideas and policy approaches as they navigate the most challenging moment since independence. *Defending Caribbean Freedom* should be on the shelf of anyone remotely interested in the contemporary political-economy of the Caribbean.



Dr Tennyson Joseph





President of Trinidad and Tobago, Her Excellency Paula-Mae Weekes, ORTT, delivering the International Women's Day Distinguished Lecture on March 06, 2020 at the Errol Barrow Centre for Creative Imagination (EBCCI), The University of the West Indies, Cave Hill Campus



CAMPUS EVENTS

There could be little doubt that the past academic year will go down in the annals of The UWI as one of the most unexpected and still triumphant years of our existence. Despite the encroachment of the global COVID-19 epidemic, we kept on track to fulfilling our plans in many dimensions, and the range of events and activities that we executed were worthy of the three pillars of our strategic plan: access, alignment and agility.

Shaping Global Economics

The Shridath Ramphal Centre (SRC) and the International Trade Centre (ITC) presented An Evening Chat with Women Shaping Global Economic Governance and Trade, on September 19, 2019. The event was inspired by the book, *Women Shaping Global Economic Governance and Trade*, edited by Ms Arancha González, then Executive Director ITC and Assistant Secretary General of the United Nations. The book features contributions by 28 women from around the world, among them, Prime Minister the Honourable Mia Amor Mottley, QC, MP.

The evening took the form of an informal but in-depth conversation among four (4) prominent women: the Honourable Prime Minister Mottley, QC, MP; the Honourable Sandra Husbands, MP, Minister in the Ministry of Foreign Trade; Ambassador Gail Mathurin, Director-General, Office of Trade Negotiations,

CARICOM Secretariat; and the book editor Ms González herself.

Wide ranging topics were discussed. On the matter of the potential for growth of small and medium entrepreneurs, the Prime Minister found that it was access to finance that was the critical issue, with the traditional banking institutions “not taking a chance on our people”. She advocated the need to step away from binary thinking of winners and losers and create financial instruments within the Single Market and Single Economy.

The moderator was the Deputy Director of SRC, Dr Jan Yves Remy, and Pro Vice-Chancellor and Principal, Professor V Eudine Barriteau gave the welcome address. The event was open to the public and was well attended.



Ambassador Gail Mathurin, Director-General, Office of Trade Negotiations, CARICOM Secretariat; the Honourable Sandra Husbands, MP, and Minister in the Ministry of Foreign Trade; Dr Jan Yves Remy, Deputy Director of the SRC; Prime Minister, the Honourable Mia Amor Mottley QC, MP, and Ms Arancha González, former Executive Director ITC and Assistant Secretary General of the United Nations.



Professor Brian Meeks, Chair of Africana Studies at Brown University, delivering the 34th Elsa Goveia Memorial Lecture; and panellist Dr Henderson Carter

Lecture and Symposium on the Grenada Revolution

The events of the four-and-a-half-year period and its legacy came under the spotlight at two major events that the Cave Hill Campus staged in October 2019 to mark the 40th anniversary of the Grenada Revolution. These were the 34th Elsa Goveia Memorial Lecture and The Grenada Revolution Symposium.

The lecture was delivered by Chair of Africana Studies at Brown University in the United States, Professor Brian Meeks, whose presentation gave three (3) main lessons to be learned from the revolution: the need for alacrity and flexibility in leadership, credibility, and the importance of democracy and transparency.

The event was discussed further at the symposium that featured an esteemed panel of academics and professionals. Senior Lecturer in Political Science and Head of the Department of Government, Sociology, Social Work and Psychology at Cave Hill, Grenadian Dr Wendy Grenade, presented on the topic “Governance & Democratization in Post-revolutionary Grenada: Possibilities, Contradictions & Lessons”.

Education Reform Panel

A panel discussion organised in October 2019 by the Office of Alumni Relations, an office within the Student Enrolment and Retention Unit (SERU) of the Cave Hill Campus, had as its title, “Developing Education that is Fit for Purpose” and featured Lecturer in the School of Education, Dr Ian Marshall; veteran educator and Principal of Queen’s College, Dr David Browne; President of the Cave Hill Guild of Students, Thacher Loutin, and Director of the Caribbean Development Research Services (CADRES) Peter Wickham.

The probing analysis of Barbados’ school system found it deficient to meet current needs, with participants recommending drastic change, noting issues of “academic snobbery”, “eliticism” and the apparent deterioration in societal values and morals.

‘The CSME: What’s In It For Me?’

Prime Minister Mia Mottley and CARICOM Secretary-General, Ambassador Irwin LaRocque were featured at a Public Town Hall Meeting on the topic ‘The CSME: What’s In It For Me?’ Monday November 4, 2019 at



Conference participants (from left): Ms Karen Hana, Dr Mechelle Best, Dr Nikolaos Pappas, Dr Sherma Roberts (conference Chair), Dr Alexia Franzidis, Dr Leon Mach and Dr Acolla Lewis-Cameron

the Walcott Warner Theatre, Errol Barrow Centre for Creative Imagination (EBCCI).

Prime Minister Mottley upheld the idea of power in unity while entreating CARICOM leaders to meet more often, and recommended that the Secretariat restructure to be able to better function for the 21st century.

The event, presented by the CARICOM Secretariat, the Government of Barbados, and the Caribbean Development Bank and streamed on UWI tv, was open to the local public. A range of topics on economic and social issues were discussed. Questions were taken from persons present and who followed across the region.

Urban Plan Presentation

Tourism students had the opportunity to present innovative plans for Barbados' major towns. They were required to utilise advanced technology to create dynamic and innovative products that would transform Bridgetown, Speightstown, Oistins and Holetown.

The recommendations by the students enrolled in the Master of Science (MSc) in Tourism degree programmes were presented in November 2019. The activity was

attended by Minister of Labour and Social Partnership Relations Colin Jordan and Minister of Maritime Affairs and the Blue Economy Kirk Humphrey.

The judges were tourism consultant Dr Kerry Hall, Chief Product Development Officer at the Barbados Tourism Marketing Inc. (BTMI) Marsha Alleyne, and financier, tourism consultant and resort specialist Michael Phillips.

Tourism Conference

The 4th Caribbean-International Tourism Conference brought together over 80 tourism experts and academics at the Cave Hill Campus last December 11–13, 2019 to brainstorm on the state of the industry under the theme “Navigating the Destination of the Future”.

Held in partnership with the University of North Carolina Wilmington; California State University, Northridge; University of Sunderland; University of Guyana and University of St. Martin, the conference was a cross-campus initiative.

Among the countries and states represented were China, France, the United Kingdom, the United States



Cave Hill Campus staff members in group discussion at a workshop hosted by the Office of Business Development

of America, Canada, Poland, the Netherlands, Solomon Islands, Jamaica, Cayman Islands, Trinidad and Tobago, and The Bahamas.

Keynote addresses were delivered by Dr Andrew Spencer on the topic “Future Destination: Assured Destination”, Dr Nikolaos Pappas from the University of Sunderland on “Tourism Development and Generated Crises”, and Professor Tazim Jamal on “Navigating New Realities and New Normals in the Sustainable Destinations of the Future”.

Capacity Building Workshop

The Office of Business Development successfully hosted a workshop entitled “The Dos and Don’ts of Securing Sponsorship for your Event” on December 5 and 6, 2019. Twenty members of staff successfully completed the training. The workshop aimed to assist participants in understanding the role of sponsorship in the Campus’ overall plan for private sector engagement in the context of the University Policy on Private Sector Engagement. It gave participants an insight into the decision-making process of sponsors when reviewing sponsorship letters and proposals, and better equipped them to develop sponsorship strategies and articulate their case for

support of their event. Emphasis was placed on demonstrating how to leverage sponsorship transactions into longer-term relationships. A panel of corporate sponsors shared their experiences.

Significant Year for Faculty of Law

As the Faculty of Law celebrated the golden anniversary of its establishment at the Cave Hill Campus in 1970, it marked several milestones of its 50-year journey and embarked on new initiatives. On Thursday January 23, 2020 a delegation of Canadian Members of Parliament toured the law library which showcased some of the more than 700 books contributed by the Improved Access to Justice in the Caribbean (IMPACT Justice) Project. Regional Project Director, Professor Velma Newton, and Dean of the Faculty of Law, Dr David Berry, escorted the visitors who included Yasmin Ratansi, Chair of the Canadian branch of the Commonwealth Parliamentary Association, Senator Rosemary Moodie and MP Chandra Arya.

The tour was ahead of the launch in July of the **Community Mediation Service Point Initiative for Barbados**, another output from the IMPACT Justice project. Such service commenced from August 4, 2020



Her Excellency Dame Sandra Mason, GCMG, DA, QC, Governor General of Barbados, flanked by members of the Law Society



From left: The Honourable Senator Rosemary Moodie, Canadian Government Senator; Dr David Berry, Dean, Faculty of Law; Professor Winston Moore, Deputy Principal of the Cave Hill Campus; and Professor Velma Newton, Regional Project Director of IMPACT Justice.

with trained mediators located at the Speightstown Resource Centre in St. Peter and Calvary Moravian Church in Bridgetown.

On July 28, 2020, the campus community tuned in to the virtual launch of the Faculty's **Facility Enhancement and Beautification Project** to mobilise the BBD 300,000 fund for refurbishment and improvement plans. Chief Justice Sir Marston Gibson and the Insurance Corporation of Barbados Limited (ICBL) kick-started the fundraiser, with Sir Marston, a Cave Hill alumnus,

announcing he would match the BBD 10,000 pledge of the Insurance Corporation of Barbados Limited (ICBL).

For the 9th Annual Eminent Speaker Lecture hosted by the Law Society, on February 18, 2020, Her Excellency, Dame Sandra Mason, GCMG, D.A, QC, Governor General of Barbados spoke on 'Cliches Life Has Taught Me'.

Institute for Gender and Development Studies: Nita Barrow Unit Hosts Distinguished Lecturer, President Her Excellency Paula-Mae Weekes, ORTT

The Institute for Gender and Development Studies: Nita Barrow Unit (IGDS: NBU) was honoured to host Her Excellency Paula-Mae Weekes, ORTT, the President of the Republic of Trinidad and Tobago as she delivered the International Women's Day distinguished lecture on March 06, 2020.

The President explored issues of sexual harassment and the need for legislation to advance gender equality and women's rights when she took the stage at the Walcott Warner Theatre, EBCCI. Her topic was, "I am Generation Equality: Realising Women's Rights, the United Nation's theme for IWD 2020".



President of Trinidad and Tobago, Her Excellency Paula-Mae Weekes, ORTT; Principal and Pro Vice-Chancellor of the Cave Hill Campus, Professor the Most Honourable V Eudine Barriteau, FB, GCM; and Chief Executive Officer of CIBC FirstCaribbean, Mrs Colette Delaney

CIBC First Caribbean International Bank was our partner to present the public lecture.

Attending were Governor General Dame Sandra Mason, Pro Vice-Chancellor and Principal, Professor Eudine Barriteau and CEO of CIBC FirstCaribbean, Colette Delaney.

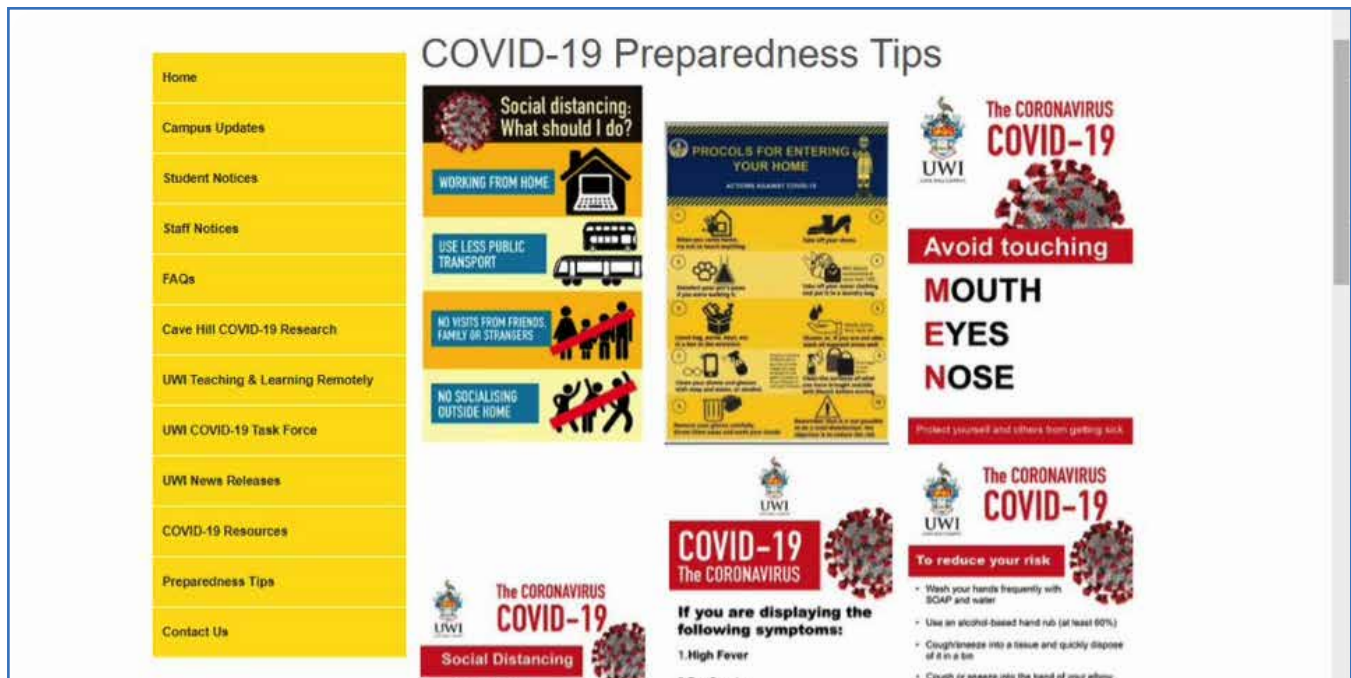
Race for the Kids

The 2020 UWI–RBC Race for the Kids took place on March 08, against a backdrop of a looming pandemic. From the previous year, excitement was building for a national year of activities dubbed “We Gatherin’ Barbados 2020” that would attract large numbers of nationals living in the diaspora. The Campus looked forward to major participation in its own planned calendar of events by returning alumni. Among on-campus events leading up to the race were a pre-Valentine’s sip and paint party as well as a jazz, art and fashion show. The race drew over 1,800 participants.

Accepting a cheque worth BBD 120,000, handed over by Managing Director of RBC Barbados, Robert de Silva, on August 25, Principal Professor the Most Honourable Eudine Barriteau expressed her gratitude, adding that this



Cave Hill Blackbirds mascot, Chilly, and RBC Mascot, Leo the Lion, got involved in one of the exercise sessions with race participants



A Screenshot of the Cave Hill Campus COVID-19 website

year's donation was even more significant, in light of the difficulties posed by the COVID-19 pandemic. Proceeds would go towards the First Year Experience Mental Health Programme, the Cave Hill Campus Scholarship Fund and, for the first time in 2020, the Student Hardship Fund.

Cave Hill Campus accepted an invitation to participate in the RBC Global Virtual Race for the Kids, on October 17-18, 2020 to participate with 35 other RBC Race for the Kids charities around the world in a completely virtual crowdfunding marathon event that featured a personal and team fitness challenge. Supporters could run or walk on the race weekend in their own space, then share their stories on social media.

COVID-19 Responses

In response to the spread of the new coronavirus COVID-19, The UWI Cave Hill Campus took the step to suspend all face-to-face classes from March 18. We used this period to ensure that all members of faculty were empowered to resume teaching online across the board soon as possible. Some classes already being delivered in that mode continued during the suspension period.

Cave Hill Campus' leadership faced the formidable and uncharted course with all the professionalism and

ingenuity at their disposal, undaunted and carried through by the hallmark excellence that is our credo.

Over the year, there were numerous initiatives to address the continuation of not only teaching and life on Campus, but now a public health response. Unfortunately, we can mention but a few here:

Cave Hill Launches COVID-19 Website: The Cave Hill Campus, committed to keeping the public informed of important changes and emerging information related to the pandemic, on March 20, 2020, launched its dedicated COVID-19 website at www.cavehill.uwi.edu/covid19. The website provides up-to-date information on the Campus' COVID-19 response strategy regarding the facilitation of business continuity, and offers helpful resources to educate the Campus and wider community.

The UWI COVID-19 Task Force: A regional team of 19 persons was mobilised since February 2020 by The UWI to leverage the University's knowledge and expertise to assist the Caribbean in its readiness and response to the virus outbreak. The Task Force is committed to providing clear and accurate information, sharing its research with stakeholders across the region. The members' expertise spans an array of disciplines within the spheres of health, economics, leadership and communication.



Professor Frederick Ochieng'-Odhiambo before a full audience at the Speightstown Library

The Cave Hill contingent on the task force includes Professor Donna-Maria Maynard, Clinical Counselling & Psychology and Dr Don Marshall, International Relations & Economics.

Medical Students Join Healthcare Team: In April 2020, dozens of medical students enrolled at The University of the West Indies, Cave Hill were recruited to lend critical support to Barbados' fight against the coronavirus pandemic as authorities geared for a possible surge in the number of COVID-19 cases across the nation. The volunteers substituted at primary care facilities for clinicians and other medical personnel serving on the COVID-19 frontline.

Teaching of Teachers: The Centre for Excellence in Teaching and Learning sprang into action from early to strengthen the Campus' online teaching capacity, looking at various aspects of the "new normal" teaching delivery. For example, in August the Be Ready2Teach Series continued with workshops that covered MyCaveHill eLearning Basics – Navigation and Components; Virtual Tutorials: Getting to Know Your Tools; MyCaveHill eLearning for Instructors – Editing and Configurations; and Implementing Hybrid-Flexible (HyFlex) Courses and Programmes.

We Gatherin'

Although the Campus' participation in the We Gatherin' Barbados 2020 initiative was curtailed by the COVID-19 pandemic, its contribution had got off to an inspiring start. The Department of History and Philosophy opened the year with the Philosophy Gatherin' Lecture



Dr Roxanne Burton, Assistant Lecturer in Philosophy, gave the welcome for Professor Frederick Ochieng'-Odhiambo



Dr Angela Alleyne, Senior Lecturer in Biochemistry (red hat) with graduate student Ms Rontia Crichlow (in green) in the field with workshop participants

Series and the Standpipe Stories series of talks, which were very well attended and enjoyed across several communities before the staging of public events was halted as a public health response to the pandemic.

In January in St. Lucy, Standpipe Stories featured Dr Karl Watson at the St. Lucy Parish Church, and a panel discussion on Ethics and Governance in Small Populations took place at the Daryl Jordan Secondary School. In February, Ms Peggy McGearry delivered the Standpipe Stories at the Speightstown Methodist Church and Professor Frederick Ochieng'-Odhiambo gave the public lecture Communal Spirit in African Traditions, at the Speightstown Library.

Sweet Potato Workshop

A team from the Department of Biological and Chemical Sciences, led by Dr Angela Alleyne and Dr Francis Lopez, in conjunction with the Ministry of Agriculture and Food Security, conducted a workshop over August 17–19, 2020 in Protocols for the Conservation and Propagation of Sweet Potato Planting Material Through Tissue Culture. The training would equip farmers and agricultural personnel with the skills to spot disease in sweet potatoes and engage in correct practices that result in stronger stock and better yields.

Funded by the Food and Agriculture Organization of the United Nations (FAO), its field and online instruction were well attended. The workshop attracted participants from a cross-section of farmers: the young to the middle-aged; from private small holdings to plantations;



Relatives of Sir Arthur Lewis admiring the portraiture of the late Vice-Chancellor: From left, former Prime Minister of St. Lucia Sir Vaughn Lewis, Gabriella Ward, Dr Norma Degoumois, Louisa Lewis-Ward, (partly hidden) David Nelson, and Shirley Lady Lewis

students from the Samuel Jackman Prescod Institute (SJPI) to members of the prison farming programme.

Improving Fisheries

The Campus continues to make much headway with its Blue Economy initiatives. Under the StewardFish Project – Developing Organisational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries – the Centre for Resource Management and Environmental Studies (CERMES) is conducting Ecosystem Approach to Fisheries (EAF) training workshops with fisher-folk and government agencies in seven countries.

The first workshop was hosted in Barbados on September 29–30, 2020 at the 3Ws Pavilion, Cave Hill Campus.

Funded by the Global Environment Facility and implemented by the FAO, the project will help the fishing community move toward sustainability and increase their capacity, developing practices for sustainable livelihoods for food and nutrition security.

SALISES Pays Homage to Sir Arthur Lewis

Distinguished Caribbean economist Sir Arthur Lewis has been memorialised in the form of a life-size portraiture which was unveiled to commemorate the 105th anniversary of his birth.

The Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) at The UWI, Cave Hill Campus had the statue installed with a ceremony in February 2020.

Artist, Art Edwards, expressed his gratitude to SALISES for investing in his art form and urged those present to also seek ways to invest in similar artwork as a means of contributing to this kind of industrialisation.

In attendance were Sir Arthur's nephew, Sir Vaughn Lewis, who is a former Prime Minister of St Lucia; his wife Shirley Lady Lewis; their daughters, Claire Lewis and Louisa Lewis-Ward; and granddaughter, Gabriella Ward.



The Campus Administration Building at the Cave Hill Campus named in honour of Professor Sir Hilary McDonald Beckles

Administration Complex at The UWI Cave Hill Campus Named in Honour of Professor Sir Hilary Beckles

The iconic four storey administration building was renamed in honour of Vice-Chancellor of The University of the West Indies (UWI), President of Universities Caribbean, and Chairman of the CARICOM Reparations Commission, Professor Sir Hilary Beckles. The signage was erected in September 2020, with Principal, Professor the Most Honourable V Eudine Barriteau stating that the Cave Hill Campus community and wider UWI family fully supported the honour, given Sir Hilary's 40 plus years of contributions to the development of the university, and his leadership of The UWI's management of the COVID-19 pandemic.

Conceptualised by Sir Hilary to reflect the architectural motif of the Golden Stool of the Ashanti that serves as a symbol of cultural identity and the collective wisdom of elders and ancestors, the complex features a plaque laid by the Asantehene [King] of the Ashanti, Otumfo, Osei Tutu II of Ghana, whom Sir Hilary had invited to Barbados. The building was opened in April 2010.



The Ashanti Golden Stool - Leaders are "enstooled" and the 'Stool' is occupied not owned. In the early 18th century, according to folk history, a Golden Stool was received from God by King Osei Tutu I, founder of the Asante nation. Since then, the Golden Stool has become the sign of cultural unity in wider Africa that confers on the Asantehene the wisdom of ancestors, and the vision to rule wisely in the spirit of God.

ADMINISTRATORS OF THE CAMPUS, 2019/2020

Pro Vice-Chancellor and Principal

Professor the Most Honourable V Eudine Barriteau,
FB, GCM, BSc (UWI), MPA (NYU), PhD (Howard)



Professor the Most Honourable V Eudine Barriteau, FB, GCM

Deputy Principal

Professor Winston Moore BSc (UWI), MSc (Warwick), PhD (Surrey)



Professor Winston Moore



Mr Kenneth Walters

Campus Registrar

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

Campus Bursar

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



Ms Lisa Alleyne



Professor Frederick
Ochieng'-Odhiambo

Deans

Faculty of Humanities and Education

Professor Frederick Ochieng'-Odhiambo,
BA (UCC), MLitt (Oxford), PhD (UWI)

Faculty of Law

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



Dr David Berry



Dr O Peter Adams

Faculty of Medical Sciences

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

Faculty of Science and Technology

Dr Colin Depradine, BEng (UCL), MSc (ICL), PhD (UWI)



Dr Colin Depradine



Professor C Justin Robinson

Faculty of Social Sciences

Professor C Justin Robinson, BSc (UWI), MSc (FIU), PhD (Manc)

Director, Graduate Studies and Research

Professor Kahiudi C Mabana, BA (Mayidi, DR Congo), BA (Rome),
MA, PhD (Fribourg)



Professor Kahiudi C.
Mabana



Mrs Judith Toppin

Officer-in-Charge (Libraries)

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

MEMBERSHIP OF THE CAMPUS COUNCIL CAVE HILL, 2019/2020



Sir Paul Altman

Sir Paul Altman

Chairman

Professor Sir Hilary Beckles

Vice-Chancellor

Professor the

Most Honourable

V Eudine Barriteau, FB, GCM

*Pro Vice-Chancellor and
Principal, Cave Hill Campus*

Professor Winston Moore

*Deputy Principal,
Cave Hill Campus*

Mr Kenneth Walters

*Campus Registrar,
Cave Hill Campus*

Ms Lisa Alleyne

*Campus Bursar,
Cave Hill Campus*

Appointed by the Government of Barbados

The Honourable Santia Bradshaw, MP

*Minister of Education,
Technological &
Vocational Training*

Ms Betty Alleyne-Headley

*Permanent Secretary, Ministry
of Education, Technological &
Vocational Training*

UWI-12 Territories

Mrs Chanelle Petty-Barrett

*Permanent Secretary, Ministry of
Home Affairs, Education & Library
Services, Anguilla*

Mrs Chandler Hyacinth

*Permanent Secretary (Ag),
Ministry of Education &
Human Resource Development*

Appointed by the Chancellor

Dr Julian Ferdinand

Mrs Toni Moore-Bascombe

Dr Kerry Hall

Mr Brian Samuel

Mrs Brenda Pope

Deans

Professor Frederick O'Chieng'-Odhiambo

*Dean, Faculty of Humanities
& Education*

Professor Justin Robinson

Dean, Faculty of Social Sciences

Dr David Berry

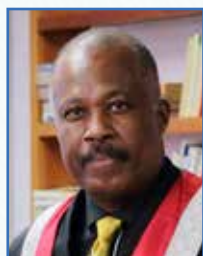
Dean, Faculty of Law

Dr Colin Depradine

*Dean, Faculty of Science
and Technology*

Dr Peter Adams

Dean, Faculty of Medical Sciences



Professor Sir Hilary Beckles

MEMBERSHIP OF THE CAMPUS COUNCIL CAVE HILL, 2019/2020 *cont'd*

Academic Board / Representatives

Cave Hill Campus

Professor Dwayne Devonish

Mona Campus

Professor Daniel Coore

St. Augustine Campus

Professor Indar Ramnarine

Open Campus

Dr Janetha Long

Association of Caribbean

Tertiary Institutions (ACTI)

Dr Cheryl Weekes

Dr Philmore McCarthy

UWI Alumni Association

Mr Henderson Williams

President, Guild of Students

Ms Thacher Loutin

Postgraduate Representative

Ms Arianne Richardson

Academic, Senior Admin./

Professional Staff

Mrs Nicole Sue

Administrative,

Technical & Service Staff

Ms Alicia Graham

BY INVITATION

Professor Luz Longworth

Pro Vice-Chancellor & Principal,

Open Campus

Professor Clive Landis

Pro Vice-Chancellor,

Board for Undergraduate Studies

Professor Brian Copeland

Pro Vice-Chancellor & Principal,

St Augustine Campus

Professor Dale Webber

Pro Vice-Chancellor & Principal,

Mona Campus

Dr Maurice Smith

Director of Administration/

University Registrar

Ms Andrea McNish

University Bursar

Dr Yolande Cooke

Programme Officer,

Office of the Principal

Mr Timothy Arthur

Temporary Assistant Registrar,

Admissions

Mr David Marshall

Coordinator, Smart Campus Initiative

Mrs Frances Hinds-Griffith

Assistant Registrar,

Office of Institutional Planning

and Infrastructural Services

Mrs Deborah Deane

Assistant Registrar, Planning

Ms Barbara Forde

Officer in Charge,

Office of Institutional Planning and

Infrastructural Services

Mr Keith Inniss

Officer in Charge,

Campus IT Services

Miss Sonia Johnson

Business Development Officer

Mr Chelston Lovell

Communications Officer

Mr David Myles

Senior Financial Manager,

Campus Bursary

Mrs Judith Toppin

Officer in Charge,

Sidney Martin Library

Professor Kahuidi Mabana

Director,

School for Graduate Studies

and Research

Mrs Halda Davis-Woodroffe

Senior Assistant Registrar,

Secretariat

Mr Owen Ellis

Senior Assistant Registrar,

School for Graduate Studies

and Research

Ms Janet Caroo

Managing Director, UWITv

FINANCIAL SUMMARY

FINANCIAL REPORT ON CAMPUS ACTIVITIES FOR THE YEAR ENDED JULY 31, 2020

INCOME

Government Contributions

The Campus recorded revenue from the governments of the region in the amount of BBD 103.8 million (July 31, 2019 – BBD 112 million). Total receipts to date from the governments of the region amounted to BBD 126 million thus reflecting a deduction of BBD 23 million in the overall outstanding balance between July 31, 2019 and July 31, 2020.

The BBD 7 million monthly contribution from the Government of Barbados assisted us by partially funding our payroll (the full cost of the monthly payroll is approximately BBD 8.3 million).

We are grateful to the Government of Barbados and other governments for continuing to honour their commitments.

The Office of Finance continued to follow up the outstanding arrears with the respective governments.

Tuition Fees and Other Student Fees

Income from tuition and other student fees reflected an increase of BBD 4.6 million as Barbadian students took advantage of the Government of Barbados' reintroduction of their payment of tuition fees.

At July 31, 2020, the outstanding balances due from governments totalled BBD 14 million and students' balances remained level.

Special and Other Project Income

Income from special projects consisted of funds received from external donors and self-financing activities including the taught masters programmes and the Bachelor of Medicine and Bachelor of Surgery (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, a free student bus shuttle and various activities related to sports, counselling and student professional development.

Other Income

The Campus continued its efforts to generate additional income through the investment of its cash reserves. Efforts continued to generate income from other income generating activities such as the self-financing masters programmes mentioned previously.

Commercial Activities

The Halls of Residence and The UWI Bookshop recorded losses during the year as a result of the reduced student footprint on Campus and the move to online classes as the COVID-19 pandemic set in, together with unbudgeted costs incurred while adhering to the government's health protocols.



EXPENDITURE

The Campus continued to restrain its expenditure in accordance with the budget, in line with the prior year and available cash resources.

ASSETS AND LIABILITIES

Cash

At July 31, 2020 the Campus' cash position showed a modest improvement as the government settled most of the outstanding arrears in exchange for not billing them for tuition fees of up to BBD 20 million for two years. The Campus continued to rely heavily on the monthly contribution from the Government of Barbados to assist with the payment of salaries. Payments during the year were funded by receipts from contributing governments, tuition fees and other income.

The Campus' cash balance stands at BBD 65.4 million (July 31, 2019 – BBD 49.2 million), the majority of which relates to restricted funds for pensions, grant funds, etc.

The Campus continued to settle all of its statutory obligations.

Accounts Receivable:

Accounts receivable increased during the period under review.

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 BBD 6.1 million (July 31, 2019 – BBD 7.1 million).

Current Liabilities:

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

Long Term Loans

All loan payments were made in accordance with the signed agreements.

Projects

The list of new projects which came on stream during the period under review are shown on the following page.

Commitments and Contingent Liabilities

There were BBD 2.282 million in capital commitments and contingent liabilities at the end of July 31, 2020 (2019 – BBD 1.529 million).

SOFTWARE APPLICATIONS

The Banner Finance and Banner Students applications were upgraded subsequent to year-end. The PeopleSoft, MarketPlace and Touchnet Online Payment Plan applications are all working satisfactorily.

Table 13: Report on New Special Projects for the Period August 1, 2019 to July 31, 2020

NAME OF SPONSOR	NAME OF PROJECT	VALUE	FACULTY/UNIT
Food & Agriculture Organisation of the United Nations (FAO)	Services towards implementation of the Developing Organizational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries (StewardFish) project	BBD 539,440.00	CERMES
Food & Agriculture Organisation of the United Nations (FAO)	Services related to the Conservation and Propagation of Clean Sweet Potato Planting Material in Barbados	BBD 46,010.00	Department of Biological and Chemical Sciences
Basic Needs Trust Fund (BNTF) through C'ibbean Development Bank	Early Childhood Educators' Professional Development Training	US 82,455.00	School of Education
Food & Agriculture Organisation of the United Nations (FAO)	Services towards regional implementation of the Climate Change Adaptation of the fisheries sector in the Eastern Caribbean project (CC4FISH3)	BBD 293,328.00	CERMES
Food & Agriculture Organisation of the United Nations (FAO)	Climate Change & Poverty Nexus for Enhancing Resilient Fisheries Livelihoods & Food Security in Barbados, Dominica & St. Kitts & Nevis	BBD 265,896.00	CERMES
National Fish and Wildlife Foundation	The Nature Conservancy	US 494,500.00	CERMES
Food & Agriculture Organisation of the United Nations (FAO)	Development of capacity-building programme on addressing the nexus between poverty and climate change in the fisheries sector in coastal communities, coastal areas, and Small Island Development States (SIDS)	US 55,000.00	CERMES
Food & Agriculture Organisation of the United Nations (FAO)	Adapting to a new reality: Managing responses to influxes of sargassum seaweed in the Eastern Caribbean as ecosystem hazards and opportunities (SargAdapt)	US 981,393.00	CERMES
National Fish and Wildlife Foundation	Implementing gender aspects within SSF Guidelines and the protocol to the Caribbean Community Common Fisheries Policy (CCCCFP) for securing SSF	US 80,500.00	CERMES
Economic & Social Research Council (ESRC)	Teleconnected SARGassum risks across the Atlantic: Building capacity for Transformational Adaptation in the Caribbean & West Africa (SARTRAC)	GBP 94,972.14	CERMES
Caribbean Community Climate Centre	Consultancy for Gender & Infrastructure Certificate- WSRN S-Barbados Project	US 100,000.00	Institute for Gender and Development Studies: Nita Barrow Unit



Professor the Most Honourable V Eudine Barriteau, FB, GCM, unveiling the plaque bearing her name at The Ellerslie School Auditorium, with assistance from Lt. Col. Errol Brathwaite, Principal of The Ellerslie School (left), while the Honourable Santia Bradshaw, MP, Minister of Education, Technological and Vocational Training, observes (right)

RECOGNITION

Professor the Most Honourable V Eudine Barriteau, FB, GCM, Pro Vice-Chancellor and Principal of The University of the West Indies, Cave Hill Campus, was honoured by her alma mater, The Ellerslie School, with the naming of its auditorium in her name and the erection of a plaque to commemorate the event.

The event, which was initially scheduled to take place on March 27, 2020, had to be postponed due to the COVID-19 pandemic. It subsequently took place on August 07, 2020 and was a tribute to the proud alumna who attended the institution during the years, 1968 to 1972. As one who came from humble beginnings and created a legacy that will stand the test of time, she has maintained strong ties with the institution over the years.

Her honour and recognition serve as a beacon of inspiration for not only the students of The Ellerslie School, but persons from all walks of life who aspire to succeed in academia and other areas of endeavour.



Professor the Most Honourable V Eudine Barriteau, FB, GCM, unveiling the sign on The Ellerslie School Auditorium bearing her name, with assistance from Lt Col Errol Brathwaite, Principal of The Ellerslie School (to the left, partly hidden)

Honours List

In the Barbados New Year Honour List for 2020, **Professor Velma Newton** was awarded the Commander of the Order of the British Empire for her outstanding contribution to the field of legal education and the development of law libraries.

Following her retirement from the post of Dean in the Faculty of Law, in 2014, Professor Velma Newton became the Regional Director of the newly established IMPACT Justice Project which is funded by the Government of Canada. It seeks to improve access to justice for women, men, girls and boys in the Caribbean Community (CARICOM) region.

Professor Newton, a historian, law librarian and attorney-at-law, was the first Deputy Executive Director of the Caribbean Law Institute Centre, Faculty of Law, The UWI from 1989 to 1994.



Professor Velma Newton,
Officer-in-Charge,
Caribbean Law Institute Centre (CLIC)

Promotion to the Rank of Professor

During the 2019/2020 academic year, five of the Campus' academics rose to the prestigious rank of Professor. The five new Professors are from the Faculty of Humanities and Education and the Faculty of Social Sciences. The Campus congratulates them on reaching this significant milestone.



Professor Philmore Alleyne

Dr Philmore Alleyne promoted to Professor of Accounting

Professor Alleyne who is a chartered accountant and a Fellow of the Association of Chartered Certified Accountants (FCCA) joined the staff of The UWI, Cave Hill Campus in 1999, bringing a wealth of knowledge and expertise to the classroom; having worked for many years as an Audit Manager. He teaches accounting and audit courses at both the undergraduate and graduate levels in the Department of Management Studies, Faculty of Social Sciences.

Professor Alleyne's work has extensively covered whistleblowing and governance in the Caribbean as he completed over 90 publications including refereed articles, book chapters, books, technical reports, refereed conference proceedings and working papers.

Through his outstanding scholarly work, he has won many awards including the Emerald Literati Award for Excellence for his article, 'Antecedents of tax payers' intentions to engage in tax evasion: Evidence from Barbados, which was published in the Journal of Financial Reporting and Accounting.

Dr Dwayne Devonish promoted to Professor of Management and Organisational Behaviour

At age 36, Professor Devonish has become the second youngest person to achieve professorship at The UWI.

Professor Devonish began his academic career in 2005 as Research Assistant in the Department of Management Studies, Faculty of Social Sciences where he eventually reached the position of Senior Lecturer, prior to gaining his professorship.

His scholarly output totals 31 journal articles, with seven of them being single authorships in international scholarly journals.

In acknowledgement of his personal feat, Professor Devonish said: "I am the second youngest person ever to achieve this rank at the university and currently operate as youngest functioning professor at the institution - an achievement of which I am strongly proud. I am deeply honoured and humbled by this promotion and recognition and will continue to commit to excellence in all my contributions beyond this juncture."

He is Chief Coordinator of the MSc International Management programme within the Department of Management Studies which he recently restructured into an MSc International Business programme.



Professor Dwayne Devonish



Professor Aaron Kamugisha

Dr Aaron Kamugisha promoted to Professor of Caribbean and Africana Thought

Professor Kamugisha is a leading specialist on Caribbean and Africana thought at The UWI.

Professor Kamugisha joined The UWI as Temporary Lecturer in Political Science in 2006, following which, he served in the Cultural Studies Programme as Lecturer and then Senior Lecturer, prior to attaining his professorship. At The UWI, he has taught 17 different courses in the areas of Cultural Studies and Political Science, and supervised several students towards the award of their MA, MPhil and PhD degrees in a variety of disciplines.

His scholarly publications include one single-authored book, six edited collections, four special issues of academic journals, 15 journal articles and 13 book chapters. He has spoken by invitation at over 27 different universities around the world, including those in Africa, Asia, Australia, New Zealand, the Caribbean, Europe and North America.

He stated that he was honoured to be awarded a professorship by The UWI, which reflects a culmination of over 20 years of study and research.

"My approach has always been to recall the moment wider than myself that I am contributing to – which is, Caribbean freedom, black and third world liberation. This centres me in my work and gives me focus and determination."

Dr Troy Lorde promoted to Professor of Tourism Economics

Professor Lorde who is Head, Department of Economics, Faculty of Social Sciences, joined the staff of The UWI Cave Hill Campus in 2004 as an Assistant Lecturer. He has taught at both undergraduate and postgraduate levels, has supervised several MPhil and PhD students and served as Programme Coordinator of the Masters in Financial and Business Economics programme. His teaching and mentoring have been recognised by the Centre for Excellence in Teaching and Learning (CETL) and the Guild of Students for outstanding contribution to student learning.

Professor Lorde, whose main research interests are in the fields of international tourism, tourism demand and international trade, has published extensively in several journals including the International Trade Journal, the Global Economy Journal, the International Journal of Social Economics and the Journal of Eastern Caribbean Studies. He has published 55 papers and book chapters in peer-reviewed journals, prepared 7 technical reports and presented papers at 47 conferences.

Based on his publications, he has earned third place out of 11 economists in Barbados; and according to Research Papers in Economics (RePEc), a central index of economics research, he is currently ranked in the top 10% in Central America and the Caribbean and the top 14% in Latin America and the Caribbean.

Commencing August 01, 2020, Professor Lorde will take up the post of Dean, Faculty of Social Sciences.



Professor Troy Lorde

Recognition



Dr Peter Adams



Professor Simon Anderson

Dr Peter Adams, Dean, Faculty of Medical Sciences

- Member, Eastern Caribbean Health Outcomes Research Network (ECHORN)

Professor Simon Anderson, Director, George Alleyne Chronic Disease Research Centre

- Member, Caribbean Public Health Agency's Steering Committee Caribbean Moves
- Member, CARICOM Inter-Agency Technical Committee for the Joint Meeting of the Council for Trade and Economic Development (COTED) and the Council for Human and Social Development (COHSOD)
- The UWI Cave Hill's Representative, National Non Communicable Diseases Commission
- The UWI Co-Chair, Glasgow-Caribbean Centre for Development Research
- Member, Pan American Health Organization/World Health Organization Technical Advisory Group on Advancing the Non-Communicable Disease Agenda in the Caribbean

Recognition



Mrs Sharon
Alexander-Gooding



Professor The Most Honourable
V Eudine Barriteau, FB, GCM



Dr David Berry



Dr Stacey Blackman



Ms Diana Bryan

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

- Representative, International Council on Archives (ICA) to the World Intellectual Property Organisation (WIPO)

Professor The Most Honourable V Eudine Barriteau, FB, GCM, Pro Vice-Chancellor and Principal

- Recipient, The Order of the Freedom of Barbados
- Chair, Services and the Creative Economy Committee, Barbados

Dr David Berry, Dean, Faculty of Law

- Eminent Caribbean International Jurist, Caribbean Academy for Law and Court Administration (CALCA)

Dr Stacey Blackman, Lecturer, Faculty of Humanities and Education

- Invited by the Ministry of Education, Technological and Vocational Training to serve on The Committee for the Development of Special and Inclusive Education Policy

Ms Diana Bryan, Department Head, Student Accommodation, Halls of Residence

- Member, Barbados National Standards Building Code Committee

Recognition



Mr Jeff Cumberbatch



Dr Colin Depradine



Dr Halimah Deshong



Mrs Nicole Foster



Dr Leah Garner-O'Neale

Mr Jeff Cumberbatch, Faculty of Law

- Judge, Barbados Court of Appeal

Dr Colin Depradine, Dean, Faculty of Science & Technology

- Member, The Barbados National Commission for United Nations Educational, Scientific and Cultural Organization

Dr Halimah Deshong, Head, Institute for Gender and Development Studies, Nita Barrow Unit

- Minister Counsellor to the Mission of St Vincent and the Grenadines to the United Nations
- Chairperson, National Advisory Council on Gender

Mrs Nicole Foster, Lecturer, Faculty of Law

- Member, Board of Directors, Barbados National Standards Institution
- Member, CARICOM Inter-Agency Technical Committee for the Joint Meeting of the Council for Trade and Economic Development (COTED) and the Council for Human and Social Development (COHSOD)
- Member, Pan American Health Organization Technical Advisory Group on Alcohol Policy

Dr Leah Garner-O'Neale, Deputy Dean (Outreach and Research); Lecturer, Faculty of Science & Technology

- Member of the committee for development of the analytical framework for the effective monitoring and testing of available alternative products to single use plastics and Styrofoam products

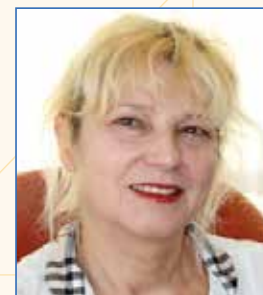
Recognition



Dr Tonya Haynes



Dr Kristina Hinds



Professor Alina
Kaczorowska-Ireland



Professor Troy Lorde



Mrs Sonia Mahon

Dr Tonya Haynes, Lecturer, Institute for Gender and Development Studies: Nita Barrow Unit

- Member, Social Justice Committee, Ministry of Labour and Social Partnership Relations

Dr Kristina Hinds, Senior Lecturer, Faculty of Social Sciences

- Member, Gender Action Team of the Barbados Association of Non-Governmental Organisations (BANGO);
- Director and Company Secretary, Hinds Transport Services Ltd

Professor Alina Kaczorowska-Ireland, Lecturer, Faculty of Law

- Eminent Caribbean International Jurist, Caribbean Academy for Law and Court Administration (CALCA)

Professor Troy Lorde, Head, Department of Economics, Faculty of Social Sciences

- Deputy Chairman, Management Committee of the Agricultural Development Fund;
- Member, Minimum Wage Board, Ministry of Labour and Social Partnership Relations

Mrs Sonia Mahon, Assistant Registrar (Ag), Student Enrolment and Retention Unit

- Education Chair, Youth Equipped to Achieve (YEA) Organisation

Recognition



Dr Janeille Matthews



Dr Joanne Paul-Charles



Mrs Amanda Reifer



Dr Jan Yves Remy



Dr Bernd Sing

Dr Janeille Matthews, Lecturer, Faculty of Law

- Invited by the Chief Justice of the Barbados Supreme Court to sit on the Barbados Sentencing Guidelines Committee

Dr Joanne Paul-Charles, Lecturer, Faculty of Medical Sciences

- Member, Barbados Medical Council

Mrs Amanda Reifer, Head, Academy of Sport

- Member, Cricket West Indies (CWI) Cricket Committee

Dr Jan Yves Remy, Deputy Director, Shridath Ramphal Centre

- Member, World Trade Organisation Dispute Panel

Dr Bernd Sing, Lecturer, Faculty of Science & Technology

- Member, Research, Cyber Security and Databases Subcommittee, QEH

Recognition



Mrs Judith Toppin



Professor Joel Warrican



Dr Avril Williams



Dr Ronnie Yearwood

Mrs Judith Toppin, Officer in Charge, Sidney Martin Library

- Member, Committee to select candidates for Japan's International Exchange and Teaching Programme (JET)
- Member, Steering Committee for the design of a new library building for the University of Guyana

Professor Joel Warrican, Director, School of Education

- Member, Task Force for the establishment of a Caribbean new school fit for the demands of the twenty first century

Dr Avril Williams, Head, Department of Biological & Chemical Sciences

- Participant, International Atomic Energy Agency Advisory Mission

Dr Ronnie Yearwood, Lecturer, Faculty of Law

- Chairman, Board of Management, Alexandra School
- Member, Board of Invest Barbados

STATISTICS

On-Campus Student Registration by Faculty 2011/2012 - 2020/2021 Undergraduates plus Postgraduates ^{2/3}

YEAR	Culture, Creative and Performing Arts ⁴	Humanities & Education ¹	Law	Medical Sciences	Science & Technology	Social Sciences	Sport	TOTALS
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
2019/2020	-	676	481	509	1132	3215	151	6164
2020/2021	53	664	468	500	1274	3533	176	6668

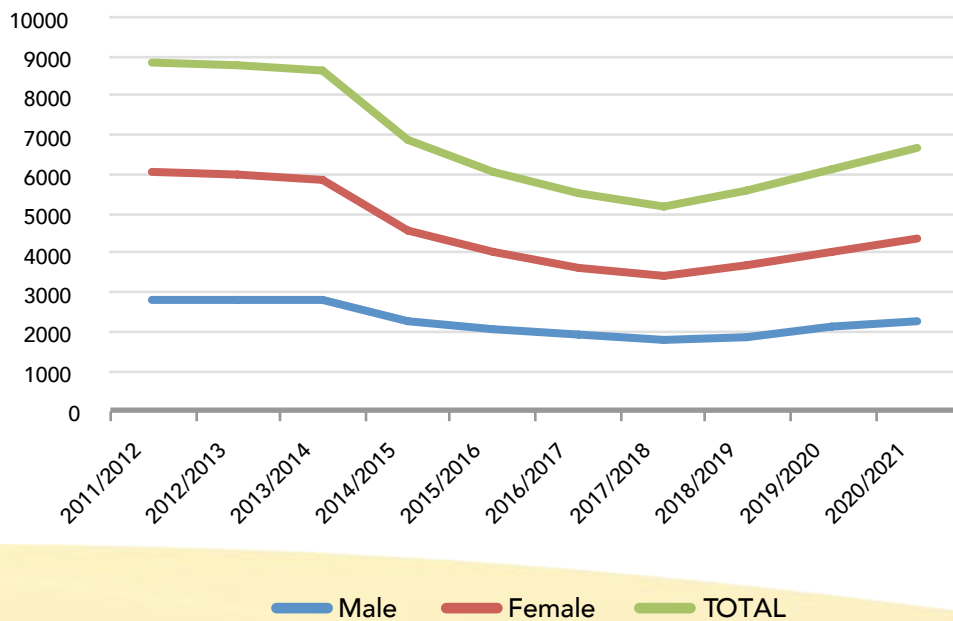
1 Data for Humanities & Education includes 5 postgraduate students in the Institute for Gender and Development Studies

2 Data excludes students enrolled in Tertiary Level Institutions

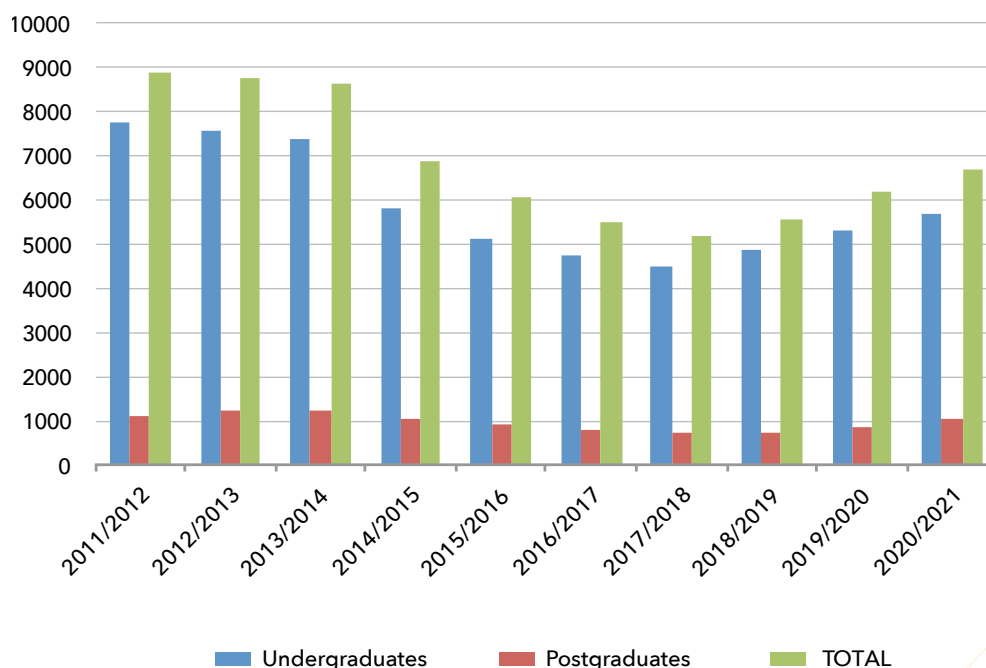
3 Data excludes 295 participants in the Centre for Professional Development and Lifelong Learning

4 The Faculty of Culture, Creative and Performing Arts was established in 2020

Total On-Campus Student Registration by Gender 2011/2012 - 2020/2021



Total On-Campus Student Registration by Level 2011/2012 - 2020/2021

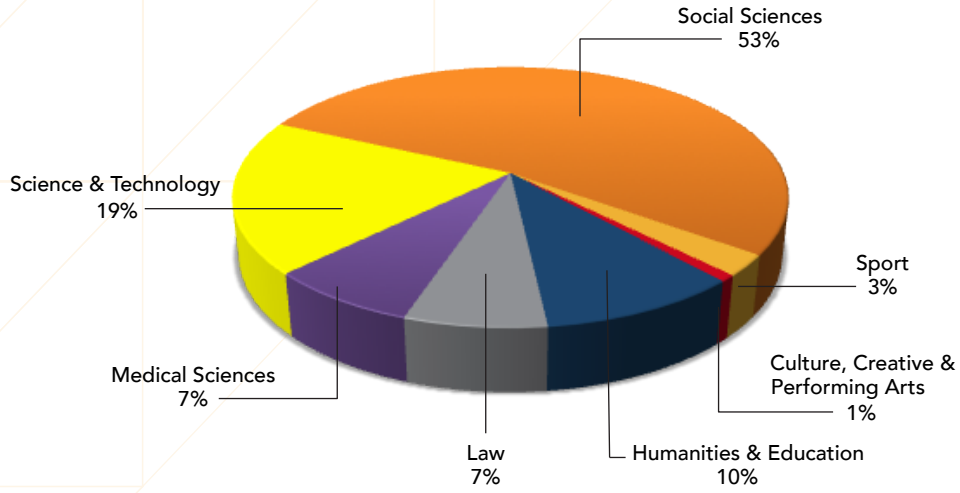


Distribution of Total On-Campus Student Registration 2020/2021 by Nationality and Faculty

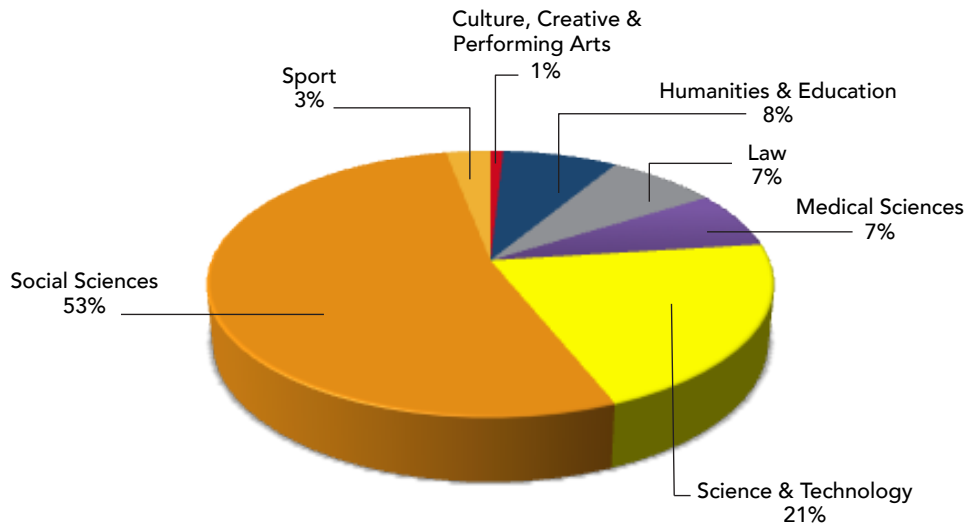
FACULTY	UNDERGRADUATE						POSTGRADUATE						TOTALS
	B'dos	UWI-17*	T&T	J'ca	Others	TOTAL	B'dos	UWI-17*	T&T	J'ca	Others	TOTAL	
Culture, Creative and Performing Arts	47	2	0	0	0	49	4	0	0	0	0	4	53
Humanities & Education	411	21	5	0	2	439	193	17	3	2	10	225	664
Law	233	90	77	15	5	420	36	8	0	3	1	48	468
Medical Sciences	181	38	168	2	3	392	95	6	5	0	2	108	500
Science & Technology	1057	107	9	9	1	1183	57	23	3	5	3	91	1274
Social Sciences	2723	182	43	12	42	3002	434	69	16	4	8	531	3533
Sport	143	13	10	4	0	170	4	0	2	0	0	6	176
TOTAL	4795	453	312	42	53	5655	823	123	29	14	24	1013	6668

* The UWI-17 Countries included are: 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

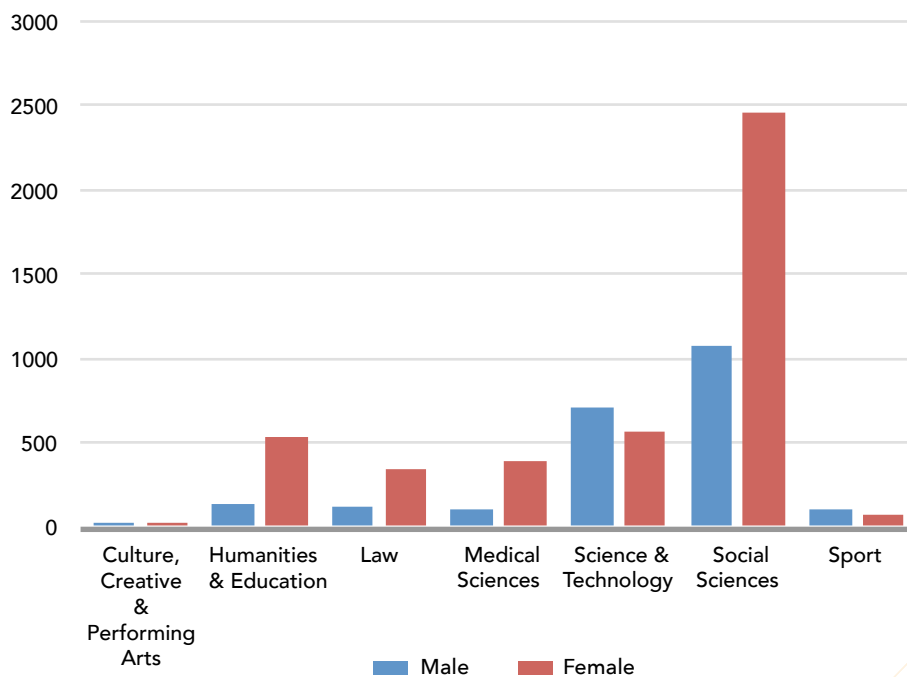
Distribution of Total On-Campus Student Registration 2020/2021 by Faculty



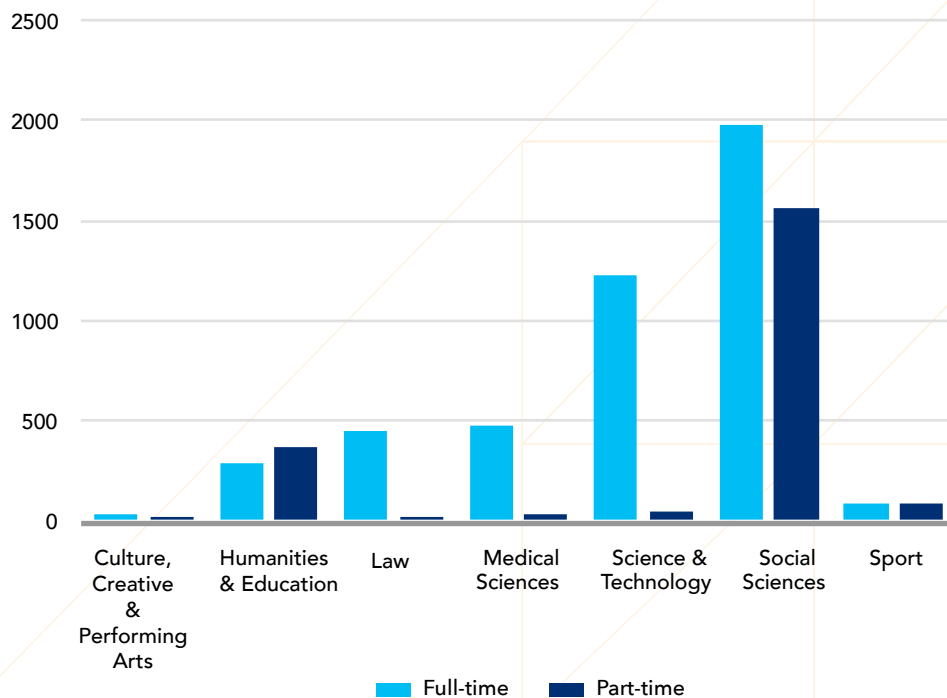
Distribution of Undergraduate Students 2020/2021 by Faculty



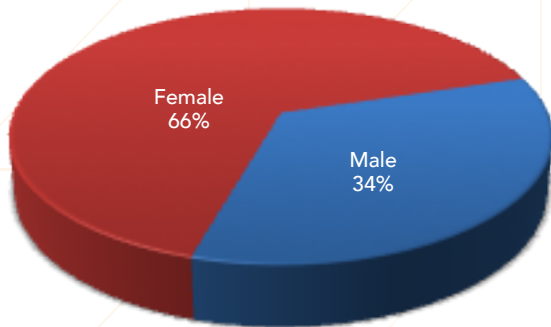
Distribution of Total On-Campus Student Registration 2020/2021 by Faculty and Gender



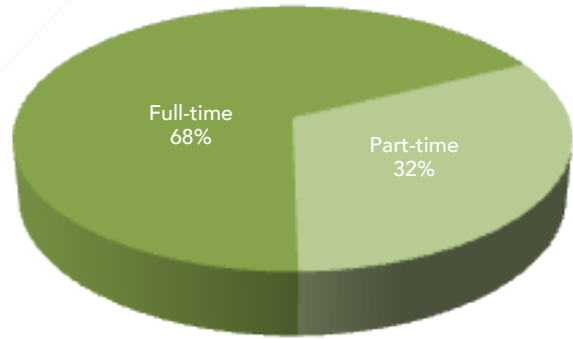
Distribution of Total On-Campus Student Registration 2020/2021 by Faculty and Status



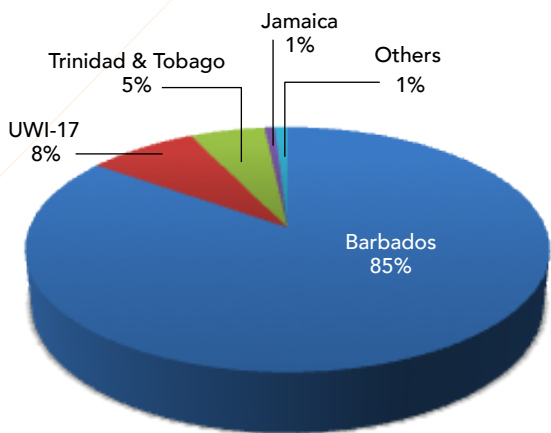
Distribution of Total On-Campus Student Registration 2020/2021 by Gender



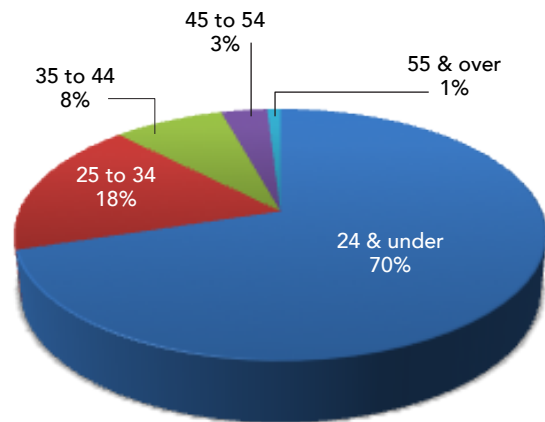
Distribution of Total On-Campus Student Registration 2020/2021 by Status



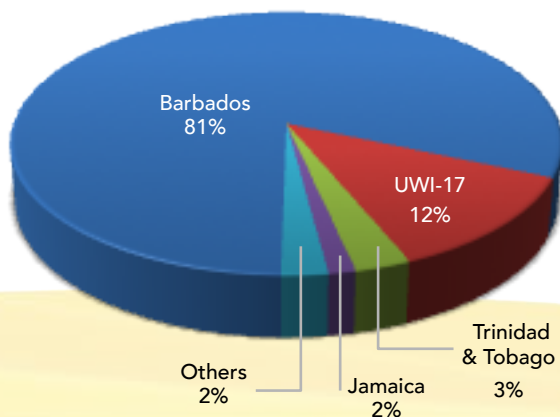
Distribution of Undergraduate Students 2020/2021 by Nationality



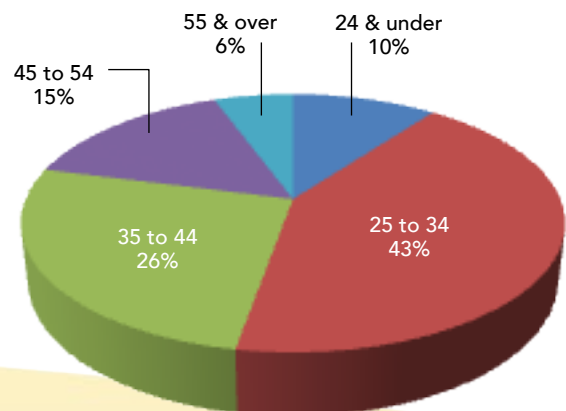
Distribution of Undergraduate Students Registration 2020/2021 by Age Range



Distribution of Postgraduate Students 2020/2021 by Nationality



Distribution of Postgraduate Students 2020/2021 by Age



Distribution of Postgraduate Students 2020/2021 by Faculty/Institute and Nationality

COUNTRY	Culture, Creative & Perform Arts			Humanities & Education			Law			Medical Sciences			Science & Technology			Social Sciences			Sport			TOTALS		
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
Anguilla	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	1	1	
Antigua and Barbuda	0	0	0	0	0	0	0	0	0	0	0	0	1	1	2	3	10	13	0	0	0	4	11	15
Australia	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Bangladesh	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
Barbados	2	2	4	53	140	193	18	18	36	18	77	95	30	27	57	144	290	434	2	2	4	267	556	823
Belize	0	0	0	0	1	1	1	0	1	0	0	0	2	0	2	0	7	7	0	0	0	3	8	11
Bermuda	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	1	1
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	0	0	0	1	1	0	0	0	0	1	1
Canada	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	1	1
Cayman Islands	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	0	0	0	0	0	0	0	0	0	1	1	2	3	5	1	11	12	0	0	0	3	15	18
Ghana	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
Grenada	0	0	0	0	4	4	0	1	1	0	0	0	1	0	1	2	2	4	0	0	0	3	7	10
Guyana	0	0	0	0	0	0	0	1	1	0	0	0	1	1	2	2	4	6	0	0	0	3	6	9
Italy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	1	1
Jamaica	0	0	0	0	2	2	0	3	3	0	0	0	1	4	5	1	3	4	0	0	0	2	12	14
Nigeria	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1
St. Kitts and Nevis	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	3	3	0	0	0	0	4	4
St. Lucia	0	0	0	0	4	4	0	1	1	0	1	1	0	4	4	5	6	11	0	0	0	5	16	21
St. Vincent & the Grenadines	0	0	0	0	5	5	0	5	5	0	2	2	0	4	4	3	5	8	0	0	0	3	21	24
The Bahamas	0	0	0	0	2	2	0	0	0	0	2	2	1	3	4	1	6	7	0	0	0	2	13	15
Trinidad & Tobago	0	0	0	2	1	3	0	0	0	1	4	5	0	3	3	3	13	16	0	2	2	6	23	29
Turks & Caicos Islands	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	1	0	1
United Kingdom	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	1	0	1
United States of America	0	0	0	2	4	6	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	2	5	7
TOTAL	2	2	4	60	165	225	19	29	48	20	88	108	39	52	91	167	364	531	2	4	6	309	704	1013

**Examination Results For 2019/2020 With Comparative Totals
For 2018/2019 Undergraduate Degrees**

FACULTY	UNDERGRADUATE DEGREES ¹						COMPARATIVE TOTALS 2018/2019
	DISTINCTION & HONOURS	FIRST CLASS	UPPER 2ND CLASS	LOWER 2ND CLASS	PASS	TOTALS	
Humanities & Education	0	31	37	24	12	104	111
Law	0	16	58	55	12	141	87
Medical Sciences	35	5	6	2	87	135	56
Science & Technology	0	23	53	29	14	119	128
Social Sciences	0	54	149	157	55	415	517
Sport	0	4	6	2	0	12	17
TOTAL	35	133	309	269	180	926	916

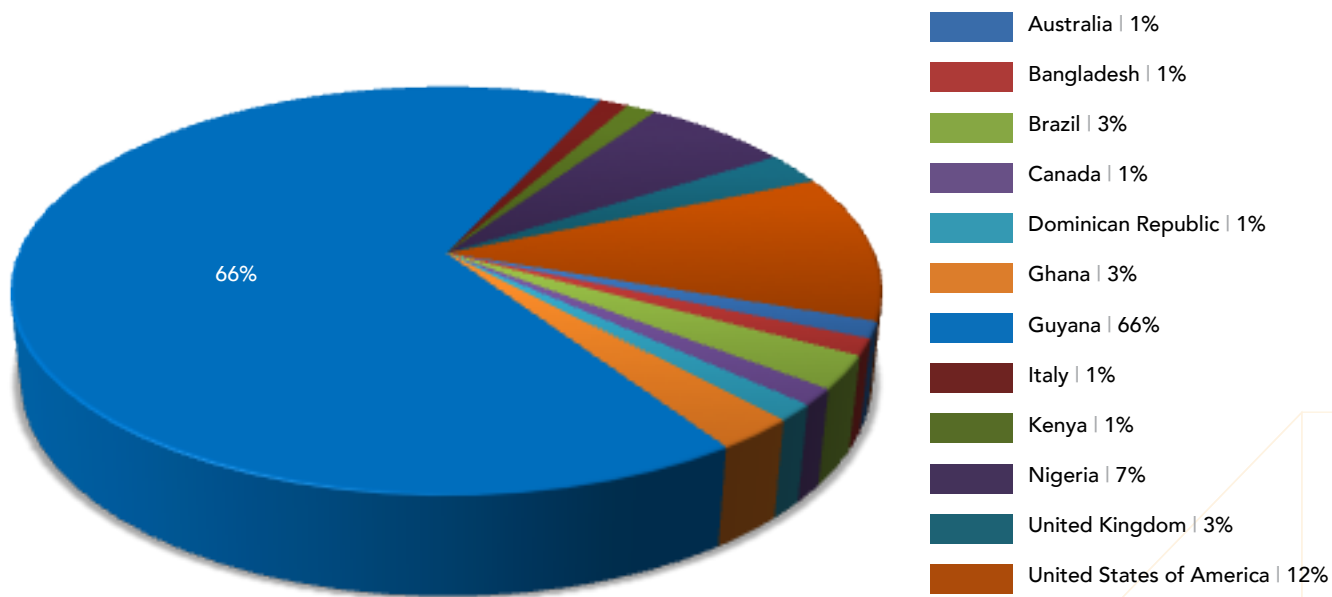
¹ Excludes 57 Undergraduate Diplomas

**Examination Results For 2019/2020 With Comparative Totals
For 2018/2019 Postgraduate Degrees**

FACULTY	POSTGRADUATE DEGREES, DIPLOMAS AND CERTIFICATES						COMPARATIVE TOTALS 2018/2019	
	PHD/DBA	DM	MPHIL	TAUGHT MASTERS	DIPLOMAS	CERTIFICATES		TOTALS
Humanities & Education ¹	4	0	0	126	0	16	146	132
Law	1	0	0	28	0	0	29	21
Medical Sciences	3	3	0	19	0	0	25	33
Science & Technology	1	0	3	12	0	0	16	28
Social Sciences	4	0	4	83	3	0	94	121
Sport	0	0	0	10	0	0	10	7
TOTAL	13	3	7	278	3	16	320	342

¹ Faculty of Humanities and Education total includes 1 MSc graduand from the Institute for Gender and Development Studies

All Students from Non-UWI Counties Registered in 2020/2021



CAMPUS STAFF

PROMOTIONS, NEW APPOINTMENTS, TEMPORARY APPOINTMENTS, RETIREMENTS AND RESIGNATIONS AS AT JULY 31, 2020

PROMOTIONS

Dr John Charlery

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

Dr Henry Valles Rodriguez

Promoted to Senior Lecturer
Department of Biological and
Chemical Sciences

Dr Michael Campbell

Promoted to Senior Lecturer
Faculty of Medical Sciences

Dr Kim Quimby

Promoted to Senior Lecturer
Faculty of Medical Sciences

Ms Varsha Persaud

Promotion to Senior Lecturer level
Office of Research

Dr Stacey Blackman

Promoted to Senior Lecturer
School of Education

Dr Aaron Kamugisha

Promoted to Professor
Faculty of Humanities and Education

Dr Shane Austin

Promoted to Lecturer
Department of Biological and
Chemical Sciences

Dr Dwayne Devonish

Promoted to Professor
Department of Management Studies

Dr Philmore Alleyne

Promoted to Professor
Department of Management Studies

Dr Troy Lorde

Promoted to Professor
Department of Economics

Dr C Justin Robinson

Promoted to Professor
Department of Management Studies

Ms Sherry Maynard

*Promoted to Senior Information
Technologist I*
Campus IT Services

NEW APPOINTMENTS

Dr Roxanne Burton

Lecturer
Department of History
& Philosophy

Dr Mahalia Jackman

Lecturer
Department of Economics

Dr Madhuvanti Murphy

Senior Lecturer
George Alleyne Chronic Disease
Research Centre

Mr Barry Jordan

Information Technologist
Campus IT Services

Mr Khaleid Holder

Student Services Manager
Office of Student Services

Dr Jason Marshall

Lecturer
School of Education

Dr Jason Haynes

Lecturer
Faculty of Law

Dr Catherine Trotman

Assistant Lecturer
Department of Government,
Sociology, Social Work
& Psychology

Ms Lisa Amanda Cumberbatch

Lecturer
Errol Barrow Centre for
Creative Imagination

Mr Russell Watson

Lecturer
Errol Barrow Centre for
Creative Imagination

Mrs Halcyon Wiltshire-Busby

Assistant Archivist
Registry

Mrs Chloir Springer

Nurse Administrator
Office of Student Services

TEMPORARY APPOINTMENTS

Centre for Excellence in Teaching and Learning

Mr Troy Carrington

Faculty Development Facilitator
(E-learning and Instructional Technology)

Mr Omar Small

Faculty Development Facilitator
(Curriculum and Instruction)

Caribbean Law Institute Centre

Ms Charleen Walkes

Project Officer

Mr Jamar Payne

Project Officer

UWIHARP

Ms Monique Springer

Project Officer

Ms Kelly-Ann Knight

Project Officer

Office of Marketing & Communication

Mrs Amanda Watkins

Marketing Assistant

INPLAIS

Ms Khadija Holder

Research Assistant

Bursary

Mr Collin White

Financial Manager

Sidney Martin Library

Mr Carlyle Best

Librarian III

Registry

Mrs Phyllis Taitt

Assistant Registrar

Enterprise Systems Support Unit

Ms Karen Smith

Functional Analyst

Principal's Office

Ms Kerri-Ann Haynes Knight

Executive Assistant

Office of Deputy Principal

Dr Sonya Pierce

Project Officer

Errol Barrow Centre for Creative Imagination

Ms Alison Johnson

Administrative Officer

Shridath Ramphal Centre for International Trade Law, Policies and Services

Ms Camille Russell

Research Assistant

Ms Chelcee Brathwaite

Research Assistant

FACULTY OF HUMANITIES AND EDUCATION

Foundation Language Programme

Ms Sherry Asgill

Instructor

Ms Amarel Collymore

Tutor

Ms Sophia Edwards

Instructor

Ms Zoanne Evans

Instructor

Mrs Shirley Morris

Tutor

Mr Kelvin Quintyne

Instructor

Mr Samuel Soyer

Instructor

Ms Carolyn Walkes

Instructor

Dr Chloe Walker

Instructor

Department of Language, Linguistics and Literature

Ms Dawn Farrell-Boyce

Teaching Assistant

Ms Paula González Garcia

Teaching Assistant

Mr Marco Shaumloeffel

Lecturer

Department of History and Philosophy

Mrs Felicia Dujon

Lecturer

Dr Rodney Worrell

Lecturer

FACULTY OF LAW

Mr Rashad Brathwaite

Research Fellow

FACULTY OF MEDICAL SCIENCES

Dr Alain Reid

Lecturer

Dr Natalie Greaves

Lecturer

Dr Karisha

Hinkson- LaCorbinière

Lecturer

Dr Charisse Best

Lecturer

FACULTY OF SCIENCE AND TECHNOLOGY

Department of Biological & Chemical Sciences

Dr Nikolai Holder
Research Assistant

Department of Computer Science, Mathematics and Physics

Mrs Tessa King-Inniss
Lecturer

Mr Stephen Mendes
Assistant lecturer

CERMES

Ms Kristie Alleyne
Research Assistant

Dr Julian Walcott
Technical Officer

FACULTY OF SOCIAL SCIENCES

Mr George Pilgrim
Research Assistant

Department of Economics

Ms Carol-Anne Blenman
Research Assistant

Ms Tracey Broome
Lecturer

Mr Anderson Elcock
Lecturer

Mr Antonio Springer
Lecturer

Ms April Louis
Temporary Research Assistant

Dr Antonio Alleyne
Lecturer

Department of Economics

Mr Simon Naitram
Assistant Lecturer

Mr Jeremy Stephen
Lecturer

Department of Management Studies

Ms Mikaila Collymore
Research Assistant

Ms Neela Cezai
Research Assistant

Department of Government, Sociology and Social Work

Mr Duane Edwards
Research Assistant

Ms Joan Cuffie
Lecturer

Ms Ayodele Harper
Assistant Lecturer

Sir Arthur Lewis Institute of Social and Economic Studies (SALISES)

Dr Latoya Lazarus
Research Fellow

Ms Melanie Callender-Forde
Research Assistant

INSTITUTE FOR GENDER & DEVELOPMENT STUDIES:

NITA BARROW UNIT

Ms Daniele Bobb
Research Assistant

Ms Leigh-Ann Worrell
Project Coordinator

Dr Letnie Rock
Senior Lecturer

Mr Darren Carter
Research Assistant

FACULTY OF SPORT Academy of Sport

Mr Akeem Dewar
Regional Sports Coordinator

Mr Pedro Collins
Head Coach

Retirements

Mr Patrick Gill
Campus Chief Information Officer
CITS

**Mrs Sharon
Alexander-Gooding**
Registry
Campus Records Manager

Dr Upindranth Sing
Professor
Department of Computer Science,
Mathematics & Physics

Mr Kenneth Walters
Campus Registrar
Office of the Registrar

Ms Ingrid Iton
Librarian III
Sidney Martin Library

Mr Carlyle Best
Librarian III
Sidney Martin Library

Dr Evelyn O'Callaghan
Professor
Department of Language,
Linguistics and Literature

Resignations

Dr Jonad Pulaj
Assistant Lecturer
Department of Computer Science,
Mathematics & Physics

Mr Jefferson Cumberbatch
Senior Lecturer
Faculty of Law

Mr Keith Nurse
Senior Research Fellow
SALISES

Mr Kelvin Quintyne
Instructor
Department of Language,
Linguistics & Literature

Ms Kristie Alleyne
Research Assistant
CERMES

BENEFACTORS

PRIVATE INDIVIDUALS

Professor Opal Palmer Adisa

Sir Paul Bernard Altman,
*KA, GCM, BCH, JP, BBA Mia,
Hon LLD The UWI, Cave Hill
Campus*

Ms Anna Beckles

Mr Ralph Boyce

Mr Richard P Brown Jr Esq

Mr Andrew Bynoe

The Honourable Marsha
Caddle, *MP*

Ms Janet Caroo

Dr Vikash Chatrani

Dr The Honourable Sir. Richard
Cheltenham, *KA, QC, PhD, JP*

Mr Peter Cohen

Drs Don and Cynthia Degazon

The Late Ann Denis

Mr Charles Edwin Edghill and
Vanessa Ann Edghill

Tony Gale Estate

Ms Anita Guidos

Ms Janice Mayers

Professor John Mayo

Dr Natasha Mortley

Ms Natasha Small

Dr Imani Tafari-Ama

Ms Yvette Wallace

Dr Annette Woodroffe

The family of the late
Charles C Leacock

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Caribbean Women in
Leadership (CIWiL)

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Bridgetown Dutyfree
(formerly Cave Shepherd &
Co Ltd)

Central Bank of Barbados

Challenge Creative Arts and
Training Society

Chancery Chambers (New)

CIBC FirstCaribbean
International Bank

Clarke, Gittens & Farmer,
Attorneys-at-Law

CLICO International Life
Insurance Ltd

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Coconut Court Beach Resort

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Insurance Company Ltd

Creative Junction Inc

Design Build Inc

Diagnostic Radiology Service

Digicel Group

District Grand Lodge of
Barbados

East Caribbean Group of
Companies

Eastern Caribbean Central Bank

Enterprise Growth Fund Ltd

Equality and Justice Alliance

Ermine Holmes Memorial
Scholarship



Ernst & Young Caribbean
Estates in St George
Foster Foundation
GEMS of Barbados
Gildan Activewear
Goddard Enterprises Ltd
Government of Antigua
& Barbuda
Government of Barbados
Government of Dominica
Government of Grenada
Government of St Kitts
and Nevis
Government of St Lucia
Government of St Vincent and
the Grenadines
Grand Project Caribbean
Guardian Holdings Ltd/
Guardian General
Guild of Students
Human Resource Association
of Barbados Inc
HURT - Helping Us Reach Them
Innotech Services Ltd
Institute of Chartered
Accountants of Barbados
Insurance Corporation of
Barbados Ltd
KPMG Barbados
Lee's Bistro and Catering
Services Inc
Living Water Community
Lloyd Erskine Sandiford
Conference Centre
M & W Construction Services
Maria Holder Memorial Trust
Massy Group Barbados
McEneaney Alton
(Barbados) Ltd
Miller Publishing Company Ltd
Ministry of Labour and Social
Partnership Relations Mobile
and Marine Systems Ltd

Mobile and Marine Systems Ltd
Nation Publishing Co Ltd
National Oceanic and
Atmospheric Administration
(NOAA), USA
Neal and Massy Ltd
Organisation of
American States (OAS)
Productive Business
Solutions Ltd.
Peter Moores Charitable Trust
Pine Hill Dairy
PricewaterhouseCoopers
Radiology Service Inc
Royal Bank of Canada
(Barbados) Ltd
S B T Building &
Construction Inc
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Scotia Insurance
(Barbados) Ltd
Scotiabank (Barbados)
SigniaGlobe Financial Inc
SOL Group
Spectrol Medical
Laboratories Inc
St Kitts and Nevis
St Nicholas Abbey
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Memorial Trust
The UWI Cave Hill -
Campus IT Services (CITS)
Tobacco Company
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Corporation, Barbados
UNESCO World
Heritage Centre
United Nations Women
Multi-Country Office –
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UWI Alumni Circle
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Equality Fund
Canadian Aid (CIDA / CTAP)
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Havana, Cuba
Embassy of Colombia
Embassy of the United
States of America

Embassy of Venezuela	Natural Science and Engineering Research Council of Canada	United Nations Children's Fund (UNICEF)
European Development Fund	New York based Universal Books	United Nations Development Fund for Women (UNIFEM)
European Union	OAK Foundation	United Nations Development Programme (UNDP)
European Union	Ocean Fund of Royal Caribbean Cruises	United Nations Economic Commission for Latin America and the Caribbean (UNECLAC)
Fontys University of Applied Sciences	Oxford University	United Nations Educational, Scientific and Cultural Organisation (UNESCO)
Food and Agriculture Organisation of the United Nations (FAO)	Pan American Health Organisation (PAHO)	United Nations Environment Programme (UNEP)
Ford Foundation	ParlAmericas	United Nations Office for Project Services (UNOPS)
Global Economic Monitor	Peter Moores Foundation	United Nations World Food Programme
Government of Canada	Petroleos de Venezuela SA (PDVSA)	Universidade Federal Fluminense
Government of the Republic of the Netherlands	Phytopharma Action International, USA	University of California (UCEAP)
Harvard T H Chan School of Public Health - Bernard Lown Scholars in Cardiovascular	Princeton University, USA	University of Flensburg
Health Program Loan Scholar Project	Queen's University Faculty of Law	University of Glasgow
High Commision of Canada	Rockefeller Foundation	University of Havana
IBOM Metropolitan Polytechnic	Science and Engineering Research Council of Canada	University of Strathclyde
Instituto Tecnologico de Santo Domingo	Scotiabank (Barbados)	U S Agency for International Development (USAID)
Inter-American Development Bank	SickKids - The Hospital for Sick Children	Westminster Foundation for Democracy (WFD)
Inter-American Investment Corporation	Spagnvola Chocolatier	World Bank
International Development Research Centre	Systems Consulting Ltd	World Health Organisation (WHO)
International Foundation for Science (Sweden)	The Amberstone Trust	
Jamaica National Commission for UNESCO	The Futures Group International, USA	
Koskie Minsky LLP	The Green Climate Fund	
Leeds Metropolitan University	The National Academies, USA	
Leuphana University Lüneburg	The National Institute on Minority Health and Health Disparities (ECHORN)	
Leverhulme Trust (UK)	The Organization of American States (OAS)	
MacArthur Foundation	The Population Council, USA	
Marine Turtle Conservation Fund	The Research Institute for the Study of Man	
McGill University	Trinity Church, New York	
Microsoft Corporation	Tulane University	
National Fish and Wildlife Foundation	U K Research and Innovation (UKRI)	
National Research Council, USA	Unicomer Courts Barbados Ltd	

SCHOLARSHIPS, AWARDS AND PRIZES

1948 Medical Society
 American Foundation for The UWI Scholarship
 Anthony & Joy Bland Charitable Trust
 Barbados Association of Bermuda Scholarship
 Barbados Association of Medical Practitioners Scholarship

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





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