

Annual Report
2012/2013



THE UWI
OPEN CAMPUS

STUDENT-CENTRED | AGILE | ACCESSIBLE | ENABLING

A Campus for the times . . .
A Campus for the future



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ACCESSIBLE ► ENABLING



THE UWI OPEN CAMPUS

Guiding Principles

THE OPEN CAMPUS OF THE UNIVERSITY OF THE WEST INDIES IS BASED ON THE IDEA THAT THE HIGH-QUALITY UNIVERSITY EDUCATION, RESEARCH AND SERVICES AVAILABLE AT OUR INSTITUTION SHOULD BE OPEN AND AVAILABLE TO ALL PEOPLE WHO WISH TO REACH THEIR FULL POTENTIAL INSIDE AND OUTSIDE OF THE CARIBBEAN REGION.

THE OPEN CAMPUS WILL ADOPT QUALITY TEACHING AND LEARNING EXPERIENCES, INNOVATIVE PEDAGOGIC DESIGN, RELEVANT RESEARCH AND COMMUNITY PARTNERSHIPS TO DELIVER FACE-TO-FACE, BLENDED AND ONLINE LEARNING.

Core Values

STUDENT-CENTRED

AGILE

ACCESSIBLE

ENABLING



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Professor Hazel Simmons-McDonald
Pro Vice-Chancellor & Principal



► PRINCIPAL'S

Overview

A fifth birthday is an important milestone in a child's life; for many, it marks the beginning of what should be an exciting start of formal schooling and the promise of the fun and wonderful adventure that the schooling experience can be. A fifth anniversary is also important in the life of a campus. In 2012/2013 the Open Campus marked the fifth year of its establishment and it was a year in which we reviewed our operations and assessed our progress even as we looked forward with "great expectations" to the promise of the future. It was a year of sober reflection and also of celebration.

We reviewed Open Campus activity over preceding years during which the 2007–2012 UWI Strategic Plan was being implemented even as we planned ahead for the implementation of the 2012–2017 UWI strategic plan. The 2007–2012 Plan had articulated the establishment of the Open Campus as the UWI's fourth aim, and seven specific objectives had been set under this aim. We were pleased that in April 2008 the UWI Council had approved the Administrative Structure that had been designed for the Open Campus and the Campus plan for managing, developing and implementing open and flexible learning both in online and face-to-face modalities had been accepted after extensive consultations with the Academic Boards of sister campuses, selected faculties and departments on each campus, governments in the UWI-12, the majority of the thirteen trade unions across the jurisdiction and the various departments within the Open Campus. We were also pleased that in collaboration with sister campuses University-

wide policies had been established for the development and management of inter-institutional relationships and by 2009 the Divisions within the Open Campus were working very hard to create a student-centred learning environment and expand the scope of UWI by bringing UWI to under-served communities and increasing access to its programmes and services.

Yet, sober reflection would indicate that more work would be needed to refine the policies for managing the UWI online suite of programmes and we would have to expend much more effort to forge strong, collaborative relationships with sister campuses. Our examination of the architecture of the UWI in our fifth anniversary year would reveal that the seams uniting Open Campus with sister campuses were not as neatly mitred as we all desired. Building sturdy relationships for mutual benefit would therefore be a primary object for the Open Campus in the new planning period and we commenced immediately to design a process for engagement and

► The Open Campus would need an injection of funds over and above the income generated from fees to achieve the expected expansion and redevelopment objectives in all areas

collaboration that will be more enduring and aligned with the UWI's strategic goal for Open and Distance Learning. We also re-engineered some internal processes to manage the agenda for course development and delivery in the various modalities that would avoid duplication of effort in Divisions.

As we reviewed the developmental work we had planned to undertake in the first five years and which had been our initial expectation as we implemented the concept for the Open Campus designed by UWI, we realised that the regional economic situation which had deprived us of the initial investment we would need for establishment would require the Open Campus to seek alternate funding if it hoped to make strides with the development and expansion of Open Campus Libraries, the rapid development of new and repurposed courses for online delivery and the upgrading of dilapidated Sites across the jurisdiction. The Open Campus would need an injection of funds over and above the income

generated from fees to achieve the expected expansion and redevelopment objectives in all areas: programming, student support services, library development, creating learner friendly environments in upgraded centres, significant technological upgrades, and managing the routine administrative operations necessary for a campus to function. In the face of multiple challenges that would jeopardise its survival, the Open Campus has been resilient in its efforts to implement actions necessary for its viability and this resilience which has required very stringent management of scarce resources has also borne fruit through the acceptance of Open Campus proposals for support by various agencies as well as plans for increasing fee income.

In 2011 the United Access Fund (now the United Service Fund) of Jamaica awarded the Open Campus a considerable grant for the upgrading of technological infrastructure at all Sites in Jamaica. The Open Campus has established a phased agenda which has resulted in the



Mr Steve Imperato (second left), of FutureFunds Ltd., Advancement Consultant to the University of the West Indies (UWI), hands over a cheque for US\$500 to Pro Vice-Chancellor and Principal of the UWI Open Campus, Professor Hazel Simmons-McDonald (third left) in support of the UWI's second Scholarship Cruise and Learn Adventure scheduled for April 6 to 17, 2014. From left: Dr Joel Warrican, Planning and Development Officer, UWI Open Campus; Ms Minna Isreal, Special Advisor to the Vice-Chancellor on Resource Development; and Professor Vivienne Roberts, Deputy Principal, UWI Open Campus.

upgrade of four Sites to date. Already, the improvement has led to an increase in enrolments in Jamaica. The Open Campus Country Sites Division (OCCS) has also rationalised Site locations based on need, and two Sites in fairly close proximity have been merged and a new one opened in a community that needs skills and competency training in a variety of areas of specialisation. Through continued support available through the fund, the Open Campus will implement its upgrading agenda to create environments that are conducive to learning across the Jamaican landscape and elsewhere in the jurisdiction. The generosity of the Government of Trinidad & Tobago, which has gifted ten acres of

tutional strengthening with a small allocation for planning for facilities development in a subsequent phase. Mindful of the concerns of the governments of the UWI-12 about the expansion of UWI services in these countries, the Open Campus prepared an agenda for Centre development on a phased basis over the next strategic planning period. We were pleased to learn about the approval of a soft loan by the Caribbean Development Bank for the redevelopment of Sites in Saint Lucia and St Vincent and the Grenadines, both of which are scheduled to begin construction in 2014. Our expectation is that these developments will increase the income stream and allow the UWI to further expand its services in

► WHILE WE HAVE DONE MUCH TO ESTABLISH THE CAMPUS IN THE LAST FIVE YEARS, WE ALSO RECOGNISE THAT WE HAVE MUCH TO DO TO FULLY REALISE THE OBJECTIVES OF FINANCIAL INDEPENDENCE AND SEAMLESS COOPERATION WITH SISTER CAMPUSES. THESE WILL REMAIN PRIMARY OBJECTIVES IN THE CURRENT (2012–2017) STRATEGIC PLAN AND WE FULLY EXPECT THAT IN 2017, THE OPEN CAMPUS WHICH WILL THEN BE NINE YEARS OLD WILL HAVE ACHIEVED MUCH MORE AND WILL BE MORE SECURELY CEMENTED IN THE ARCHITECTURE OF THIS UWI THAT WE SERVE. SO WE PROCEED ONWARD AND UPWARDS TOWARDS A BRIGHT AND SUCCESSFUL FUTURE.

land in Chaguanas and support for the construction of a facility there, will enable the Open Campus, over the next two years, to consolidate its services at the main Chaguanas Centre and expand its offerings to include technical and vocational training as well as expand its workforce training programmes in Central Trinidad.

During the last year, the Department of Foreign Trade and Development (DFATD), formerly the Canadian International Development Agency (CIDA) approved a grant of CDN\$20m to the Open Campus for a project to Strengthen Distance Education in the Caribbean (SDEC). This project will allow the Campus to expand online programmes to be delivered by UWI, hence the need for forging those strong collaborative partnerships referred to earlier. The fund is also earmarked for technological upgrades and insti-

these countries. The gift of approximately 80 acres by the Government of Grenada was wonderful news received by the Campus as the relocation of the Site to the lands at Hope Estate while maintaining the Marryshow House as a satellite Site in St Georges will allow for the development of Open Campus and UWI facilities in Grenada into a full campus in due course.

The confidence of external agencies in the Open Campus that resulted in tangible support provided many reasons for celebration, particularly in our fifth anniversary year.

The award of Institutional Accreditation to the Open Campus by the Barbados Accreditation Council (BAC) on Monday 8, July 2013 was cause for much celebration and satisfaction that this fledgling Campus had been recognised for

► Onward and upwards towards a bright and successful future


its “effective systems of monitoring”, its “commitment to quality” and for the “high quality (of its) services”. This award has provided the impetus for the Campus to work harder to achieve excellence in all aspects of its operations.

The actions taken by the Campus to streamline its internal operations for greater efficiency were also very positive steps towards self sufficiency and future success. The reorganisation of both the Academic Programming and Open Campus Country Sites Divisions is expected to result in a more nimble approach to programme development and meeting local demands for programming and services respectively. The introduction of a Planning component to the Institutional Research Unit (Department of Planning and Institutional Research – PAIR) has already yielded significant benefits as the Campus has been able to focus its energies on the sourcing of the data that will inform its implementation of specific initiatives over the next four years. Our technological team (CATS) has worked with all Divisions of the Campus and Collegiate Project Services (CPS) to implement an Enterprise Resource Planning Project (ERP) that will help us identify the system that will best serve our students’ needs and allow us to integrate our services and make them more efficient. We have made good progress in this regard and will implement the next recommended steps towards the installation of a system that will accommodate our requirements.

We are also working within the context of the University Strategic Plan to improve the welfare of the Campus and the University, more generally. To this end, the Open Campus is going to strengthen its institutional advancement programme, by focusing on fundraising efforts, building a database for its alumni and engaging actively with alumni to encourage giving and support for the institution. In April 2014, the

Open Campus will host its second ScholarShip Learning Cruise for alumni, students and friends. This follows the successful first ScholarShip Learning Cruise that was hosted in 2011. This learning experience will include a historical review of and voyage through the Panama Canal in its 100th year of operation, as well as stops at several destinations in Central America, with lectures on-board and at tour Sites that will enrich our understanding of the region and shared heritage with our Latin American neighbours. Another important fundraising event, in the planning stage, is the Joan Armatrading performance in the Caribbean, especially to raise funds for and support the Open Campus. This event is scheduled for 2015.

We had hoped by now to have provided a pathway for the seamless movement of students through Community Colleges and national colleges to UWI. This remains an objective that we continue to work on with the Centre of Regional and International Affairs (CORIA) at UWI Centre. Our students, always the *raison d’être* for our existence, continue to provide us with helpful feedback about the ways in which we can improve our service to them and we continue to work to upgrade our systems for their benefit.

While we have done much to establish the Campus in the last five years, we also recognise that we have much to do to fully realise the objectives of financial independence and seamless cooperation with sister campuses. These will remain primary objectives in the current (2012–2017) Strategic Plan and we fully expect that in 2017, the Open Campus which will then be nine years old will have achieved much more and will be more securely cemented in the architecture of this UWI that we serve. So we proceed onward and upward towards a bright and successful future. 

FASTFACTS 2012/2013

17 Caribbean Countries Served

44 Locations in Caribbean Countries

19,918 Total Student Enrolment

4,198 Online Student Enrolment

15,720 Face-to-Face Student Enrolment

663 Total Student Graduates

78 First Class Honours Undergraduate Students

81 Postgraduate Degrees Awarded

25-44 Average Age Range of Most Graduates

400 Academic & Administrative Staff

34 Student Guild Chapters

DONOR FUNDS

US\$1.3 million from external donors and
CD\$19.2 million from CIDA (now DFATD)



THE UWI STR

MISSION → To advance education and create knowledge through research and innovation to support the inclusive (social, economic, political, and cultural) development of the Caribbean region.

VISION → By 2017, the University will be globally recognised as a leader in Caribbean development and committed to serving the needs of the Caribbean region.

CORE VALUES → INTEGRITY · INTELLECTUAL FREEDOM · EXCELLENCE · INCLUSION · COLLABORATION · INNOVATION · SUSTAINABILITY

STAKEHOLDERS & PARTNERS → STUDENTS · STAFF · GOVERNMENTS · ALUMNI · INDUSTRY · COMMUNITY

STRATEGIC PLAN
2012-2017
 Be Heard. Be Informed. Be Empowered.

STRATEGIC PERSPECTIVES

FINANCIAL

EMPLOYEE ENGAGEMENT & DEVELOPMENT

STRATEGIC THEMES & GOALS

A. Income Source Diversification

Reduce the reliance on government financial assistance and increase the contribution from other sources

B. Recapitalisation of UWI

Restructure the UWI's capital base toward operational independence, renewal and expansion

C. Efficient Resource Utilisation

Introduce systems to promote a culture of greater efficiency and accountability in resource use

A. Competency-based Development

Improve leadership and management capabilities and job competencies of all employees so that they can effectively fulfil their roles

B. Culture of Employee Engagement

Create an organisational environment that promotes personal growth and development for employees and positive cognitive, emotional and behavioural states directed toward optimum organisational outcomes

C. Strengthening Performance Management Systems

Improve and upgrade all HR systems

STRATEGIC FRAMEWORK 2012-17

excellence in teaching, research, innovation, public service, intellectual leadership and outreach in order to support (economic, cultural, environmental) development of the Caribbean region and beyond.

to become a regionally integrated, innovative, internationally competitive university, deeply rooted in all aspects of the lives of the diverse people of the region and beyond.

ETHICS · CIVIC RESPONSIBILITY · ACCESSIBILITY · DIVERSITY · EQUITY

INTERNATIONAL PARTNERS / DONORS · PRIVATE SECTORS

INTERNAL OPERATIONAL PROCESSES	TEACHING, LEARNING & STUDENT DEVELOPMENT	RESEARCH & INNOVATION	OUTREACH
<p>A. Efficient & Effective Academic & Administrative Processes</p> <p>Re-engineer academic and administrative operational processes and procedures to make them simpler, more transparent, efficient, and effective to achieve optimal stakeholder satisfaction within and across campuses</p>	<p>A. Academic Quality Ensure excellence of academic processes</p>	<p>A. Faculty-led Research & Innovation Create an enabling environment to support, foster and increase the output of high quality research and innovation with an emphasis on the Caribbean.</p>	<p>A. National & Regional Development Become the driving force for economic, social, educational, and other critical developmental needs of the region</p>
<p>B. Governance Arrangements Integrate improved governance systems into the UWI's operations</p>	<p>B. Student Engagement & Experience To provide a high quality student experience as a platform for enhanced regional and international student success and long-term commitment to the UWI</p>	<p>B. Graduate Studies & Student Research Enhance graduate studies and increase postgraduate research output.</p>	<p>B. Internationalisation Enhance the global reach and impact of the UWI</p>
<p>C. Management Structures Improve the effectiveness of executive and senior management structures at campus and university levels</p>	<p>C. Open & Distance Education Provide multiple, flexible paths for all constituencies to pursue tertiary education over their lifetime</p>	<p>C. Funding & Partnerships Increase funding and strengthen research partnerships.</p>	<p>C. Marketing & Communication Present a unified brand image for UWI aligned with its strategic vision and initiatives</p>
			<p>D. Alumni Engagement Facilitate the UWI's development through alumni advocacy and structured involvement in UWI and campus life</p>

1.

Financial

- ▶ THE FINANCIAL PERSPECTIVE OF THE UWI'S OPERATIONS HAS BEEN A CONSTANT CHALLENGE ACROSS ALL THREE PREVIOUS STRATEGIC PLANS. THE CENTRAL THRUST IS TO FULFIL THE UWI'S STRATEGIC INTENTIONS BY BROADENING/DIVERSIFYING THE FUNDING BASE, THUS RELYING LESS ON GOVERNMENT SUPPORT.

INCOME SOURCE DIVERSIFICATION

Reduce the reliance on government financial assistance and increase the contribution from other sources.

The Management of the Open Campus is mindful of the challenging economic times in the region and beyond. Hence, it is committed to alleviating the Campus's financial constraints by sourcing funds external to the regional governments by way of grants and philanthropic giving. In this regard, a number of Open Campus students were awarded scholarships. Of significance also is that the Open Campus sought and successfully received grant funding from the Department of Foreign Trade and Development (DFATD), formerly the Canadian International Development Agency (CIDA). In addition, the Consortium for Social Development and Research acquired funding for research projects.

Increase Philanthropic Giving, External Grant Funding and Sponsored Research

Philanthropic Giving

Seven (7) Open Campus students received scholarships for the 2012/2013 academic year. These were as follows:

Canadian Foundation for the University of the West Indies (CFUWI) Scholarships

- Judy-Ann Auld – Grenada
- Richardon Holder – Grenada
- Elora Riley – Dominica
- Aaronia Stedman – Dominica

Open Scholarships

- Claxton Duberry – Antigua and Barbuda
- Petchan Gibbs – Antigua and Barbuda
- Sonja Lageer – Grenada

Grant Funding

The University of the West Indies (UWI) Open Campus received a first grant of Cdn\$20 million from the Department of Foreign Trade and Development (DFATD), formerly the Canadian International Development Agency (CIDA) for a project *Strengthening Distance Education in the Caribbean* (SDEC). The project includes initiatives for institutional strengthening, online programme development and Site technological and physical upgrades over the next five years.

The Honourable Diane Ablonczy, Minister of State of Foreign Affairs (Americas & Consular Affairs) Canada, made the announcement at the UWI Open Campus Antigua and Barbuda on

- ▶ The UWI Open Campus to continue its work with providing access to quality tertiary education and training to the underserved at the community, regional and international levels.



Canada's Minister of State of Foreign Affairs (Americas & Consular Affairs), the Honourable Diane Ablonczy, shakes the hand of the UWI Vice-Chancellor, Professor E. Nigel Harris after the official ceremony to signify the commitment of significant CIDA funding for the future development of the UWI Open Campus. Also celebrating the moment at the ceremony are (from left to right): High Commissioner to Barbados and the Eastern Caribbean, Mr Richard Hanley; Prime Minister of Antigua and Barbuda, the Honourable Baldwin Spencer; Principal of the UWI Open Campus, Professor Hazel Simmons-McDonald; and Ms Louise Clément, Senior Director of CIDA's Caribbean Programme.

May 15, 2013, at a ceremony attended by Antigua's Prime Minister, the Honourable Baldwin Spencer; the Vice-Chancellor of the UWI, Professor E. Nigel Harris; and the UWI Open Campus Principal, Professor Hazel Simmons-McDonald, students, University stakeholders and corporate executives.

Over the past few years, the Principal worked tirelessly with CIDA and other regional developmental institutions, like the Caribbean Development Bank (CDB), to garner further resources to fund the services and products of the UWI Open Campus to continue its work with providing access to quality tertiary education and training to the underserved at the community, regional and international levels.

In expressing her appreciation to CIDA on behalf of the students and staff of the Open Campus, Professor Simmons-McDonald stated that "the fund given by CIDA will allow the University not only to extend its regional reach, but also to expand its global footprint through institutional strengthening initiatives such as the improvement of its technological infrastructure, the development of a much broader slate of programmes in demand, and planning for improved physical facilities that will cater to those who may not have connectivity otherwise."

At the event, the Vice-Chancellor also noted that the CIDA grant "will be extremely useful in improving infrastructure and upgrading equip-

MUSTIQUE CHARITABLE TRUST BURSARIES FOR ST VINCENT & THE GRENADINES STUDENTS 2012–2103

Three students were awarded the Mustique Charitable Trust (MCT) bursaries for the 2012/2013 academic year. Also, for this academic year, the MCT awarded an additional three bursaries to continuing students. The bursaries cover 60% of tuition fees, and include a laptop for each recipient.



ment to enable the UWI to provide better and expanded services to students and by extension the countries in which Open Campus Sites are located.”

Sponsored Research

During the academic year 2012/2013 the Caribbean Child Development Centre (CCDC) was able to attract funding of over US\$145,000 as illustrated in Table 1.

A research grant of US\$200,000, funded by IDB/MOE, was awarded for the project, “Impact Evaluation of Youth Programme in Jamaica: Career Advancement Programme (CAP) and National Youth Service (NYS)”. This research, scheduled to be completed in March 2014, seeks to establish outcome effects on academic, social functioning, workplace skills development, as well as the economic and social benefits provided to participants resulting from their participation in both programmes.

Table 1: CCDC Active Projects, 2012/2013 Academic Year

Title of Grant	Funding Source	Duration	J\$	US\$
RESEARCH PROJECTS				
United Nations Violence Against Children (UNVAC) Follow-up Study	UNICEF (TACRO)	April–Dec. 2012	US\$35,000.	–
OTHER PROJECTS				
Child Rights Training Sustainability Initiative with Jamaica Constabulary Force	UNICEF (JAM)	Dec. 2012 – July 2013	J\$2,971,020	–
Build and Maintain a Website for HFLE (Phase 1)	UNESCO	Sept. 2012– July 2013	–	US\$28,000
Global Child Development Group Secretariat (Yr.1)	BvLF	Oct. 2012– Sept. 2013	–	US\$82,000

International Partnership and Mobility Scheme 2012

The CCDC partnered with the Childhood and Youth Research Institute (CYRI) of Anglia Ruskin University, United Kingdom to successfully secure funding from the British Academy for a series of exchange activities aimed at developing a trans-Atlantic proposal for youth violence and gang research. Dr Darren Sharpe, Senior Research Fellow at CYRI visited Jamaica during December 2012 for meetings, a public lecture and a workshop, and visited several violence prevention programmes in Kingston and St Andrew. In March 2013, Professor Julie Meeks-Gardner and Ms Joan Thomas, Research Fellow, in turn visited London with a similar itinerary. The project proposal is now under development. Research grant proposals were also submitted for funding to a number of development partners.

Jamaica Western

In Junction, St Elizabeth, the Site received a grant of JA\$100,000 from Sergeant Coleridge Minto to help needy students. Four students received 50% of their fees for the *Supervisory Management* course and four were assisted in sitting the CSEC examinations in June 2013. This was a grand gesture and well-received.

EFFICIENT RESOURCE UTILISATION

Introduce systems to promote a culture of greater efficiency and accountability in resource use.

During the 2012/2013 year under review, some significant activities were completed within the Office of Finance which fell under the Financial Perspective of the UWI Strategic Plan 2012–2017. The initiatives undertaken were mainly changes to existing process flows and

PAT ENGLE COLLECTION

Patrice L. Engle, PhD (1944–2012) was a pioneer and leader in global early child development. She was a leader of the Global Child Development Group, with the secretariat hosted at CCDC. On her passing, approximately 90 book titles from her collection and 30 CD titles were donated to the CCDC library and after curating and cataloguing, were labelled and listed as the Pat Engle Collection (<http://www.open.uwi.edu/ccdc/libraris-collection>). A photograph and brief biography of Professor Engle have been placed in the library.



structure to enhance efficiency within the Office of Finance.

In August 2012, Office of Finance implemented the system which was developed with CATS to automatically upload receipts from students based in Jamaica into the student system through a centralised function, thus eliminating the need for Site staff involvement in the process. This has reduced the reporting time significantly, which has allowed student accounts to be updated weekly with all stages of the process controlled by Finance. This is a short-term measure until the ERP is implemented during the 2012–2017 period.

To Increase the Use of Outsourcing for Selected Activities


The UWI-12 payroll was centralised in January 2013. The process is now under the direct control of the Office of Finance and has been outsourced to a payroll processing firm based in Trinidad. This centralisation streamlines the process, improves internal controls and provides consistency. The intention was also to allow staff members at the Site who were previously involved in the processing of the payroll to concentrate more on Site specific student related functions in line with the Open Campus core value of Student-centredness.

The outsourcing of the payroll process for staff at the regional Sites was considered the most cost effective way to proceed in order to achieve the consistency required given that there are twelve sets of income tax laws and statutory payments that need to be factored into the process.

Match Human Resource Deployment with Workloads

The year under review saw the restructuring of the functions within the Office of Finance with a separation of the role of financial oversight for Trinidad operations from the role of the Treasury Manager who was previously based in Trinidad. After the resignation of the Treasury Manager who was based in Trinidad, a strategic decision was made, based on the needs of the Finance Division, that the new Treasury Manager should be based in Jamaica.

Leverage ICT to Generate Financial Efficiencies Over Time

The Banner Finance System was upgraded from version 8.3 to version 8.7 and the Argos reporting software was successfully used to generate financial statements, the Balance Sheet and Statement of Comprehensive Income in a pilot test. 

UWI Open Campus Student Brings UWI Toronto Gathering To Tears



Miss Aaronia Stedman (left) addresses the audience and (right) with the Hon. David C. Onley, Lieutenant Governor of Ontario.

Aaronia Stedman, a University of the West Indies, Open Campus student from Dominica, and one of the recipients of scholarships awarded from the proceeds of the annual UWI Toronto Gala held in Toronto, Canada, tearfully related the impact the UWI Toronto scholarship made on her life. This was at the fourth annual UWI Toronto gala held on May 11, 2013. Pro Vice-Chancellor and Principal of the Open Campus, Professor Hazel Simmons-McDonald commented that Aaronia spoke “movingly about her quest to pursue a higher education and the audience was touched by her story and her expressions of gratitude, which she extended on behalf of all scholarship awardees.”

CIDA

FINANCIAL SUPPORT FOR THE UWI OPEN CAMPUS



Top left: Prime Minister of Antigua and Barbuda, the Hon. Baldwin Spencer, addresses the audience at the handover ceremony. Top right: Principal (fourth left) with Canada's Minister of State of Foreign Affairs, (third left) and Senior Director of CIDA's Caribbean Programme (fifth left) pose with past Canadian Caribbean scholars at the event. Bottom left and right: Principal poses with Prime Minister of Antigua and Barbuda, Canada's Minister of State of Foreign Affairs, the UWI Vice-Chancellor, officials from CIDA's Caribbean branch, and visiting Canadian students and past and present students of the UWI Open Campus.

The University of the West Indies (UWI), Open Campus, received a first grant of Cdn\$20 million from the Canadian International Development Agency (CIDA) for institutional strengthening, online programme development and site technological and physical upgrades over the next five years, under the project, "Strengthening Distance Education in the Caribbean". CIDA is now the Department of Foreign Affairs, Trade and Development (DFATD).

Over the past few years, the Principal has worked tirelessly with CIDA and other regional developmental institutions like the Caribbean Development Bank, to garner further resources to fund the services and products of the UWI Open Campus to continue its work with providing access to quality tertiary education and training to the underserved at the community, regional and international levels.

Employee Engagement and Development

- ▶ THE “EMPLOYEE ENGAGEMENT AND DEVELOPMENT” PERSPECTIVE IS A REALISATION THAT ENGAGES BOTH ACADEMIC AND NON-ACADEMIC EMPLOYEES, AND IS AN ESSENTIAL INGREDIENT OF STRATEGIC PERFORMANCE MANAGEMENT AND SUCCESS. THIS PERSPECTIVE CONTAINS THREE THEMES.

The Human Resources Department, in collaboration with the Open Campus Marketing and Communications Office, has been instrumental in communicating the employee engagement theme “Putting People First”. In this regard, the Change Makers in the Human Resources Department; Eric Innocent Baron, Germaine Alexander, Ronnie Squires, Aisha Estwick and Tameka Burke, have held a number of informative sessions to sensitise staff on the Infotool results and process for change under the Employee Engagement Initiative. These included 19 sessions with 40 managers. As indicated in the August 9, 2012, Employee Engagement communiqué, “The Change Makers are committed to the task of creating an environment in which all staff can feel happy and engaged”. Additionally, the various departments and units of the UWI Open Campus engaged in various activities designed to improve employee competency, inspire and drive change and reward excellence.

The Principal also convened meetings with staff during her visits to different locations to discuss the Infotool results and to focus on appreciative inquiry in shaping the future. Over 20 such staff

consultations were convened over the last year.

COMPETENCY-BASED DEVELOPMENT

Improve leadership and management capabilities and job competencies of all employees so that they can effectively fulfill their roles.

Open Campus Barbados planned and carried out a full slate of professional development activities for staff during the period under review. Of note, was the workshop on “Essentials of Assessment in Education” for Adjunct Faculty. This two-day workshop on “Essentials of Assessment in Education”, hosted by Open Campus Barbados, was organised for Adjunct Faculty who teach the Associate Degree, Diploma and Certificate programmes. The initiative was first mooted at a meeting for Adjunct Faculty at the beginning of the academic year. Adjunct Faculty responded to the idea very enthusiastically.

The workshop, “Essentials of Assessment in Education,” sponsored by Courtesy Garage Ltd, was held on March 2, 2013 and March 9, 2013 and was facilitated by Senior Assistant Registrar,

- ▶ The UWI Open Campus engaged in various activities designed to improve employee competency, inspire and drive change and reward excellence.

Dr Gordon Harewood and Assistant Registrar, Mrs Nordia Weekes of the Caribbean Examinations Council. The workshop was designed to:

- discuss some of the key principles which ought to be observed when planning assessment;
- introduce participants to the “Table of Specifications” as a tool for ensuring that course objectives were addressed in the course assessment and that a range of learning outcomes were assessed;
- provide practical experiences in writing and evaluating multiple choice and extended/open answer questions.

One aspect of the workshop, which was particularly well received by participants, was the actual review and improvement of sample items extracted from past examination papers from Open Campus Barbados.

A special feature of the first day of the workshop was the presentation of a sponsorship cheque by Mr David Carrington, Human Resources Manager, Courtesy Garage Ltd, a member of the Goddard’s Enterprises Limited group of companies to Dr Maureen Lucas, Acting Head, Open Campus Barbados, The Pine.

Mr Carrington noted, “We at Courtesy Garage responded to the opportunity to provide sponsorship for the Open Campus for this workshop within minutes. We believe firmly in supporting the continuing education of our citizens. This workshop was an excellent opportunity to do so.” In responding, Dr Lucas thanked Courtesy Garage Ltd for their support and noted that this was not the first time that the company had assisted with the sponsorship of an Open Campus Barbados activity during the current academic year. She thanked the company for the high level of support which they had shown to



YOU are an essential piece.

Find out more about the strategic plan www.uwi.edu/stratplan





Mr David Carrington, Human Resources Manager, Courtesy Garage Ltd, presenting sponsorship cheque to Dr Maureen Lucas, Acting Head, Open Campus Barbados, The Pine.

Open Campus Barbados and described their support as a demonstration of exemplary social responsibility.

Given the restructuring of APAD in 2012 from an academic to a functional structure, the newly formed Programme Delivery Department (PDD) embarked on rebranding itself as an Open and Distance Learning (ODL) department that provides excellence in teaching and learning and professional and dependable service to its stakeholders. The PDD Head held a series of workshop activities with the objective to increase employee engagement to inspire and drive departmental change aligned to the UWI Strategic Plan. Workshops included informal coaching techniques to inspire and drive change management and leadership. This would institutionalise an ODL departmental culture of excellence aimed at long-term, excellent performance that is self-correcting and self-generating to ultimately promote ODL institutional development.

Practical activities accomplished by PDD included innovations that promoted andragogical methodologies and technology training for contracted and full time staff through its “in-service model” for staff professional development, that would build capacity that is sustainable.

Following upon the adverse Infotool survey results, the Open Campus Jamaica, Montego Bay Site made greater efforts to include staff in the affairs of the unit. There were regular staff meetings, regular dissemination of information via e-mail and staff were asked to make presentations on customer service, team building, the balanced score card and the Open Campus Management System (OCMS) interface. These presentations were aligned with the objectives of the UWI 2012–2017 Strategic Plan. The OCMS is to be replaced with a new ERP system by 2016. Staff members were also chosen to represent the Site at conferences, employee welfare seminars and student fairs.

CULTURE OF EMPLOYEE ENGAGEMENT

Create an organisational environment that promotes personal growth and development for employees and positive cognitive, emotional and behavioural states directed toward optimum organisational outcomes.

Realign/Introduce Incentive Systems to Reward High Performance and Innovation

The Human Resources Department, in conjunction with the Office of the Principal, organised the Principal’s Award for Excellence 2013 and hosted the second Annual Staff Awards Ceremony in Grenada on October 13, 2013. Three employees and one department were the recipients of the Principal’s Awards for Excellence.

Mrs Paulette Ferguson, Senior Administrative Assistant, Open Campus Jamaica, Denbigh, and Mrs Delena Lynch-Mason, Senior Administrative Assistant, Open Campus Montserrat, received the Administrative, Technical & Service (ATS) Staff award for outstanding work to improve and enhance efficiency and effective-

- ▶ Create an organisational environment that promotes personal growth and development for employees and positive cognitive, emotional and behavioural states directed towards optimum organisational outcomes.



Members of Staff at The UWI Open Campus Saint Lucia



Mrs Paulette Ferguson and Mrs Delena Lynch-Mason (front seat) at the 2013 Staff Awards in Grenada

ness of operations. A Special Award for extraordinarily special contributions to the Open Campus, for community service or other public service, enhancing the image of the Open Campus and the UWI was presented to Dr Jerome Miller-Vaz, Head, Open Campus Jamaica, Western Region. The award for the Best Performing Department with a demonstrated consistent high level of efficiency, effectiveness of operations and excellence of service to all stakeholders over the past three years was won by the Open Campus Saint Lucia. Head of Site, Mrs Veronica


Simon, accepted the award on behalf of the Site.

Improve the quality of working conditions to enhance employee confidence and engagement and promote work/life balance

Jamaica Eastern

Based on increasing demand at Open Campus Jamaica, Denbigh for regional and local courses and programmes and the lack of adequate facilities to meet this demand, preparations were made for relocation. On September 3, 2012, Open Campus Jamaica, Denbigh, opened its doors to students and the public at Omni Plaza, 41 Manchester Avenue, May Pen.

Significant renovations were performed to the new location, transforming the three shop spaces into a workable environment for Open Campus operations. The relocation to Omni Plaza has created increased visibility of the Open Campus and has resulted in even greater demand for Open Campus programmes. The boosted demand gave rise to the unofficial merging of the operations of Open Campus Jamaica, Vere, with Open Campus Jamaica, Denbigh, in the interest of ensuring a smooth transition and continued excellent service to Open Campus students.

During the year under review, renovations were undertaken at Open Campus Jamaica, Morant Bay, in preparation for Universal Service Fund's (USF) technological upgrade. The physical and technological infrastructure of the Morant Bay location has been significantly strengthened. This location is now pleased to have 20 desktop computers, four laptop computers, a file server, increased wireless access points, and a state-of-art video conferencing room. At the Mandeville location, networking of the entire system was achieved. 

Internal Operational Processes

- ▶ THE INTERNAL OPERATIONAL PROCESSES PERSPECTIVE LOOKS AT THE CRITICAL ORGANISATIONAL ACTIVITIES AND PROCESSES THAT IMPACT ON THE QUALITY OF SERVICE THAT THE UNIVERSITY PROVIDES TO ITS VARIOUS STAKEHOLDERS.

The UWI Open Campus, cognisant of the need to streamline its internal processes to facilitate quality service, has implemented more efficient and effective academic and technological practices. Such initiatives include the introduction of Prior Learning Assessment (PLA) and the re-alignment of administrative practices by the Open Campus Registry.

EFFICIENT AND EFFECTIVE ACADEMIC AND ADMINISTRATIVE PROCESSES

Re-engineer academic and administrative operational processes and procedures to make them simpler, more transparent, efficient, and effective to achieve optimal stakeholder satisfaction within and across campuses.

Prior Learning Assessment Unit

The Prior Learning Assessment (PLA) Unit is placed in the Office of the Deputy Principal. The need for PLA was established through a 2004 study which included the UWI and other stakeholders. The proposal for its establishment was approved by the Board of Undergraduate Studies

(BUS) in 2006 and more recently in 2009, after the formation of the UWI Open Campus.

Prior Learning Assessment is a mechanism for identifying and providing evidence of experiential knowledge and skills. The evidence may be through portfolios, challenge examinations or demonstration of skills. In the Open Campus, PLA will be based on portfolio preparation and assessment.

The University of the West Indies recognises that learning takes place outside of the traditional setting and often through work and life experiences. It is also mindful that there is ongoing demand for university education by a diverse group of potential students, many of whom have relevant experience and subsequent informal learning, but do not have the traditional formal qualifications. Hence, the UWI Open Campus recognises the importance of interfacing the outcomes of relevant experiential learning with formal tertiary education and the need for Prior Learning Assessment is an integral element of this. In this regard, a Programme Officer, Dr Janetha Long, was appointed to coordinate and manage the implementation of PLA at the Open Campus.

- . . . there is ongoing demand for university education by a diverse group of potential students, many of whom have relevant experience and subsequent informal learning, but do not have the traditional formal qualifications.

Consequent to the endorsement of the UWI Board for Undergraduate Studies for the institutionalisation of Prior Learning Assessment by The UWI Open Campus, it was considered prudent that a visit to Athabasca University (AU), Canada, be undertaken. Athabasca University prides itself as “Canada’s Open University”, having served online and distance education students for over 40 years.

The visit to Athabasca University, initiated by Professor Hazel Simmons-McDonald, Principal and Pro Vice-Chancellor, Open Campus, and finalised by Dr Iain Grant, Manager, Special Projects and Mr Michael Shouldice, Senior Recruitment Officer, Advancement, took place

during March 20–21, 2013. It was undertaken by a four-member Open Campus team headed by the Deputy Principal and included the Campus Registrar, Assistant Registrar (Recruitment, Admissions & Registration) and Programme Officer (PLA). Fruitful discussions were held with AU officials in the areas of Prior Learning Assessment; best practice in Registrarial Matters; Admissions, Student Affairs and Examinations; Open Educational Resources; the Canadian Virtual University; Marketing and Recruitment and Student Advising.

A direct outcome of the visit was the technical assistance subsequently provided by Dr Dianne Conrad, Director, Centre for Learning Accredita-



Back row, L to R: Ms Fran Holler, Mentorship Coordinator (CLA); Mr Michael Shouldice, Senior Recruitment Officer (Advancement); Ms Gail Leicht, Portfolio Development & Assessment Coordinator (CLA). Middle row, L to R: Dianne Conrad, PhD, Director; Ms Patricia Imbeau, Reception and Student Enquiries (CLA); Professor Vivienne Roberts, Deputy Principal, UWI Open Campus. Front row, L to R: Mrs Marlene Saunders-Sobers, Assistant Registrar (Recruitment, Admissions & Registration); Mrs Karen Ford-Warner, Campus Registrar and Janetha Long, Th.D, Programme Officer (Prior Learning Assessment), UWI Open Campus.

tion (CLA) & Director, Bachelor of General Studies at Athabasca University. Dr Conrad, an expert in Prior Learning Assessment, ably conducted a series of PLA sensitisation sessions for front-end staff at the Open Campus, who are expected to be directly involved in the implementation of PLA at the Campus. The sessions, held during the period May–August, 2013, were arranged by the PLA Unit and delivered using Blackboard Collaborate technology.

Other activities pursued by the new PLA Unit during the period under review include the following:


- **Steering Committee for PLA:** Established the steering committee which is expected to provide advice and inform recommendations which will go to the Academic Board and/or Board for Undergraduate Studies.
- **PLA Policy and Regulations:** Drafted a PLA Policy and PLA Regulations to guide the administration of PLA at the Campus.
- **PLA Publicity:** Secured the services of a PLA Expert to conduct training/sensitisation sessions during the period May–August 2013.
- **Development of an online course for PLA:** Contracted a Subject Matter Specialist to work with APAD’s Programme Planning Department in the development of the course proposal for the development of an online course for PLA which, on completion, will be submitted for approval to the Academic Quality Assurance Committee (AQAC).
- **The PLA Pilot:** Identification of five undergraduate degree programmes for the PLA pilot phase: (1) BSc Accounting, (2) BSc



UWI introduces
PRIOR LEARNING ASSESSMENT (PLA) OPPORTUNITIES

The University of the West Indies Open Campus allows you to combine your relevant experiential learning with your future educational goals. Prior Learning Assessment, or PLA, may be the perfect option for you.

Do you dream of furthering your education?
Have you been working for 5+ years?



The University of the West Indies Open Campus
all our Prior Learning Assessment Unit at Tel: (1-246) 417-4500
Or Email: Janetha.long@open.uwi.edu

With your experience in any of the areas below, you can enroll in an undergraduate degree programme while still working:

- Accounting
- Banking & Finance
- Early Childhood Development and Family Studies
- Management Studies
- Youth Development Work

The UWI Open Campus allows you, after assessment, to use your prior knowledge, skills and competencies for academic credit. Prior Learning credits can then be applied to the relevant programme of study at the Open Campus.

In addition to relevant working experience, you must meet other requirements, including:

- being 21 years and over
- undertaken relevant training workshops/seminars
- made relevant readings in the area
- acquired the relevant experiential learning at the required level.

If you fit all these criteria, please apply to The University of the West Indies Open Campus to take our online Prior Learning Assessment (PLA) Portfolio Preparation Course. You will be guided through the 12-week online course to identify your relevant experiential learning and assisted to build your PLA Learning Portfolio. At the end of the course, your PLA Learning Portfolio will be assessed by Faculty Assessors and any credit awarded used towards your undergraduate degree programme.

Other Benefits
There are many benefits that can be derived from having your relevant prior learning assessed. For example, you will be able to continue to work and study towards reaching your educational goals, complete your degree studies in a shorter time and build your self-awareness and self-confidence to venture into new areas of study and life.

Dream no longer! Contact The UWI Open Campus today for further information on our online Prior Learning Assessment Portfolio Preparation Course.

REPUBLIC BANK INVESTS EC\$39,690.00 IN EDUCATION


Banking and Finance, (3) BEd Early Childhood Development and Family Studies, (4) BSc Management Studies and (5) BSc Youth Development Work.

- **Intra-Institutional Collaboration:** Through meetings of the Steering Committee, information on PLA was shared with APAD, Campus Registry, OCCS and CATS. The Unit also collaborated with the Marketing and Communications Office.

Align administrative systems to be more customer friendly and, in particular, to address the needs of all staff and students

The Open Campus Registry

This department engaged in a number of key activities to improve efficiency and foster student satisfaction. In summary, the Registry:

- developed a framework for an Enrolment Management Plan to incorporate recruitment, transition, orientation, enrolment persistence and successful graduation;
- designed new student-centred online administrative services and forms appropriate to the distributed environment of the Open Campus. These online forms have simplified processes, allowed for data capture and improved efficiency and timeliness of service to students;
- instituted service quality standards to ensure that responses to enquiries from applicants and students are both timely and accurate;
- designed and implemented a procedure for online applications for Specially Admitted applicants;
- assumed all statutorily required Secretariat functions for the Campus. 



Republic Bank Managing Director, Mr Keith Johnson (left) with Dr Curtis Jacobs, Head of Open Campus Grenada (right) and UWI Bursary Recipients

For the sixth consecutive year Republic Bank continued to provide Grenadian nationals with the opportunity for higher learning through its Bursary Programme, for students enrolled with the University of the West Indies, Open Campus Grenada. Twelve (12) students recently received tuition bursaries from the Bank for the 2012/2013 academic year totalling EC\$39,690.00.

Launched in 2007, the Republic Bank Bursary Programme has, to date, expended EC\$118,370.00 to assist several Grenadians who are otherwise unable to enroll to study full-time at a UWI Campus without the Bursary. The programme enhances the Bank's UWI Scholarship which, introduced over a decade ago, is made available each year to assist qualified Grenadians with pursuing a full-time Bachelor's degree programme at any of the UWI's physical campuses.

Republic Bank is pleased to continue supporting the development of young people through education. The Bank's collective annual commitment for both the Scholarship and Bursary Programmes is EC\$60,000.00, and disbursement is based on academic ability and case of need.

Teaching, Learning and Student Development

- ▶ THE TEACHING, LEARNING AND STUDENT DEVELOPMENT PERSPECTIVE FOCUSES ON ENHANCING ACADEMIC QUALITY TO SUPPORT THE DEVELOPMENT OF THE KEY ATTRIBUTES OF THE UWI GRADUATE. THIS PERSPECTIVE ALSO INVOLVES IMPROVING THE TOTAL STUDENT EXPERIENCE, AND OPEN AND DISTANCE EDUCATION SERVICES.

The UWI Open Campus continues to advance its teaching and learning focus to further enhance student engagement and success. In this regard, greater emphasis has been placed on academic quality, student engagement and experience and advancing open and distance education. To accomplish this, the UWI Open Campus focused on improving accreditation practices, widening and creating new pathways for student access, expanding and improving programming and quality assurance practices, and upgrading technology and infrastructure, all with the view of providing high quality teaching and learning to serve its students, staff and communities effectively. To achieve this goal, various units and departments within the Campus have undertaken a number of relevant initiatives based on the strategic objectives espoused in the 2012–2017 UWI Strategic Plan.

ACADEMIC QUALITY

Ensure excellence of academic processes

In keeping with the theme of Academic Quality and the respective objectives as advocated in the UWI 2012–2017 Strategic Plan, the Open Campus implemented a number of initiatives geared

to enhance quality teaching and learning effectiveness.

Accreditation Self-Study

Of note is the completion of the accreditation self-study report which was submitted to the Barbados Accreditation Council on 15 August, 2012 and in July 2013, after two years of preparation. The Open Campus was awarded institutional accreditation for six years. This achievement was particularly rewarding for a five-year-old Campus. The accreditation process provided the Campus with an opportunity to conduct systematic introspection of its processes and procedures, and it highlighted a wealth of information which may be used to inform the development of policies and procedures to guide the Campus's operations.

The award of accreditation is a major symbol of quality and indicates validation of said quality by an external quality assurance agency. In addition, it offers a measure of legitimacy to the University's decision in 2008 to establish an Open Campus. Further, it is a good foundation from which the Campus may continue to build and provide credence to the quote coined by the

- ▶ The award of accreditation is a major symbol of quality and indicates validation of said quality by an external quality assurance agency. In addition, it offers a measure of legitimacy to the University's decision in 2008 to establish an Open Campus.



From left to right: Chief Education Officer, Ministry of Education, Barbados, Mr Laurie King; Executive Director, BAC, Ms Valda Alleyne, BAC; Principal, Professor Hazel Simmons-McDonald; Chairperson, BAC, Ms Yvonne Walkes; and Deputy Chairperson, BAC, Mr Ken Walters.

Pro Vice-Chancellor and Principal that identifies the Open Campus as, *A Campus for the times, a Campus for the Future!*

Mutual Recognition

As the Open Campus is located in more than one geographical location and as institutional accreditation does not cross geographical borders, the Quality Assurance (QA) Officer is following up on the VC's request for mutual recognition of the accreditation decision by the Barbados Accreditation Council. To date, the Open Campus has received positive responses from the Antigua and Barbuda National Accreditation Board, the National Accreditation Board of the Commonwealth of Dominica, the Ministry of Education in Belize, Ministry of Education in Montserrat and the Accreditation Council of Trinidad and Tobago.

Quality Assurance Reviews and Assessments

The first quality assurance review of a discipline in the Open Campus took place in April 2013.

This was the review of Management Studies, which from all accounts was very successful. Further reviews of face to face and online programmes will commence in Semester 2, 2013–2014. Moreover, the Campus will have its first review of an Open Campus Country Site (face-to-face) discipline in March 2014. In addition, online Accounting will be reviewed in March 2014.

Student Assessment of Teaching – Graduate Studies and Research

Reports on all graduate courses taught during 2012/2013 were received by the Quality Assurance Unit (QAU) and sent on to AQAC and APAD. End of semester course evaluations have been routinely carried out, and in October 2012 mid-semester evaluations were started. All evaluations have been going through the established AQAC processes and the Open Campus Academic Board for approval, and AQAC has undertaken responsibility for responding to student assessments.

- ▶ To ensure quality development and delivery of programming and foster operational efficiency, the APAD has undertaken initiatives to establish monitoring, communication and quality assurance activities to support the development and delivery of excellent programming.

The UWI-wide evaluation of Institutes, Schools, Centres and Units looking at processes and procedures to support internal quality assurance has included two Open Campus departments, namely the Women and Development Unit (WAND), based in Barbados, and the Hugh Lawson Shearer Trade Union Education Institute (HLSTUEI), based at Mona. The evaluations were conducted by the QAU Senior Programme Officer, Graduate Studies and Research, and the reports will be disseminated as appropriate in due course.

The Academic Programming and Delivery Division (APAD)

To ensure quality development and delivery of programming and foster operational efficiency, the Academic Programming and Delivery Division (APAD) has undertaken initiatives to establish monitoring, communication and quality assurance activities to support the development and delivery of excellent programming. The planning was completed on two committees that are led by APAD and chaired by the Director of APAD. Both committees, however, included participation from other Open Campus units that are involved in the development and delivery of programmes. The two committees are the Programme Development Committee and the Programme Monitoring Committee.

The Programme Development Committee will make decisions regarding the development or major revision of online regional programmes, initiate development projects, monitor progress on development projects, and communicate with other bodies as necessary. It is anticipated that the activities of this committee will foster greater understanding and consensus with respect to online programme development

decisions as well as allow for smoother and more efficient processes through development stages and into delivery.

The Programme Monitoring Committee will oversee the performance of existing Open Campus programmes that are offered through APAD. It will address any issues and problems that emerge and will also formulate and monitor necessary actions. It is intended that this committee will promote continued understanding and improvement of Open Campus programming. This committee will regularly liaise with other Open Campus Offices, Committees and units in the course of its work.

The Academic Programming and Delivery Division (APAD) also initiated other quality assurance practices such as the completion of the first Self Assessment Report for an online programme, the BSc in Management Studies. Of significance also is that the role of the Instructional Development Coordinator was aligned to the UWI's Centres of Excellence in Teaching and Learning (formerly Instructional Development Unit). As a result of that function the Open Campus participated in the following two UWI cross-campus initiatives:

- i. The University of the West Indies revised GPA Scheme
- ii. Introduction of the *UWI Research Supervisor Development* course.

Increase accredited undergraduate and post-graduate programmes across all campuses

APAD increased accredited undergraduate programmes by delivering two new programmes, the BSc Youth Development and BEd Early Childhood Development and Family Studies and completed a proposal for BSc in Social Work.

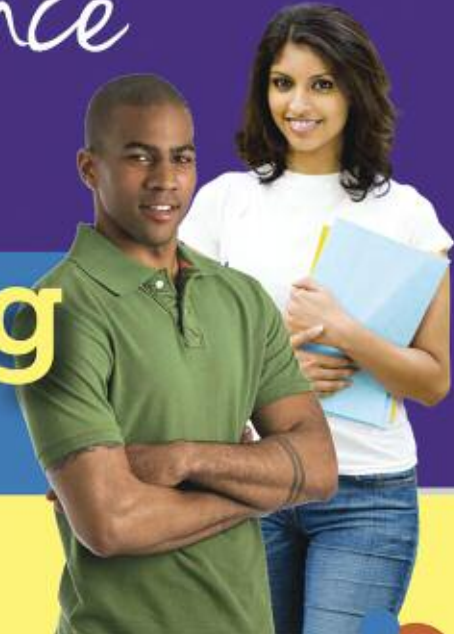


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Experience

Open Learning

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Q: How to apply? A: Online - Free!

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PROGRAMME INFORMATION GUIDE 2013/2014

BACHELOR OF SCIENCE

- Accounting
- Banking & Finance (Special)
- Banking & Finance (Major) with Minors in Compliance & Corporate Governance; Law for Banking & Finance; and Lending & Mortgage Underwriting
- Management Studies
- Management Studies (Major)
- Management Studies with (Economics Minor)
- Youth Development Work
- Social Work

BACHELOR OF EDUCATION

- Early Childhood Development & Family Studies
- Educational Leadership & Management
- Literacy Studies
- Secondary with options in: English/Literacy, Mathematics Education

ASSOCIATE DEGREES

- Business Management
- Paralegal Studies
- Social Work
- Administrative Professional Office Management

DIPLOMAS

- Business Administration
- Early Childhood Development & Family Studies
- Health & Family Life Education (HFLE) Instruction
- Management Accounting (path to CMA)
- Social Work
- Youth Development Work

CONTINUING EDUCATION & PROFESSIONAL DEVELOPMENT

A range of programmes in several areas including continuing education, professional development and technical/vocational are offered at Open Campus sites across the region.

CERTIFICATES

- Community Policing
- Criminology
- Early Childhood Development & Family Studies
- Social Work
- Entrepreneurship
- Human Resource Management
- Tourism & Hospitality Management in the Caribbean

MASTERS IN EDUCATION

- Literacy Instruction
- Adult & Continuing Education

MASTERS IN ARTS

- English Language

POST-GRADUATE DIPLOMAS

- Adult & Continuing Education
- Instructional Design
- Literacy Instruction



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Promote continuous curriculum renewal aligned to the attributes of the UWI graduate in order to develop the skills set necessary for success in the modern workplace

Curriculum renewal aligned to the attributes of the UWI graduate was achieved as APAD converted 22 UWI face-to-face courses to online delivery from Pre-University courses in the Associate Degree Programme.

Promote competency-based activities linked to the attributes of the UWI graduate to the needs of the workplace and society

APAD was also able to promote competency-based activities by means of the revision of the Instructional Project Management training course for course developers with greater focus on:

- i. integration of work-based assessment strategies and learning activities in course materials that are designed to engage learners in authentic tasks; and
- ii. delivery in four programmes: BEd Educational Leadership and Management; BSc Banking and Finance; BSc Youth Development Work programme; and BEd Early Childhood Development and Family Studies.

Increase our ability to recruit and retain high-quality staff and students

In order to improve the ability to recruit and retain high-quality staff and students, APAD introduced the following measures:

- i. introduction of a revised interview process and protocols for selection of subject matter experts to develop content. Improvements made include:
- ii. interview panel to include a content specialist;
- iii. performance/task-based assessment of applicants using case scenarios drawn from programme related documents.

The Programme Delivery Department (PDD) revised its recruitment and selection process for course facilitators (content experts) through a number of innovations. These included but were not limited to the following:

- i. use of relevant content experts to assist in short-listing applicants to be interviewed; and a panel of interviewers (including the Course Coordinator (CC), Programme Manager (PM) and at least one other member of staff from PDD to conduct the interviews);
- ii. the *Managing and Facilitating Online Instruction (MFOI)* course was revised, and regulations enforced – made compulsory; all PDD staff were required to undertake the online MFOI training course prior to the start of

the Academic Year 2012/2013; new facilitators were required to be trained before assignment to teach online (Target = 60% trained, based on the continuous training model, or in-service training, introduced by PDD);

- iii. monitoring instruments were developed and piloted for use by Programme Managers and Course Coordinators to assess Course Coordinators' and e-tutors' online teaching, which is aimed at providing intervention to improve quality teaching online;
- iv. staff induction/orientation sessions prior to the start of a semester by Programme Managers and workshops for all categories of staff (full-time and contracted facilitators) during the semester (e.g. e-Portfolio tool, etc). These include:
 - Writing Skills Sessions.
 - Managing and Facilitating Online Instruction Course.
 - Training workshops conducted by the Learning Support Team (Turnitin, Learning Exchange, e-Portfolio/Mahara, Grade Book-configuration and use, Blackboard Collaborate (Basic and Advanced).
 - Academic Assessments/Marking and Standardisation.
 - Curriculum and Pedagogy/Andragogy training.
 - Plagiarism Software was integrated into the Learning System.
 - Deployment/Development of Moodle 2.X.

Promote competency-based activities linked to the attributes of the UWI graduate and to the needs of the workplace and society

The OCCS continues to build relationships with both private and government agencies with a

view to facilitate necessary training to promote the competencies vital to the society and the workplace. To this end, several Sites provided training in the areas of management, business and counselling.

Jamaica Eastern

The partnership with Airports Authority of Jamaica (AAJ), which was established during 2012, was further strengthened. To date, three cohorts totalling 50 students successfully completed the 10-week *Supervisory Management* course. Preparations are underway to increase the slate of programmes offered to the Norman Manley International Airport (NMIA) community.

The UWI’s Archives and Records Management Department and Open Campus Jamaica, Camp Road, continued their partnership in the delivery of the two-session *Special Certificate in Records Management*. Eighteen students enrolled for the Summer 2012 *Records Management* session.

Open Campus Montserrat

Once again, Open Campus Montserrat, in collaboration with the Eastern Caribbean Central Bank (ECCB), mounted the *Savings and Investment* course which ran from September to November 2012. Nineteen persons attended the course. More recently, the ECCB collaborated with Open Campus Montserrat in the delivery of a four-day “Small Business Workshop”, which explored such topics as Business Planning, Creative Thinking to Solve Business Problems, Effective Selling and Negotiation Techniques and Managing the Finances of Your Business. Seventeen participants attended the workshop.

Open Campus Saint Lucia

In response to a request from the Eastern Caribbean Telecommunications Authority

(ECTEL), a special course in *Report Writing* was offered to members of their Senior Management. This was well received and the course will be promoted to other organisations in the new academic year.

Open Campus Trinidad & Tobago

The collaboration with government ministries continued during the academic year. The Ministry of National Security continued its close collaboration with Open Campus Trinidad & Tobago in its patronage of the *Certificate in Leadership and Management* and the *Introduction to Counselling* offered as a component of its Citizens Security Programme.

Deepen the integration of faculties through curriculum development, joint research projects and cross-campus mobility of staff and students, and provide access to courses via the use of ICT.

APAD successfully developed the *Certificate in Climate Change* with CERMES Cave Hill.

THE OCCS CONTINUES TO BUILD RELATIONSHIPS WITH BOTH PRIVATE AND GOVERNMENT AGENCIES WITH A VIEW TO FACILITATE NECESSARY TRAINING TO PROMOTE THE COMPETENCIES VITAL TO THE SOCIETY AND THE WORKPLACE

STUDENT ENGAGEMENT AND EXPERIENCE

To provide a high-quality student experience as a platform for enhanced regional and international student success and long-term commitment to the UWI

To achieve the goal of providing a high-quality student experience as a platform for enhanced regional and international student success and long-term commitment to the UWI, the Open Campus adhered to the strategic objectives delineated in the 2012–2017 UWI Strategic Plan.

Strengthen academic, administrative, financial and other student support services

Academic Programming and Delivery Division (APAD)

1. formed a PDD and Registry Work Group to streamline the working relationship between departments, and by extension APAD, to ensure that the operations of both teams are harmonized, thus improving the level of service to both internal and external stakeholders;
2. established a Steering Committee with PDD and OCCS to work on the conversion/transition of face-to-face courses in the Associate’s Degrees and Diploma programmes to online (Technology Mediated approach);
3. developed procedures to guide continuous/alternative assessment practices relevant for open and distance environments;
4. developed a structured system for use of student data/feedback to improve student support, promote student engagement and improve the overall quality of the student experience in the online/distance environment;





To provide a high-quality student experience as a platform for enhanced regional and international student success and long-term commitment to the UWI.



5. implemented a four-phase approach (4–5 weeks) to orientation prior to the start of each semester for new students; and
6. created a Skype account for daily live-chat sessions as a synchronous support service for students.

The Registry of Student Services

The Student Support Department continued to monitor and advise students on areas relevant to their successful completion of programmes. Processes were redesigned for the more efficient handling of matters through the Academic Board Sub-Committee on Student Matters. Papers were created for a proposed student leadership/mentorship and engagement programme (PEERS Leaders), as well as a student advice-ment programme (PEERS LIFE-Line).

Enhance learning effectiveness by providing students with a more diverse, flexible and multidisciplinary teaching/learning experience.

To further enhance the teaching/learning experience, APAD improved the content and technology associated with their courses, implemented course delivery standards, conducted strategic training to improve instruction and continued to diversify the range of academic programmes. In this regard, APAD undertook the following initiatives:

- i. introduced digital formats for production of materials in new courses that are:
 - i. graphically enhanced, interactive text based and multimedia content, including voice-over PowerPoint, video and audio;
 - ii. accessible in different formats – pdf for download and printing, web versions and audio/video summaries; and
 - iii. accessible via different devices – PCs, smart phones, iPads, Android devices;
2. established programme/course delivery standards to increase flexibility and diversity in response to students' needs;
3. designed and implemented training workshops to improve capacity in PDD for achieving excellence of instruction and assessing excellence in delivery of online/distance programmes.

The Open Campus Country Sites (OCCS) also engaged in practices which contributed to quality teaching and learning experiences. These included improved orientation sessions, empowerment of students through committee membership and improved library services.

The Open Campus Barbados Site held two orientation activities for new students during the year under review. The orientation ceremony for diploma and certificate students was held on August 21, 2012 and began with welcome remarks delivered by the acting Head of Site, followed by the feature address delivered by the Pro Vice-Chancellor and Principal of the Open Campus, Professor Hazel Simmons-McDonald. Over 150 students participated in this orientation.

The second orientation activity, which was held on August 23, 2012, targeted CXC-CSEC and Cambridge A Level students and their parents. The highlight of the second orientation ceremony was an address by Miss Tirshanthra Jeffrey, a former student in the programme, who is currently pursuing final year undergraduate degree studies at the Cave Hill Campus.

The Site also held a series of inaugural staff/student liaison committee meetings during the week of March 25–28, 2013. A total of three committee meetings were convened, each committee representing one of the major adult

programme offerings delivered at the Site, i.e. Associate Degrees, Certificate programmes and Workforce Training Series programmes. In that regard, the emphasis was on student engagement and on enhancing the student experience while at Open Campus. At the start of Semester II, students pursuing various programmes selected representatives to sit on their respective committees. Each of the three committees was chaired by a student selected from among these representatives.

Open Campus St Kitts and Nevis

In an effort to ensure that students in the regional programmes were well prepared to begin their online education Open Campus St Kitts and Nevis continued to customise the orientation programme at the Site. As a result, the programme was expanded to include library sessions and individual sessions on the Learning Exchange. Based on the evaluations, students described the session as informative and useful and they valued the ability to ask questions and seek clarification on matters related to the online environment. They also welcomed the opportunity to meet and interact with their new classmates. Staff encouraged them to get to know their fellow students with a view to finding a 'study buddy'.

The Library Assistant also supported students by continuing to build on the library's resources as she accepted and added to the Open Campus collection a number of required texts to assist students in their areas of study. The librarian contacted outside sources to locate needed documents for students and catalogued newspaper articles under relevant themes.

Jamaica Eastern

As mentioned previously, based on increasing demand at Open Campus Jamaica, Denbigh, for regional and local courses and programmes and the lack of adequate facilities to meet this demand, the Site relocated to Omni Plaza, 41 Manchester Avenue, May Pen.

The relocation to Omni Plaza has created increased visibility of the Open Campus and has resulted in even greater demand for Open Campus programmes, which gave rise to the unofficial merging of the operations of Open Campus Jamaica, Vere with Open Campus Jamaica, Denbigh, in the interest of ensuring a smooth transition and continued excellent service to Open Campus students.

During the 2012/2013 academic year, the physical and technological infrastructure of the Morant Bay location was significantly strengthened. The Site currently has 20 desktop computers, four laptop computers, a file server, increased wireless access points, and a state-of-art video conferencing room. At the Mandeville location, networking of the entire system was achieved.

The Guild of Students (GOS), along with members of staff at Open Campus Jamaica, Mandeville, hosted its second annual three-day workshop, from April 2–4, 2013, for prospective Caribbean Secondary Examination Certificate (CSEC) students from high schools in the parishes of Manchester and St Elizabeth. It was heralded as a momentous occasion by the Region 4 Office of the Ministry of Education.

Over the three days, students were engaged in classes under the direction and tutelage of Ms Tamara Whyte and Ms Coleen Clemetson in the subject areas of Mathematics and English Language, respectively. Participants were exposed to

the fundamentals of each subject area and were given tips on how to successfully approach questions on their upcoming CSEC Examinations. An average of 40 students were present on each day of the workshop.

The UWI's Archives and Records Management Department and Open Campus Jamaica, Camp Road, continued their partnership in the delivery of the two-session *Special Certificate in Records Management*. Eighteen students enrolled for the Summer 2012 *Records Management* session.

Saint Lucia

Site orientation exercises were hosted over a three day period at the beginning of the semester. This included a general meeting with new and continuing students at which they were briefed about the Open Campus, the Open Campus Saint Lucia location, programmes and the GOS. The new students also benefitted from the mentoring of alumni and current students. Day two consisted of *Financial Management and Personal Budgeting* sessions. Several banking institutions were on hand to provide one-on-one counseling to students. Day three consisted of *Stress Management and Study Skills* sessions led by a local Tai Chi expert, Mr Ezra Jn Baptiste, and well-respected Guidance Counselor, Mr Hilary Bynoe.

Library Services

As indicated by the Campus Librarian, library services are critical services to the mission of the Campus and play a supporting role in academic programming, especially as it relates to planning, development and the delivery of courses and programmes. In this regard, library services must be delivered in both face-to-face and virtual modes. Cognisant of this, but mindful of finan-

cial challenges, the Open Campus continued to improve library services incrementally.

During the academic year 2012/2013, work continued on the operations of the Aleph integrated system. Open Campus Trinidad and Tobago was considered the prototype to rollout the services across the other Sites. Three Sites were considered operational: St Augustine, San Fernando and Tobago. The following modules are now operational at the Trinidad locations: acquisitions, cataloguing, and circulation. The next set of activities on *Aleph* will be the implementation of Primo in the academic year 2013/2014 and a rollout of *Aleph*, the 'back-end' of operations across the other Open Campus centres.

OPEN AND DISTANCE EDUCATION

Provide multiple, flexible paths for all constituencies to pursue tertiary education over their lifetime

Enable technology solutions for learning and research

The Open Campus continues to pursue its mandate of providing quality open and distance education to the communities it serves. In so doing, the Campus has improved its technology systems and enhanced and expanded programme offerings.

The Open Campus Department – Computing and Technology Services (CATS)

This department implemented creative ways to improve the technological environment of the Campus despite financial challenges, which curtailed necessary capital intensive infrastructure upgrades.

Progress was made in the search for an Enterprise Resource Planning (ERP) System to replace the Open Campus Management System (OCMS) with the selection of Collegiate Project Services (CPS) as consultants for the requirements gathering and analysis phase of the project. During January 14–17, 2013, CPS visited Cave Hill for the project kickoff and signing of the consultancy contract. Details of the kickoff meeting and reports for the duration of the project can be found at <http://www.collegiateproject.com/uwi/>. The draft final report was presented on August 13, 2013 with a recommendation for the Ellucian Banner ERP with some caveats as to the readiness of the Open Campus in terms of its network connectivity, human resource capacity and funding for the total cost of ownership over a ten year period.

The online student learning environment was upgraded to Moodle version 2.3 and Mahara version 1.5. These products will be continuously upgraded as part of the maintenance schedule of the technical support team. The Blackboard Collaborate web conference product enabled support for Android devices in May 2013, in addition to the support for the Apple iPhone, iPod and iPad devices in the past.

The Open Campus contributed a substantial amount of technical support to the C@ribnet in the establishment of the National Research and Education Networks (NRENs) in Trinidad and Tobago and the OECS. Open Campus IT staff attended the Cisco training during July 31 2012 – Aug 4 2012 and the second assembly of NRENs during February 26–27, 2013. The technical implementation of the Trinidad & Tobago Research and Education Network Trust (TTRENT) network infrastructure was managed by Reeve Ramharry of the Open Campus.

Using eBay, the Open Campus was able to

procure and install Polycom VSX 7000 video conference equipment for the UWI-12 Sites except for Anguilla and Montserrat. These units will use the bandwidth provided by the C@ribnet network.

The video conference bridging infrastructure of Polycom and Codian equipment procured since 2003 is approaching end of support and does not support high definition video. In the absence of capital funding a one year pilot project was contracted with Bluejeans Networks from February 2013. Bluejeans Networks is a cloud solution for video conferencing bridging and also allows participants to join a video conference using any computer web browser, mobile smartphone or tablet over the Internet.

Academic Programming and Delivery Division (APAD)

1. The APAD Division created a *Procedures Manual* to guide the training of instructors, students and administrative staff for optimal use of existing technologies. Target values included:
 - i. 100% of teaching staff trained in MFOI
 - i.i 100% of new staff trained on LE Navigation by the Learning Support Team
2. online Manual for Teaching Staff developed by the LS Team (http://media.open.uwi.edu/moodle_book%202.0/Main/moodle_book_2.0.html)
3. revision/upgrade of the “Introduction to the LE” Course (accessible to all users of Open Campus Online systems).

The Technology Mediated project 2012/2013 was implemented and delivered by APAD, which entailed the use of a Technology Mediated Model for face-to-face course delivery in the academic year 2012/2013. Facilitators in the Associate

Degree and Diploma programmes delivered courses to students throughout the region through teleconference, Blackboard Collaborate and asynchronous teaching in the Learning Exchange. The project was implemented because face-to-face delivery of the Associate and Diploma programmes had become too costly for the Open Campus Country Sites (OCCS) due to low-registered student numbers. Furthermore, face-to-face instruction proved no longer a feasible option to sustain the delivery and viability of the programmes. The use and implementation of technology provided alternative options for delivery, allowing the Open Campus the opportunity to continue the programmes to facilitate students waiting to complete and allowed new students the opportunity to advance their education.

Strengthen and expand the scope, services and offerings of the Open Campus to the communities it serves

The Consortium for Social Development and Research (CSDR) continued to play a significant role in the teaching and learning process. In this regard, staff members significantly contributed to the expansion of Open Campus programme offerings and engaged in several teaching and training activities, both individually and jointly.

Caribbean Child Development Centre (CCDC)

With continued support from UNICEF for the Child Rights Education Project, the 2013 Child Rights Training of Police Sustainability Initiative developed and delivered a Child Rights & Responsibilities training programme to the Jamaica Constabulary Force. The training sessions were face-to-face, and course delivery ranged from one to four days. Two hundred and fifty-three (253) police personnel were equipped

with knowledge and tools to protect and promote child rights, including 17 officers trained as Child Rights Trainers who assisted in the delivery of 15 workshops to officers of all ranks up to senior superintendent, from various divisions, island-wide. A manual, *Child Rights & Responsibilities Training Guidelines* for members of the JCF, was also produced. The project was spearheaded by Ms Heather Gallimore, and was completed in July 2013.

The CCDC also developed and piloted a training workshop in programme evaluation for NGOs, in collaboration with the Psychology Unit, UWI Mona, during January to May 2013. In addition, a one year Pre-University/Continuing Professional Education face-to-face programme in Early Childhood Development was drafted for Open Campus Jamaica, Camp Road, to be delivered by Open Campus Jamaica and Belize. Further, CCDC partnered with the Open Campus Academic Programming and Delivery department in the delivery of the Early Childhood and Family Studies Bachelor's Degree, Diploma and Certificate programmes, within which the Child Rights and Protection Issues course developed by CCDC is being offered.

Social Welfare Teaching Centre (SWTC)

The Centre successfully delivered the 2013 Regional Four Month face-to-face course in the *Principles and Practice of Social Work* in collaboration with the major sponsor, the Citizen Security and Justice Programme (CSJP) located in the Ministry of National Security in Jamaica. CSJP sponsored 24 of the 33 participants. The Open Campus is currently engaged in discussion with CSJP as to how the course can be modified to deal more significantly with the emerging need of participants in skills for community development. Regional participation in the course continues to be affected by costs, and for the first

time, in 2013 there were only Jamaican participants in the course.

In a follow up collaboration with the Association of Development Agencies (ADA), Jamaica, the Centre mounted a short course on project management on *Integrating Gender Issues in Climate Change in the Project Cycle*. Based on the success of this course, the Department hoped that the collaboration with ADA would be extended to developing workshops and other short courses in the critical area of involving communities in efforts to mitigate the impact of climate change in Jamaica.

Open Campus Country Sites (OCCS)

The Open Campus Country Sites are strategically placed to engage their communities by offering educational opportunities to the underserved and meeting academic and professional demands. In light of this, the OCCS have continued to provide relevant face-to-face courses and facilitate the offer of online courses.

Open Campus Bahamas

In January 2013, as part of the new strategy to increase enrolment and expand its services, the first Workforce Training Series was launched with a complement of 11 courses. The courses offered at the launch, were:

- Customer Services
- Supervisory Management
- Introduction to Small Business
- Industrial Relations
- Fundamentals of Marketing
- Introduction to Counselling
- Law for Human Resources Managers
- Finance for Non-Finance Managers
- Law for Health Care Practitioners
- Managing Projects for Success
- Introduction to Waste Management

Out of the 11 courses advertised and promoted, 10 had sufficient enrolment for the first cohort of students with a grand total enrolment of 182. The total revenue earned from the courses was BAH\$54,600.00.

Open Campus Dominica

In July 2013, Open Campus Dominica offered six local programmes. A total of 161 students (136 females and 25 males) participated in the summer local programme. The programmes included the following:

- Sales & Marketing Management
- Human Resource Management
- Taxation with Accounting & Bookkeeping
- Public Relations Management
- Management of Minor Injuries & Emergencies
- Introduction to Sign Language

Jamaica Western

In Brown's Town, in summer 2012/2013, a number of short courses were offered:

- Supervisory Management
- Small Business Management
- Project Management
- Computer Literacy
- Computer Applications for the Office

Montego Bay

The year 2012/2013 was an exciting one for Open Campus Jamaica, Montego Bay, in the area of programmes. There was a total enrolment of 474 students in local programmes and courses. Four hundred and two students (402) pursued short courses and 72 pursued one-year courses. Enrolment in the online programmes totalled 108 students. The graduating class for online students comprised 14 persons, two of whom attained first class honours.

The Site continued to offer its normal suite of courses and programmes and there was noticeable growth in a number of areas. There was an increased interest in the *Marketing and Sales*, *Customer Service* and *Public Speaking* short courses. For the first time, a total of nine groups were in place for the ten-week *Supervisory Management* course. Of note, was the fact that this included two groups at the Grand Palladium, which was the continuation of a relationship started in the 2011/2012 academic year. Added to this was a group at the Montego Bay Jamaica (MBJ) Airports, and it is hoped that this new relationship will continue over time.

Efforts to enter the parish of Trelawny finally had a measure of success, with the hosting of two groups in the Falmouth area. The first group was located at the advanced farm facility, with the offering of the 10-week *Supervisory Management* course. In the second case, the one-year *Supervisory Management* programme began in January at the Falmouth Fire Division.

Ocho Rios

The Ocho Rios Site facilitated a number of 10-week certificate courses during the period. These included *Supervisory Management*, *Conversational Spanish* and *Events Management*.

On February 14–28, 2013, seven face-to-face professional development courses were rolled out, coordinated by Open Campus Jamaica, Camp Road and Open Campus Jamaica, Ocho Rios and facilitated by Open Campus Jamaica, Savanna-La-Mar. The target groups of 69 students were workers from Rock House Hotel, Icon Distributors of Solar Energy, government workers, employees of banks, small enterprises, and other interested persons within the community.

Open Campus Saint Lucia

Student numbers increased over the previous year, as the new programmes (BEd Early Childhood Development and Family Studies and BSc Youth Development Work) came on stream. The BSc Management Studies (Economics Minor) and BSc Accounting programmes also grew as students looked to move away from the traditional Management Studies degree. However, there was a slight decrease during the course of the year in the number of programmes students registered for, from 508 in Semester I to 496 in Semester II. This decrease may be attributed to a fairly large number of students requesting leave of absence for various reasons ranging from post-partum difficulty, to lack of finances due to loss of income and plans for marriage. Nonetheless, the number enrolled was still considerably higher than the 477 during the equivalent period in 2011/2012.

Generally, the programmes and courses ran smoothly. Student reports and queries were handled promptly and with considerably less difficulty. This was due to a greater understanding and much improved relationship between Site and Registry staff. Another improvement was in the area of the transition of Associate Degree students from face-to-face to online courses. Training was provided for students, and with everyone involved having more time to prepare, students were much more comfortable. Overall, students were more comfortable with the online environment and there were fewer issues with registration.

Supervisory Management continued its popularity to the extent that two cohorts were offered simultaneously to accommodate the large numbers. During Semester II, a second group completed the newly introduced Project Management, and the usual numbers registered for *Supervisory*

Management and Introduction to Events Management. There is still significant interest in those courses. A greater effort was made to minimise the disruption/dislocation of classes by allocating a specific room to each course. The feedback received was very positive, with most persons saying they would want to take additional courses. Critical pieces of resource material for the *Project Management* course were also purchased for the library. The course evaluations revealed that participants were very satisfied with the expertise of the tutors. *Project Management* participants were particularly happy about the level of networking and interaction that the course facilitated. However, in several cases, participants had problems with the group work activities/projects and complained that it was difficult to have persons come together and share the workload equally.

Open Campus Cayman Islands

The CISCO IT Academy continued to attract students as many youngsters were keen to learn about computers and were drawn to the course. Local courses continued to be an important part of the Site offerings. Popular courses were *Computer Literacy*, *Microsoft Office Application*, the business courses and *CISCO IT Essentials*.

Orientation for the start of Semester I was held in the Chamber conference room at Governor's Square. The change of venue from the Site was necessary due to the large numbers in attendance. This was the largest intake so far and puts the total student numbers well over 200. This places the UWI is on par numbers-wise with the other tertiary level institutions in similar programmes. The orientation was transmitted live to the Turks and Caicos (TCI) via Blackboard Collaborative (BbC).

Open Campus Trinidad and Tobago

Open Campus Trinidad and Tobago continued to offer programmes in St Augustine, Belmont, El Dorado, Mucurapo, Sangre Grande, Couva, Carapichima, Marabella, Princess Town, Point Fortin, San Fernando (South), Tobago, Mayaro, and Barataria. There are full-time Site Coordinators in Mayaro, Sangre Grande, Tobago and San Fernando, while part-time Centre Coordinators oversee the operations at the other centres, except for Point Fortin, which the South Coordinator manages.

Programmes included distance offerings, remedial education, training and enrichment courses, pre-university and customised programmes. All Sites and centres were in full operation during the academic year and offered a wide variety of programmes based on demand. The vocational skills programme was offered at St Augustine, San Fernando and Port-of-Spain.

The collaboration with government ministries continued during the academic year. The Ministry of National Security continued its close collaboration with Open Campus Trinidad & Tobago in its patronage of the certificate in *Leadership and Management* and the *Introduction to Counselling* offered as a component of its Citizens Security Programme.

During the academic year under review, the Early Childhood Care and Education (ECCE) face-to-face programmes were discontinued. This resulted in a sharp decline in numbers at all Sites. Social Work and Psychology were heavily subscribed as students transit successfully from these programmes to undergraduate programmes at the Mona, Cave Hill and St Augustine Campuses.

Open Campus Trinidad & Tobago continued its collaboration with faculties of the St Augustine

Campus in offering the Pre-Engineering Programme, the Pre-Science and Agriculture Programme and the Pre-Health Professionals Programme (PHPP). Students from the PHPP and Pre-Engineering who maintain a B+ average in each subject gain automatic entry to the Faculty of Medical Sciences, and the Faculty of Engineering respectively.

Open Campus Montserrat

In collaboration with the Eastern Caribbean Central Bank (ECCB), Open Campus Montserrat, mounted the *Savings and Investment* course which ran from September to November 2012. Nineteen persons attended the course. More recently, the ECCB collaborated with Open Campus Montserrat in the delivery of a four-day Small Business Workshop, which explored such topics as: Business Planning, Creative Thinking to Solve Business Problems, Effective Selling and Negotiation Techniques and Managing the Finances of Your Business. Seventeen participants attended the workshop.

Open Campus Antigua and Barbuda

A total of 80 students sponsored by the Antigua Hotels & Tourist Association and the Eastern Caribbean Amalgamated Bank pursued training in *Supervisory Management* during the period under review.

Open Campus Belize

Major achievements for Open Campus Belize included an increase in new programme offerings, as well as an increase in student numbers for local courses. The Site also saw an increase in the number of local courses and professional development training offered. Total local courses and professional development courses participants stood at 1,018.

Open Campus Barbados

During the academic year, Open Campus Barbados continued its emphasis on new programme development and revision in accordance with the guidelines set out by the Academic Quality Assurance Committee (AQAC). In this regard, four programmes were developed or reviewed through the normal quality review process. The courses which were developed in the Workforce Training Series were: *Introduction to Drama* and *Mastering English Communication Skills*. The three-month course in *Mastering English Communication Skills* was developed specifically in response to demand from employers in both the public and private sectors of Barbados and is designed to assist persons in improving their oral and written communication skills, especially in the workplace. These courses have been submitted to AQAC for approval. The certificate in NGO Management was circulated and submitted through the Acting Director of OCCS to AQAC. The certificate in Corporate Administration programme was also reviewed and circulated for cross-campus consultation.

Early in November 2012, the National Employment Bureau (NEB), Ministry of Labour, Barbados Government, invited the Barbados Site to submit a proposal for the training and retraining of unemployed persons in Barbados. The proposal was developed by the Acting Head of Site and the Programme Officer.

The proposal to provide training for unemployed persons in various areas, to the tune of BDS \$410,000.00 was accepted by the NEB and the Site was formally designated a training partner for the Government of Barbados's Unemployment Retraining Programme.

Open Campus Saint Lucia

At local programme level, the new certificate in Project Management was very successful. The first offering was over-subscribed and a number of potential applicants had to be deferred to the January 2013 cohort. Generally, participants were excited about the course and identified it as an easy route to the Project Management Professional (PMP) certificate programme offered elsewhere. The Site liaised with the local PMP programme provider to confirm that successful participants were assured immediate entry into their programme.

For the first time, the Site offered tutoring in CXC English A and Mathematics for secondary school students who had failed and wished to repeat these subjects. Tutors noted that students tended to be immature in their approach to the subjects and recommended that the tutoring be extended over two semesters into May rather than prepare students for January exams. The Site intends to develop and expand this tutoring programme as a means of catering to community needs as well as recruiting future UWI students.

A special course in *Report Writing* was offered to members of the Senior Management of the Eastern Caribbean Telecommunications Authority (ECTEL), in response to their request. This was well-received and the course will be promoted to other organisations in the new academic year.

Open Campus St Kitts and Nevis

For the first time the Site offered the *Basic Computer Literacy* course from the UWI Open Campus IT Academy. Seven students registered for the course, which was well-received. The Site has received requests for an Intermediate class. On the advice of the IT Academy, however, the Site

will run a few more cohorts of the Basic class before offering an Intermediate class.

Open Campus Cayman Islands

A pilot/experimental run of an online course, *Java Basics*, was undertaken and from all indications the course was well-received. The plan is to add it to the list of course offerings to attract participants from the wider Caribbean area.


Graduate Studies and Research

Until 2012, research degrees (MPhil/PhD) were not offered in the Open Campus. In August 2012, the Board for Graduate Studies and Research (BGSR) approved a programme for MPhil/PhD Cultural Studies within the Open Campus, and the first intake was scheduled for the January 2013 semester.

Academic Programming and Delivery Division (APAD)

During the period under review, APAD completed the development of two new Bachelors' programmes: BSc Youth Development and the BEd Early Childhood Development and Family Studies. Of note, also, is the completed proposal for the BSc Social Work.

Implement the appropriate governance arrangements to support collaborative working relationships between the Open Campus and the residential campuses

The MA English Language programme, another new graduate programme, was offered in partnership with the International Centre for Caribbean Language Research at UWI Mona. One student, Mr Kendel Hippolyte, has been accepted for the PhD Research programme, and was also awarded the UWI graduate research scholarship for Saint Lucia. 

UWI OPEN CAMPUS GETS ACCREDITATION

History was created in Barbados for the University of the West Indies (UWI) Open Campus and the Barbados Accreditation Council (BAC) when the UWI Open Campus was bestowed institutional accreditation status. The ceremony was held on Monday, July 8, 2013 at the BAC's headquarters in St Michael, Barbados and was streamed live across the Caribbean to the various locations of the Open Campus in 16 countries.

Institutional accreditation is an externally driven process which is used mostly by external quality assurance agencies to assure the quality of provision within an institution. It is the process by which an institution is evaluated against standards set by an accreditation agency, in this case, the Barbados Accreditation Council (BAC).

In July 2013, the Open Campus was accredited for six (6) years. The BAC's Report to the Open Campus noted that:

"The commitment to quality was clear from all of those the team met, from the design and delivery teams in APAD to the online and face-to-face tutors. There are effective systems of monitoring and review of programmes and appropriate international benchmarking of standards. The Quality Assurance Unit provides an appropriate and high quality service to the Open Campus."





5. Research and Innovation

► RESEARCH AND INNOVATION IS ONE OF THE KEY AREAS IN WHICH THE UNIVERSITY CAN DISTINGUISH ITSELF FROM ITS COMPETITORS AND ENHANCE ITS INTERNATIONAL REPUTATION. IT IS THEREFORE IMPERATIVE TO STRENGTHEN SUPPORT SYSTEMS TO FOSTER CUTTING-EDGE RESEARCH AND INNOVATIVE OUTPUTS FROM FACULTY AND POSTGRADUATE STUDENTS. COMMERCIALISATION OF CUTTING-EDGE RESEARCH WILL ALSO PROVIDE AN ADDITIONAL REVENUE STREAM AND IMPROVE VISIBILITY OF THE UWI'S RESEARCH.

GRADUATE STUDIES AND STUDENT RESEARCH

Enhance graduate studies and increase postgraduate research output. Strengthen supervision and other support systems and policies.

The Vice-Chancellor appointed Professor Julie Meeks-Gardner as the first UWI Open Campus Coordinator for Graduate Studies and Research in October 2012. The Campus Committee for Graduate Studies and Research was then appointed in December 2012, comprising:

- Director, APAD: Professor Gary Hepburn
- Director, CSDR: Mr Lincoln Williams
- Director, OCCS: Dr Francis Severin
- Head, Programme Delivery Department, APAD: Dr Yasmeen Youssef-Khalil
- Programme Manager, Graduate Programmes, Programme Delivery Department, APAD: Ms Emmogene Budhai-Alvaranga
- QAU Officer: Ms Pamela Dottin

- PVC and Principal, Open Campus: Professor Hazel Simmons-McDonald (*Ex Officio*)
- Campus Coordinator for Graduate Studies and Research (Chair): Professor Julie Meeks
- Senior Assistant Registrar – Examinations-Administrative Support: Mrs Gillian Holder

The Campus Committee will fulfil the role as outlined in the University regulations, to foster programmes of research and development of graduate studies, maintain quality assurance and assist with providing resources and support. The coordinating role is greatly enhanced by having both the Quality Assurance Officer and the Programme Manager for Graduate Programmes on the Committee.

Research activities within the Open Campus have largely focused on the research interests of individual persons, units, departments or divisions, or on internal information important for monitoring and planning purposes within the Campus. The concentration has been on social research, utilising both quantitative and qualita-

tive methodologies, and including electronic survey techniques and other tools.

Much of the research has been conducted through the four constituent departments/units of the Consortium for Social Research and Development (CSDR): the Caribbean Child Development Centre (CCDC); the Hugh Lawson Shearer Trade Union Education Institute (HLSTUEI); the Social Welfare Training Centre (SWTC); and the Women and Development Unit (WAND). In addition, the CSDR was charged by the Principal to spearhead the development of research across the Open Campus within the Strategic Planning cycle 2012–2017.



Participants at the third and last panel discussion on empowering youth held during the 50th Anniversary celebration of the SWTC on April 12, 2012.

The preponderance of CSDR research is largely in the respective title areas of children and families, labour, social work (and youth) and women's issues. These, however, correspond with a number of the region's priority areas for research. A range of international partner agencies and other external funders supported the research undertaken. The CSDR has undertaken projects in a number of Caribbean countries, partnering with the Open Campus Country Sites, and the Consortium maintains a number of research partners within the UWI campuses and with many international institutions. It has undertaken projects with the UWI Consulting Company across the region, responding to international calls.

Further, in an effort to determine the research needs from the perspective of the UWI-I2+I countries at the request of the UWI Committee of Deans, the CSDR commissioned a review of the research needs using literature searches and key informant interviews in order to design a "Research Agenda for the Caribbean." The final report has helped to inform the Open Campus on strategic directions for research in the near future.

The individual units of the CSDR jointly continue their established research programmes, and seek new funding opportunities and partners. A thrust to stimulate research activities among the Open Campus Country Sites has been proposed as a part of the Strategic Plan 2012–2017 for research, through incentives such as new awards for research, established research



Professor Julie Meeks-Gardner at the Anglia Ruskin University in Cambridge, England. Professor Meeks is the UWI Open Campus Graduate Studies Coordinator, as well as Head of the CCDC in the CSDR.



publication targets, research workshops, revived annual Open Campus research seminars, and identification of funding support. The wider Open Campus community, including e-tutors will also be encouraged to participate in research activities, which will be incorporated into Open Campus activities.

Women and Development Unit (WAND)

In the context of development studies and the role of women in community development, this research project, “Empowering the Community through Social Action: Rural Women at the Centre of Development and Change: Saint Lucia 2013” records women’s contribution to the building of the La Pointe community in the area of education and training. It also records the impact of the community development initiatives introduced by the WAND/La Pointe Development Committee partnership. This is a community-based project which involves the whole La Pointe community and is based on qualitative research methods. The findings from this project, which is expected to be completed in the upcoming academic year, will make a contribution to the discipline of development studies and serve as a guide to the conceptualisation and implementation of WAND’s community intervention initiatives. It also serves as a guide to governments, NGOs and community-based organisations with an interest in people-centred development.

Another WAND project, the “Muted Suffering: Religious Beliefs and Violence against Women and Girls with Disabilities in Barbados”, is a joint research project with the Barbados Council for the Disabled. The objective of this work is to explore the ways in which women with disabilities are violated and to see the extent to which religious beliefs either undermine or reinforce ideas of subordination and dominance which,

some argue, underlie/justify violence against women. This project, which is the first of its kind in the Anglophone Caribbean, is being undertaken within the context of the Beijing Declaration and Platform for Action (1995) and an analytical framework based on an interrogation of Pauline doctrine as carried in the relevant books of the bible. Secular society regards women’s rights as human rights and fundamental freedoms. At the same time Pauline doctrine advocates the domination of men over women and eschews issues of human rights and fundamental freedoms as advocated by secular society. This work is also intended to create a new vision for women with disabilities, as a particular socially excluded group, and to gain an insight into the processes of liberation and empowerment which lie at the heart of any development effort.

The Office of the Pro Vice-Chancellor and Principal

This Office plays an important role in coordinating research throughout the Open Campus. The Director of the Open Campus Country Sites channels requests to this Office for assistance by UWI to conduct research projects, which is in turn brought to the attention of the UWI Consulting Company to ensure a University-wide response to the research needs of the countries of the region. The Office also works closely with the Deputy Deans of Outreach in the Faculties and with the UWI Consulting Company to ensure that research projects requested by governments through UWI Open Campus Sites are undertaken and completed in a timely fashion.

A number of departments and sections undertake research for internal Open Campus use. The Institutional Research Unit (IRU) within the Office of the Pro Vice-Chancellor and Principal is meant to “ensure that institutional research is



conducted on a regular basis to inform the efficient functioning of all units within UWI Open Campus.”

In this regard, the IRU conducted and/or facilitated a number of research projects in collaboration with Open Campus units and other UWI departments. These include the following:

- Pass and failure rates in collaboration with the Quality Assurance Unit.
- The “Faculty” Satisfaction Survey in collaboration with the Programme and Delivery Department (APAD).
- Graduate Tracer Survey in collaboration with the University Office of Planning.
- Open Campus Employer Satisfaction Survey – Open Campus Planning and Development Officer.
- Baseline Report – SDEC-DFACT Office
- Open Campus Throughput Study in collaboration with the University Office of Planning.

Other units, notably Quality Assurance and Academic Programming and Delivery (APAD) have also undertaken analysis of internal information to monitor and evaluate their functioning to maintain a high degree of excellence in the operation of the Campus.

FUNDING AND PARTNERSHIPS

Explore and increase donor funding for research and innovation


Caribbean Child Development Centre (CCDC)

The Caribbean Child Development Centre (CCDC) was also actively involved in securing grant funding. In partnership with UWI Consulting, this department responded to a European Union call for proposals for a project, Review and Evaluation of ICT in Education

Policy and Curriculum, and Institutional Strengthening and Capacity in Saint Lucia in February 2012 and were successful in their tender (grant sum €595,000). The project is now being undertaken through Open Campus Saint Lucia.

Another funded project was the UN Study on Violence against Children in the Caribbean Region, funded by UNICEF Regional Office, TACRO. This follow up study to the United Nations Study on Violence Against Children (UNSVAC) focused on the status of implementation of three of the 12 recommendations from the 2006 study within 17 Caribbean countries. CCDC undertook the lead role in the implementation of the project which began in April 2012. Final reporting was completed in February 2013.

Open Campus Belize

In collaboration with the National Drug Abuse Control Council (NDACC), Open Campus Belize won a consultancy to undertake the Belize 2013 National Secondary School Drug Prevalence Survey under the direction of Organization of American States/Inter-American Drug Abuse Control Commission (OAS/CICAD). 



Belize’s Governor General at an Open Campus Belize fundraising dinner in 2013.

UWI OPEN CAMPUS

- ▶ CONFERENCES
- ▶ LECTURES
- ▶ SEMINARS
- ▶ WORKSHOPS



2012/2013





6.

Outreach

- ▶ AS A REGIONAL UNIVERSITY, THE UWI IS MANDATED TO SERVE THE DEVELOPMENTAL NEEDS OF ALL COUNTRIES IN THE REGION THROUGH ITS OUTREACH ACTIVITIES. THE UNIVERSITY WILL USE INTERNATIONALISATION AS A MECHANISM TO ADVANCE KEY INSTITUTIONAL OBJECTIVES IN THE GLOBAL ARENA. IN ORDER TO FACILITATE OUTREACH AND INTERNATIONALISATION, MARKETING & COMMUNICATIONS (M&C) AND ALUMNI ENGAGEMENT ACROSS THE GLOBE WILL BE CRITICAL SUCCESS FACTORS.

NATIONAL AND REGIONAL DEVELOPMENT

Execute identifiable priority projects using staff and students from the UWI region-wide for community engagement

Community Outreach Initiatives: Non-formal Education – Women and Development Unit (WAND)

WAND continues to affect change and empower women, thus promoting national and regional development. Of note are the three projects undertaken during the period under review.

1. Life-Long Learning for Women Farmers: Fancy, St Vincent and the Grenadines

WAND's project, "Life-Long Learning for Women Farmers" in the small remote village of Fancy, St Vincent and the Grenadines, received a boost with the donation of a laptop computer and printer by WAND's Head, Dr Judith Soares. The project includes training in the use of the Internet, word processing, spreadsheets, accounting packages, and so on, and eventually

getting the community to establish a community portal with e-mail accounts.

This project is of importance to the women of the Fancy Community Help Group (FCHG) since distance learning offers an essential opportunity for the beginnings or continuation of education for women, particularly rural women precisely because the programme can be adapted to the rhythm and the lifestyle of each woman individually. With this in mind and couched in the non-formal mode of learning, the idea of the ICT project is intended to enhance community women's knowledge of agricultural techniques, skills, technology and technological developments, farming practices, availability of resources, health issues and environmental and developmental issues so that they can improve the quality of their lives.

2. "Towards a Successful Future: Affective Education for Girls", Christ Church Girls' Primary School, Barbados

The Women and Development Unit continued its affective education/emotional literacy project

with the 87 Class 4 students (former Class 3 students) at the Christ Church Girls' Primary School in Barbados. Held under the theme, "Towards a Successful Future: Affective Education for Girls", the programme, which ran from January-June 2013 is intended to help young girls appreciate themselves and their education so that they can perform well in school, at home and in their community. The programme will also help them to chart a successful future in terms of career choice and personal development and in managing their own lives. It will also assist them in making a smooth transition to secondary school. The framework for the education project, introduced in the Summer Term, as "Consequential Thinking", was developed by motivational speaker, Tony Olton, Barbados.

All the students were awarded certificates of participation which they received at the School's end of year ceremony.

3. Community-based Disaster Management Project for Catadupa Primary and Junior High and Catadupa Basic Schools: Jamaica

The Community-based Disaster Management Project reached a new stage. 'School Emergency Disaster Plan/Critical Incident Plan', drafted by the Emergency Response Committee of the Catadupa Primary and Junior High School was put in place in preparation for the 2012

hurricane season which lasts from June to November. This plan was also submitted to the Ministry of Education which is encouraging disaster management activities in primary schools.

The next stage of the project is to involve the Catadupa community in disaster preparedness and management through the local Community Development Committee (CDC), which is involved in initiating and developing projects which are beneficial to the community.

Employment Training Programme, Open Campus Barbados

Open Campus Barbados participated in the Employment Training Programme which was sponsored by the Pinelands Creative Workshop on the topic of "Work Ethics and Productivity in the Workplace", on May 23 and October 9, 2012. These sessions were facilitated by the Programme Officer of Open Campus Barbados, who is also an experienced trainer. More specifically, the objectives of the programme were to help participants define a career or life plan; examine their educational options and strengthen their capacity to search, secure and maintain employment. Participants were also exposed to topics, such as Conflict Resolution, Communication Skills, Financial Planning, and Customer Service Excellence, among others.



MARKETING AND COMMUNICATIONS

Present a unified brand image for the UWI aligned with its strategic vision and initiatives; defend the UWI brand and create an integrated marketing communications plan that will drive internal and external communications and marketing programmes

Over the period under review, the Open Campus Marketing and Communications Office adopted a new 2012–2017 Integrated Marketing and Communications operational plan aligned with the University's newest 2012–2017 Strategic Plan. This document was shared across the Open Campus with all marketing and communications functionaries across the region to ensure that the plan was familiar and comprehensive to all. The plan comprised components related to central messaging, media relations, social media, with initiatives related to advertising, special events, personal visits, communication

with opinion leaders and stakeholders, and more.

Cooperate with internal stakeholders to enhance the UWI's global presence

The Open Campus Marketing and Communications Office team organized a series of webinars during the months of January and February 2013, and invited key Open Campus personnel to participate to reinforce our competitive advantages. Each webinar was designed to guide and update staff members to think through how their specific areas of responsibility could work to better integrate our internal and external marketing and communications. The webinars also offered opportunities to develop tactics to get a lot of our work done more strategically to achieve goals and to advance the institution.

Additionally, reputation-defining stories and articles were included in many promotional material. These included: web pages, direct mailings,

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newsletters, newspapers, advertising, prospectuses, course catalogues, flyers, brochures, posters and events. Other creative elements comprised the marketing and branding arsenal at the Open Campus to engage with all our publics.

Develop a common university-wide approach to Marketing and Communications operations

The year also saw continuous cross-campus collaboration with UWI sister campuses, which assisted significantly with the promotion of Open Campus activities and in the sharing of University-wide news with stakeholders across the region, especially in the UWI-12 countries. The Open Campus Marketing and Communications Office also worked with colleagues across the campuses to sensitise internal and external stakeholders to the new Strategic Plan of the UWI, and related policy developments, including the UWI Brand Identity Manual, the Social Media Policy, the Advertising Policy and the Employee Engagement Strategy. The Office also

played a role in the promotion and roll-out of the University's overall initiative to establish a single virtual university space (SVUS).

A common community-wide approach was also undertaken in re-designing the University of the West Indies website template, which had its last design in 2007. The approach taken was a collaborative one involving the cross Campus web and marketing teams, Campus management teams and other stakeholders. The agreed goals of the university's web presence were aligned with various UWI 2012-2017 Strategic Plan objectives given below.

1. Recruitment of students and staff from the Caribbean region and around the world.
2. Promotion of the University's research.
3. Marketing/promotion of the UWI brand internationally and regionally and enhancing UWI's global presence.
4. Cultivation and strengthening of links with business, community and alumni.

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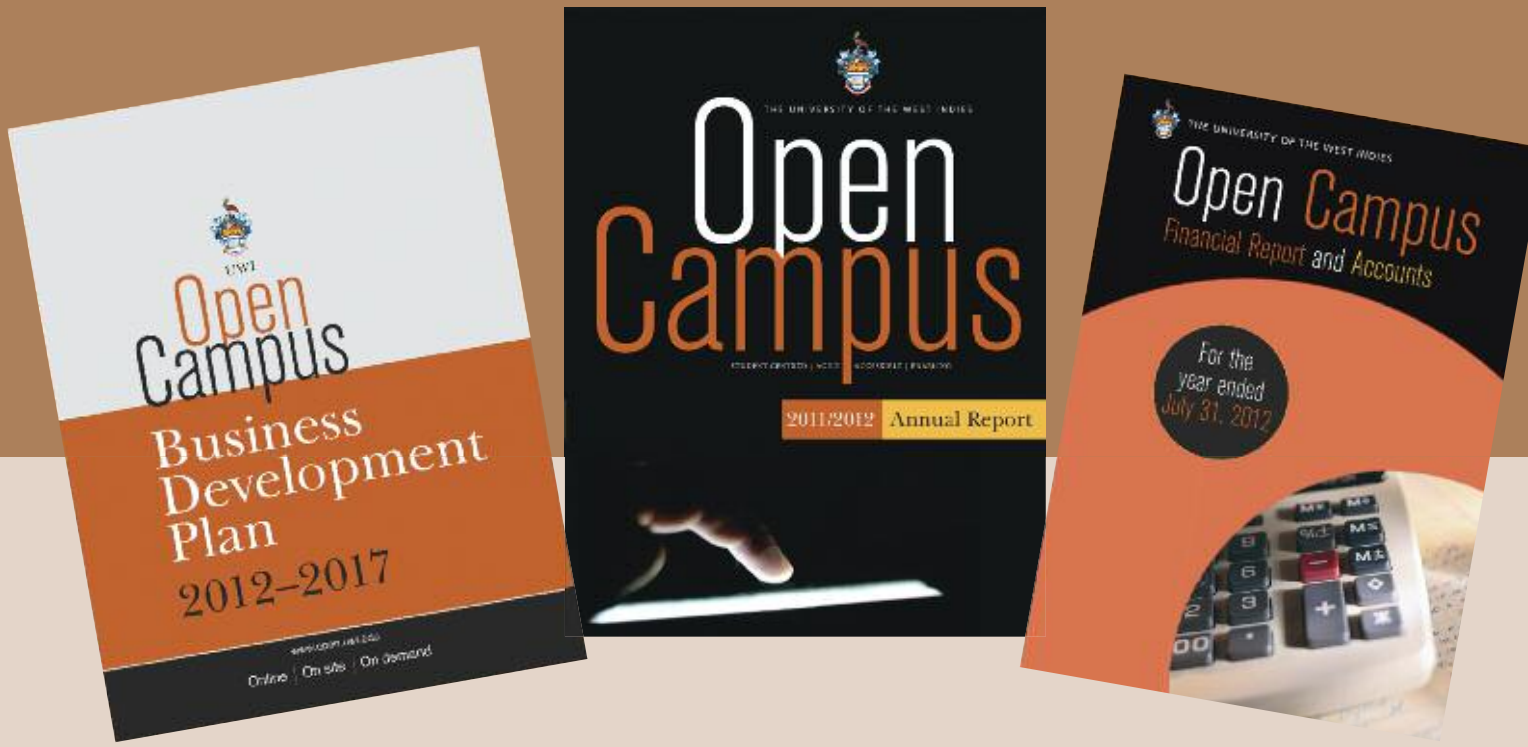
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Market the UWI Brand internationally and within the region

The department also continued to share internal and external news through its *eNews* messaging portal through marketing@open.uwi.edu. and it worked to produce and write feature articles, specialised newsletters for Open Campus departments, the monthly newsletter, brochures, advertisements (for television, radio and press) and media releases. Much of the work related to the layout/design of promotional materials was outsourced. The department also organised and promoted various conferences, media launches, functions and workshops.

Enhance the UWI presence in social media networks

Since 2010, the UWI Open Campus has been making use of social media, again with limited resources, to develop and monitor regularly. However, in May 2013, a student was hired to assist with the uploading, fine-tuning and monitoring of the pages. The Campus now has a Facebook page (2,700 fans), a Twitter profile (200 followers), a shared UWI Flickr and a YouTube (Open TV) Channel. All of the chan-

nels are integrated on the main website at www.open.uwi.edu. Marketing's integration efforts that all Open Campus locations and departments enjoin with the official Open Campus Facebook page received a boost with the ratification of the UWI's Social Media Policy in 2013. Integrating the various Facebook pages from some Sites remains a challenge.

The people who liked the Facebook page numbered almost 3,000 over the period. So a social media strategy will be implemented during the next academic year to bolster the Open Campus's external and internal communication campaigns. Additionally, Sites are going to be required to use the Flip HD video cameras provided to them during academic year 2011/2012 to conduct brief interviews with students and those videos will be uploaded regularly to the YouTube Channel.

Marketing via the social media network is potentially a viable strategy. Based on the Google Analytics reports the number of visitors to the Open Campus website has increased by approximately 12% from 2012 to 2013 as illustrated in Table 2 below.



Table 2: Comparison of website visits for 2012/2013 academic years

Types of visits	Year 2012	Year 2013
Visits	785,912	878,777
Total Number of Visitors	248,039	291,692
New Visits	29.25%	31.22%
Returning Visits	70.76%	68.78
Average Visit Duration	00:07:50	00:07:30

Further analysis indicates that the Open Campus has expanded its footprint with visitors to the website located in and beyond the Caribbean region. Within the Caribbean the largest number of visitors (256,054) was from Trinidad and Tobago. The visits for Jamaica totaled 204,362 and for Barbados, 59,447. In the case of the OECS territories, the number of visits for Dominica, St Vincent and the Grenadines, Saint Lucia, St Kitts and Nevis, Antigua and Barbuda and Grenada, was calculated at 169,936.

Beyond the Caribbean, there were visitors from as far as Vietnam (148), Iran (97), Egypt (174) and China (277). In the case of North America, there were 62,990 from the United States of America and 11,020 from Canada.

Marketing & Communications (in-house) Projects

The Marketing and Communications Office initiated various in-house projects which include the following:

Print Publications

With its very limited in-house resources, the Open Campus Marketing and Communications Office team continued to publish its monthly newsletter, the *Open Letter*, with the support of a cross-departmental editorial committee and with content input from Open Campus units and departments. This year, the *Open Letter* was redesigned fully with an online version to accompany it shortly. The Open Campus Marketing and Communications Office also worked on the design, publication and distribution of the 2011/2012 Annual Report as well as updated

programmes and promotional brochures for the Campus.

Website Development & Management

Re-design of the Staff Intranet Landing Page

The current Open Campus intranet portal was given a new landing page. This project was a collaborative effort between the Open Campus's Marketing and Communication Office and the Human Resource Management Department as a support initiative for the Staff Engagement programme. The page highlights resources available across various units/departments of the Open Campus and pin-points areas of focus such as: Your Employment, Working Here, Campus & Site Information and Contact & Connections.

Implementation of Online Staff Telephone Directory

The 2013 the much anticipated Online Staff Directory was implemented by the Marketing and Communication Office in collaboration with the Human Resource Department. The directory houses a searchable list of staff contact information to include email addresses and telephone numbers. It also provides information regarding making campus wide calls to sister campuses right from one's desk using an extension number. The staff directory will be managed by the HR Department.

Implementation of Open Campus Marketing and Communication website

The official website of the Open Campus Marketing and Communication Office was completed in March 2013. The department creates and manages a comprehensive and integrated strategic marketing communications programme and services that include:

THE YEAR ALSO SAW CONTINUOUS CROSS-CAMPUS COLLABORATION WITH UWI SISTER CAMPUSES, WHICH ASSISTED SIGNIFICANTLY WITH THE PROMOTION OF OPEN CAMPUS ACTIVITIES AND IN THE SHARING OF UNIVERSITY-WIDE NEWS WITH STAKEHOLDERS ACROSS THE REGION, ESPECIALLY IN THE UWI-12 COUNTRIES

- Brand Marketing
- Direct Marketing
- Digital/Web Marketing
- Collateral Development
- Editorial Services & Publications
- Special Projects & Development Communications
- Cost-effective Market Research

Implementation of Social Work Promotional website

The Social Work promotional website was created to complement the launch of new Social Work programmes in the Open Campus. The website is located at <http://www.open.uwi.edu/socialworkprogrammes> and provides information to prospective students and the general public about social work to include career and community resources.

Updating of the Graduation 2013 website and the ScholarShip Cruise 2014 website

The graduation website is updated on an annual basis. It provides students with a one-stop shop service, where all the information surrounding attendance to the graduation ceremony is provided in a simple layout. This project is done in collaboration with the Registrar's office. The latter website provides functionality which allows for the online processing of credit cards. This facility is offered in collaboration with the Royal Bank of Canada.

Open Campus Country Sites (OCCS) Marketing Activities

The Open Campus Country Sites also engaged in a number of marketing activities in their quest to improve student enrolment and promote Open Campus programming. These activities included, but were not limited to, the production and dissemination of flyers, newspaper columns, radio and television advertisements, updates on Facebook, Site visits and college career fairs. The following comprise highlights from the various Sites.

Open Campus Belize

On September 15–16, 2012 the Belize Site participated in the annual business EXPO which is organized by the BCCI as a part of national celebrations. At the EXPO, staff from the Belize location distributed brochures and other UWI and UWI Open Campus giveaways inclusive of library information which promotes the programmes and history of the Open Campus.



Promoting Open Campus programmes in Belize

Open Campus Saint Lucia

Open Campus Saint Lucia presented several country programmes to promote the UWI and Open Campus. Some examples include:

- regular news releases highlighting both local and general UWI events;
- production of a weekly *UWISPEAK* column which continued to keep the Open Campus in the public eye and to double as a form of soft advertising of activities, free of charge. A special effort was made to highlight the many first class honorees in a *Celebrating Excellence* series of articles and also to highlight the various 2012 graduation speeches;
- production and dissemination of flyers advertising Open Campus activities. New flyers were created locally. These included a *Why Choose UWI* brochure, a *Local Programmes Information Guide* and a CXC Preparatory Courses flyer;
- commissioning of a new 30-second radio jingle specifically crafted to appeal to the Saint Lucian clientele. The jingle was composed and provided by leading local musician Ronald ‘Boo’ Hinkson and has received positive public response to its catchiness.;
- ongoing media coverage – print media, television, and/or radio coverage of all Open Campus events organised;
- preparation of packages for dissemination to all secondary schools/Ministry of Education officials in preparation for Open House activities in 2013;
- niche marketing of the new certificates in Project Management; Early Childhood Development and Family Studies; Health and Family Life Education (HFLE); Masters programmes, and the Certified Management Accounting (CMA) programme;

- consistent updates and messages through the Open Campus Saint Lucia Facebook page, which has grown steadily to more than 1,300 followers to date;
- a second advertising bus wrap was mounted to serve as a moving billboard between Castries and Gros-Islet – the busiest route in the north of the island.



Open Campus St Kitts and Nevis

The Site continued its local marketing drive through radio programming.

- *UWI on the Air* – In October 2012 Open Campus St Kitts accepted an offer made by WINN FM to host this weekly programme, which was used to share anything that was relevant to the work of the University. Initially free, the location now pays a preferential rate and the programme is hosted on a monthly basis.

Open Campus Jamaica – Western

Open Campus Jamaica Western implemented a range of marketing initiatives at the various locations.

Brown’s Town

- Advertised Open Campus programmes/course offerings via the local cable company: Santastic Cable.

- Distributed brochures weekly to the private sector, the local library, churches and the general public.
- Five hundred (500) brochures placed in the Saturday and Sunday *Gleaner* at intervals twice for the academic year.
- E-mailed the programmes/course offerings to the schools in the region.
- College Fair – On March 7, 2013, the staff participated in Westwood High School College Fair.
- Career Day and Youth Educational Forum – On April 24 the location participated in Muschett High School’s Career Day and it visited the Brown’s Town Baptist Church, Youth Educational Forum on May 25, 2013.

Savanna-La-Mar

- Daily local radio and television advertisements of Open Campus programmes.
- Weekly distribution of flyers with information on programme offerings.
- Speaking engagements at PTA meetings.
- Telephone/fax messages and calls to institutions and business places.
- Radio advertisement on OCCSJW, the most-listened-to radio station in the area.

Montego Bay

- Cable, radio and newspaper advertisements.
- Short presentations to major companies and their staff about programme and course offerings.
- Throughout the year, a team of marketers was deployed to visit hotels in the Negril area of Westmoreland, a number of facilities in the Montego Bay freezone and other companies in the general Montego Bay area.

Open Campus Jamaica – Eastern

The Open Campus Jamaica Eastern increased the visibility of the Open Campus through strategic advertisements and Open Day activities.

Mandeville

- This location, with the guidance and assistance from the Marketing and Communications Office, developed an appropriate advertisement in the 60th anniversary year-book of the Manchester High School. The advertisement showcased the range of regional programmes offered as well as provided contact information for all locations in Jamaica. The wide circulation of the year-book has afforded the Open Campus greater visibility.

Denbigh and Vere

- On January 4, 2013 the Open Campus Jamaica, Denbigh and Open Campus Jamaica, Vere staged their first Open Day on the grounds of the Omni Plaza, the new location. The feedback was very promising and the locations were able to recommend applicants to other locations as well.

Open Campus Dominica

Open Campus Dominica adopted diverse marketing strategies, including the following, to promote the Open Campus programmes.

- Open Campus Dominica continued to use its popular *UWI & You* television programme on Marpin2K4 to enlighten the public about the University’s programmes and activities. The one-hour television programme is aired every third Thursday of the month and is hosted by Mr Felix Wilson, Programme Officer. Mr Wilson interacts with guests who are staff (visiting faculty,



UWI STAT Ambassadors in Dominica

recruiting officers), students (including UWI STAT Ambassadors), alumni or friends of the University in general and UWI Open Campus in particular.

- Members of the Open Campus Dominica team participated in a ‘Hit the Streets’ programme. This involved the use of a tent outside of LIME Dominica on Old Street, Roseau. The staff members interacted with the members of the public and distributed information about UWI Open Campus and other UWI programmes.
- On April 8, 2013, the Open Campus Dominica participated in the career day activities of the Convent High School. The Marketing & Outreach Officer addressed the students and staff of the school during the morning’s assembly on the theme, “Making Wise Career Decisions”. A UWI Open Campus booth was set up, which offered students information on how they could begin their academic career at the Open Campus immediately after high school.
- For the second consecutive year, the Open Campus Dominica hosted a Media Day activity at the location. All media houses in Dominica were invited to learn about the new programmes available. The Open Campus introduced the new BSc, Diploma and Certificate in Social Work for the academic year 2013/2014.

Open Campus Anguilla

Open Campus Anguilla promoted the Open campus through radio interviews and college fairs.

- On June 8, 2013 Administrative Assistant Mrs Sharon Lake and four UWI Open Campus students embarked on a nascent marketing initiative to St Maarten/St Martin. Three of the four students were executive members of the GOS Anguilla Chapter. The initiative was held in collaboration with the staff of the Public Relations Department of the Philipsburg Jubilee Library in St Maarten, Netherlands Antilles. The group also did a radio interview with SOS radio as a promotional activity in French St Martin before returning to Anguilla on June 9, 2013.
- The Open Campus Anguilla, along with other community partners, participated in the October 2012 College Fair held at the Rodney McArthur Rey Auditorium and organised by the department of guidance and counselling at the Albena Lake-Hodge

Comprehensive School. The objective of the fair was to sensitise the students of the Albena Lake-Hodge Comprehensive School to the various types of employment available both in the public and private sectors in Anguilla.

Open Campus Antigua and Barbuda

The Open Campus Centre in Antigua showcased the Open Campus College and High School fairs.

- Annual College Fair on November 8–9, 2012 at the Multipurpose Centre, Perry Bay, St John's. That event was made possible by Open Campus Antigua and the Ministry of Education and sponsored by the latter. The event offered the opportunity for showcasing the study prospects offered by the UWI and specifically the Open Campus. Brochures, PowerPoint presentations and interactive conversations provided ample alternatives for selling The UWI's services.



Anguillan graduands on their way to the 2013 Graduation Ceremony in Grenada



Ms Allison Hull, Programme Officer, Open Campus Antigua and Barbuda recruits students at a college fair in 2013

- High School Career Fair on April 10, 2013 at the Jennings Secondary School. The Open Campus was given the opportunity to showcase its offerings and to advise students on career opportunities pertinent to its programmes tenable at the pre-university and bachelor's levels.

Open Campus Bahamas

Open Campus Bahamas targeted and promoted various programmes to diverse stakeholders.

- Ministry of Youth, Sports, & Culture and graduates of the Ministry of Youth Leadership Programme
- Ministry of Environmental Health
- Ministry of Social Services
- Teachers in public and private schools.
- Ministry of Tourism
- Royal Bahamas Police Force and Her Majesty's Prison
- Bank of Bahamas employees (5 branches)
- Winterbotham Trust Company (All employees)
- Bahamas Faith Ministries Singles Ministry
- Akhepran International Academy
- Mt. Carmel Academy
- C.C. Sweeting High School Local College Night
- Annual College Fair (Nassau & Freeport)

Open Campus Barbados

During 2012/2013, a number of changes were made to the processes and procedures which were being used to market programmes offered by Open Campus Barbados. The ultimate goals were to enhance the profile and reach of the location's services and increase enrolments using more streamlined and cost-effective strategies.

The Site enhanced the quality and impact of its marketing literature and advertisements across all programmes. Groups not previously targeted were included in campaigns, advertisements were upgraded, and greater use was made of mail outs and outdoor events.

A special effort was made to increase employee sponsorship by public sector agencies. Public sector employees contribute an important segment of the student population of Open Campus Barbados. However, analysis indicated that a stronger marketing thrust needed to be mounted among some of these agencies, with the express purpose of promoting employee sponsorship. As a consequence, during February–March 2013, the location engaged in marketing visits to a number of public sector agencies.



BVI staff members at a local college fair

OCCS Community Engagement Activities

Open Campus Belize

Open Campus Belize held its 3rd Annual UWI Education Week and its 4th Annual UWI Day of Races during the month of November 2012.

Other activities included:

- a Thanksgiving Service at the Lake Independence Baptist Church
- UWI Day of Races
- Open Day at the Open Campus Belize
- community service where staff of Open Campus Belize served lunch to primary school students
- recognition & awards ceremony
- community service where staff of Open Campus Belize read to primary school students at the public library.

Open Campus Barbados

The University in the Community Lunchtime Lecture Series, hosted by Open Campus Barbados, in partnership with the Central Bank of Barbados, achieved great success during 2012/2013. During the period August 2012 to May 2013, a total of 9 lectures were hosted with an average attendance of 70 persons per lecture.

The lectures were intellectually enlightening and thought-provoking. Alternative points of view considered and discussed were always incisive and vigorous. Two of the highlights of the Series comprised lectures delivered by CEO of the CXC, Dr Didacus Jules and Head of the Caribbean Child Development Centre (CCDC) of the Open Campus, Professor Julie Meeks-Gardner. During the period under review, several improvements were made to the marketing, promotion, execution and recording of the Lunchtime Lecture Series. These improvements



Professor Julie Meeks-Gardner after lecture on 29 May, 2013 (Front row, left to right): Professor Meeks-Gardner, Dr Maureen Lucas, Carlisle Best (Second row: left to right): Mrs Gillian Holder, Mrs Karen Ford-Warner and Mr David Mayers

resulted in the delivery of high quality lectures by prominent speakers and much improved attendance. The efforts directed towards enhancing the press coverage of the event were very successful.

Open Campus Montserrat

This location hosted a number of lectures to stimulate the interest and enlighten the community. These included “The Alphonsus ‘Arrow’ Cassell Lecture Series”, held on December 6, 2012. Dr Curwen Best, Professor of Popular Culture and Literary Studies at the UWI Cave Hill Campus in Barbados, was the featured speaker on the topic: “10 Things Our Youth Know (that we don’t) about Cyberspace, our Nation and the Future”. The presentation supported the overarching theme for the Lecture Series – “The Creative and Cultural Industries and their Potential for Caribbean Economies”.

A lecture on “Sexual and Domestic Abuse” was also presented by Dr Maureen Jones-Ryan in November 2012. Dr Jones-Ryan is a writer and lecturer on worldwide sexual abuse issues. Students in the Social Work ASc Programme attended along with staff from the Government’s

Community Service Department and the Royal Montserrat Police Force.

The Annual St Patrick’s Lecture was also held on March 11, 2013. The presenter, Ms Ethlyn Weekes, Vice Principal at the Montserrat Secondary School is a professional educator with 27 years’ experience of managing innovative change and strategic leadership. She spoke on the topic, “Montserrat’s Response to Development in a World that is Changing Fast”.

Open Campus Saint Lucia

Open Campus Saint Lucia hosted a lecture in January by Mr Denys Springer, Research Fellow, Institute of International Relations, National Chengchi University, Taiwan. The lecture was a presentation of Mr Springer’s research findings on ‘Whether or not the Democratization of Taiwan is an Impediment to Unification’.

Dr Joel Warrican, Director, St Vincent and the Grenadines Community College, presented The 4th Annual Patricia Charles Memorial Lecture on April 17, 2013. The topic was “Exorcising the Demons of Colonialism: Creating Participating Citizens through Democracy in Education”.

Open Campus St Vincent and the Grenadines

Several distinguished lectures were presented, and include the following:

- February 28, 2013 – Dr Adrian Fraser, the former Head, began with a presentation entitled “A Case for George Augustus McIntosh as National Hero”.
- March 7, 2013 – Dr Kenneth John, “The Life and Times of Ebenezer Theodore Joshua”.
- April 18, 2013 – Prime Minister, Dr Hon. Ralph E. Gonsalves “The Making of a Hero: The Law and Practice in St Vincent and the Grenadines”.

- October 11, 2012 – Professor Hollis “Chalk-dust” Liverpool, veteran Caribbean calypsonian and folklorist, delivered the Annual Independence Lecture entitled, “Our Cultural Heritage: Its relevance to Education in the Caribbean.” Professor Liverpool’s presentation was enthusiastically received by the Vincentian audience, and the audio version of his presentation used as the basis for several public discussions nationally.

Open Campus Dominica

Fifth Annual Bernard A. Sorhaindo Memorial Lecture – September 20, 2012. Professor Sir Errol R. Walrond spoke on the topic, “Professional Ethics: A Community & Professional Responsibility”. Professor Walrond is Honorary Consultant at Queen Elizabeth Hospital in Barbados, Chair of the Barbados Medical Council and Professor Emeritus at UWI.

Seventh Annual Dame Eugenia Charles Memorial Lecture, November 29, 2012. Professor Margaret Rouse-Jones spoke on the topic “Of Heroes and Heritage: The Contribution of George James Christian of Dominica to the Social, Legal and Legislative Landscape of the Gold Coast (Ghana) 1900–1940.” Professor Rouse-Jones is a retired Campus (St Augustine) and University Librarian at The UWI.



Professor Rouse-Jones

UWI OPEN CAMPUS

OUTREACH ACTIVITIES 2012/2013





Inaugural E. O. LeBlanc Memorial Lecture – October 4, 2012. Dr Alwin Bully presented the first lecture entitled, “The Gilded Mango: Culture, Livelihoods and Development in Dominica, 1950–2012”. Dr Bully is a leading Dominican artistic director, playwright and costume builder, among other things.

Sixth Annual National Bank of Dominica (NBD) and UWI Open Campus Dominica’s National Distinguished Lecture – May 30, 2013. Mr Donald Roberts presented the topic, “Globalism and the Challenges of Labour: Prescriptions for Regional Competitiveness”. Mr Roberts is the Head of the Hugh Lawson Shearer Trade Union Education Institute (HLSTUEI) in the Consortium for Social Development and Research of the UWI Open Campus.

Lecture mounted as a collaborative effort of the ECCB, the NBD Ltd. and UWI Open Campus Dominica – April 2, 2013. Professor Simon B. Jones-Hendrickson, Dean of Economics at the University of the Virgin Islands, delivered on the topic, “Size and Survival in the Era of Globalization”.

Open Campus St Kitts and Nevis

Public Lecture – June 2013. Dr Sharon Gopaul McNicol shared the results of her research on Caribbean politics, under the theme, “New Caribbean Politics: A Ground/Bottom Up Model”. The lecture was very well attended and provoked much public discussion.

Open Campus Belize

Distinguished Lecture on Reggae and Dancehall delivered by Professor Carolyn Cooper from the UWI, Mona Campus, Jamaica.

Open Campus Antigua and Barbuda

The Tenth Dr Alister Francis Memorial Lecture on February 28, 2013 at UWI Open Campus

Antigua. Sponsors were the Antigua State College, the Antigua Commercial Bank and the UWI Open Campus Antigua. Keynote speaker, Sir George Alleyne, Chancellor of the UWI, offered an enlightening and engaging lecture entitled Tertiary Education in Evolution. This provided the impetus for vigorous post-lecture interactive discussions. Chancellor Alleyne also took the time to meet with the Prime Minister of Antigua and Barbuda and with alumni. About 30 alumni, including the Attorney General, attended the Chancellor’s meeting.

Other OCCS Engagement Activities

Apart from community lectures, the OCCS undertook a number of community engagement activities in an effort to serve their communities, raise visibility and increase enrolment. The following examples include but are not limited to the many activities pursued by the OCCS during the period under review.

Open Campus Belize

Open Campus Belize held its first High School Debate Competition (funding for the events were contributed by the private sector and an NGO) and one of the major media houses provided live coverage. The theme for the tournament was “Sensitizing communities, reducing HIV-related stigma and discrimination for MARPS”.

Open Campus British Virgin Islands

In an effort to engage students for the purpose of increased enrolment the UWI Open Campus British Virgin Islands visited the territory’s secondary schools. The Programme Officer was a featured speaker at several schools, concentrating her presentations on the value of a UWI education and career choices. Information booths were also mounted to share printed materials on

The UWI's programmes. There were 32 applications and 27 acceptances.

Other activities included presentations to various businesses and organisations including the banking sector, as well as schools. The Open Campus British Virgin Islands also participated in the following:

- "Reading is Fun Week" at three of the territory's primary schools: Willard Wheatley Primary, Francis Lettsome Primary and St George's Primary Schools Stage 2 classes;
- Elmore Stoutt High School's Career Expo;
- public information session and drive at the Government Central Administration Complex – A display of materials from all four campuses was featured as well as an online information kiosk to facilitate immediate application, account creation and information searches.

Open Campus Saint Lucia

A symposium on Saint Lucian Dance was hosted at the Centre as part of "Nobel Laureate Week" celebrations in January 2013. This included a presentation on avantgarde dance movement, which saw dancers using the entire Site as an outdoor stage to the delight of attendees, including Saint Lucia's Governor General. A week-long exhibition on the history of Saint Lucian dance was also mounted. Open Campus Saint Lucia also participated in the following activities.

- Annual Open Week – February 2013 included school visits, Counselors' Information Luncheon and media interviews and an Open Day. Information booths on each UWI campus remained open from 9:00 am to 6:00 pm. Local banks (Bank of Saint Lucia, Saint Lucia Development Bank and First National Bank) also set up booths to provide

information on student loans and other financial services related to education.

- Open Campus Saint Lucia hosted the opening of "National Library Week" on April 15, 2013 under the theme, "Library and Information Services on the Move: Communities Matter".
- Open Campus Saint Lucia partnered with the Saint Lucia Tourist Board and the cultural Development Foundation to host the launch of the Shakespeare's Globe Theatre summer production of the play, *King Lear*, in Saint Lucia.

Open Campus Trinidad and Tobago

The Open Campus Trinidad and Tobago community engagement activities were as follows:

- career and guidance programmes conducted at secondary schools;
- participation in the UWI Children's Christmas Party – an annual event that caters to the needy children of society by way of gift-giving of toys, hampers and other treats as the children are entertained;
- open day fairs at major malls – where teenagers and adults were encouraged to take the initiative to pursue a higher education;
- part-sponsorship of the Carapichaima Secondary School football team;
- participated in Career Day activities held by the Ministry of Tertiary Education, Science and Technology for on-the-job-trainees (OJT) and the the Goodwood High School Career Day Fair at the Goodwood High School, Goodwood, Tobago.

Open Campus St Vincent and the Grenadines

- Children's Summer Camp, July 31–August 10, 2012, was held in collaboration with an

organisation called SCIENCE, and took place at the location.

- Inaugural National Literary Fair – October 16–18, 2012 presented in collaboration with the Vincentian Association of Artists, Writers and Producers Inc. The fair was held under the theme, “Celebrating our Own”. Activities included an opening ceremony, book launches and signings, art and book exhibitions, performances, a poetry evening and a children’s exhibition, dubbed the “Children’s Paper Treasures”. The fair was officially recognised as part of the Independence celebration of St Vincent & the Grenadines.
- Creative Writing Workshop – October 17, 2012, facilitated by Dr Phillip Nanton, Poet and Lecturer at the UWI Cave Hill Campus.
- Book Launch – October 17, 2012: Dr Beverley Steele, former Resident Tutor/Head, Grenada, launched her book, *Grenada in War Time*, and Reverend Dr Lionel Richards launched his second book, *The Cycle of Life: A Caribbean Reflection*.
- Calypso Writing Workshop – April 29, 2013, in collaboration with the Kalypso Kollege and the Carnival Development Corporation. Professor Hollis Liverpool facilitated this workshop for artists, judges and writer entitled, “The Calypso Art Form: Composition, Competition and Cultural Relevance”.
- History and Heritage Week of Activities 2013. Each year the UWI Open Campus St Kitts and Nevis participates in the St Kitts and Nevis History and Heritage Week of Activities. The UWI Open Campus St Kitts and Nevis’ primary contribution to the 2013 History and Heritage Month of Activities was made in the form of a formal launch of the local course entitled Exploring Kittitian History. This launch included presentations by each of the course facilitators.
- Caribbean Growth Forum St Kitts and Nevis Chapter. In February 2013 the Caribbean Growth Forum launched its St Kitts and Nevis Chapter. The Head of Site, Mrs S. Sarah Owen attended the launch at which she joined the Skills and Productivity Working Group.
- Caribbean Poetry Project. In April 2013 the project team conducted workshops for teachers of English B in the secondary schools in St. Kitts and Nevis, Anguilla and Montserrat. Prior to the workshops, the Caribbean Poetry Project coordinator invited the UWI Open Campus St Kitts and Nevis to host “An Evening of Poetry”. The UWI provided some logistical support for the team and also co-hosted “An Evening of Caribbean Expression.” In an effort to reach a wider and more diverse audience, the UWI Open Campus St Kitts and Nevis partnered with the poetry group Island Xpressions. The visiting poets also kindly agreed and facilitated two workshops for a total of approximately 20 participants.

Open Campus St Kitts and Nevis

- St Kitts Agriculture Open Day. The UWI is normally represented at the Agriculture Open Days in St Kitts and Nevis by representatives from the Faculty of Food and Agriculture at the UWI St Augustine Campus. In 2012 the UWI Open Campus joined with the UWI St Augustine Campus to include promotional material for Open Campus programmes in the display.

Open Campus Cayman Islands

The University is an active member of the Chamber of Commerce and the public lecture of 2012/2013 was held successfully at the Chamber of Commerce Conference room. The UWI Open

Campus Cayman Islands took part in the Chamber Expo 2013. Apart from the Chamber Expo, the centre was actively engaged in Chamber activities.

The location continued its service as an examination centre for the external universities such as:

- Athabasca University
- Bradford University
- CMA Examinations
- Deakin University

To encourage more such clients as well as to maintain those who have already signed up for the service, the location created a preferred examination centre status for universities that use the location on a regular basis. This has also come with a discount for services rendered.

In 2012/2013, Open Campus Cayman Islands jointly hosted the Occupational and Health Safety conference which was held at the Marriott Hotel with some 30 participants. This only required support and involved little financial outlay on the part of the location. The Head gave an opening address and the University benefited from the wide publicity from the conference as well.

Open Campus Antigua and Barbuda

- The Annual Book Launch and Cultural Extravaganza on August 17, 2012 was held at the UWI Open Campus Antigua and Barbuda location. This event was facilitated and sponsored by the Open Campus Antigua and Barbuda, Antigua and Barbuda Studies Association and the Young Poets Society of Antigua and Barbuda. This annual event provided opportunities for the public to be engaged in serious academic discourses in the context of a review of Antiguan writings

published in the journal *The Antigua and Barbuda Review of Books*. Discussions were interspersed with items of cultural entertainment.

- A Country Conference with the theme, “Tim Hector, Caribbean Politics and Economic Development” was mounted on January 10–11, 2013 at the UWI Open Campus Antigua and Barbuda location. This was facilitated by the Open Campus Antigua and Barbuda; Professor Paget Henry, Brown University, Rhode Island; Associate Professor Anthony Joseph, Pace University, New York; local scholars; and sponsored by the Open Campus Antigua and Barbuda and the Antigua and Barbuda Studies Association. This country conference celebrated the life and times of noted Antiguan writer, educator, politician and newspaper publisher, Leonard Tim Hector. It provided opportunities for reflections on Hector’s philosophy and contribution to Antigua and Barbuda society.

Open Campus Dominica

Two Centre visits and information sessions were held at Open Campus Dominica in November 2012 and January 2013. The first session, held in November 2012, introduced the new Diploma in Management Accounting and focused on current programmes which included Banking & Finance and Accounting. In January 2013, teachers and students who enrolled in the ASc Education programme at the Dominica State College (DSC) were provided with an overview of the current Open Campus education programmes on offer. The sessions concluded with a tour of the location and presentations of Open Campus tokens.

The Seventh Annual UWI Open House Week of

Activities took place on January 28 to February 1, 2013. The Cave Hill, Mona and St Augustine Campuses were hosted by the Open Campus Dominica. The week of activities included visits to the Centre by secondary school students from the schools in the Roseau area; visits by The UWI STAT Ambassadors to the HIV/AIDS Response Unit to discuss with the staff there the impact of HIV/AIDS on Caribbean youth; visits to secondary schools outside of the city of Roseau; visit to the DSC; information session for members of the public at the Centre; television programme *UWI @ You*; visit to the Division of Agriculture by the team from UWI St Augustine; visit to the Youth Division and a visit to His Excellency, the President of the Commonwealth of Dominica.

During the weekend of August 10–12, 2012, many Dominicans and visitors to the island gathered on the grounds of the Open Campus Dominica to be part of the excitement of the Fifth Nature Island Literary Festival and Book Fair. The theme for this year's festival was "Book Open, Story Jump Out".

The UWI Open Campus Dominica and the Ministry of Education and Human Resource Development, in collaboration with UWI Cave Hill, the University of Cambridge, Commonwealth Education Trust and the CXC, presented *An Evening of Poetry* at the Centre's auditorium. The evening's event featured poetry and music by Dominican and other Caribbean poets.

Open Campus Antigua and Barbuda

Dance Extravaganza, *The Way You Love Me* on June 21–23 and June 28–30 at Open Campus Antigua and Barbuda. This was facilitated by the Shiva School of Dance, Senator Malaka Parker, Governor General, Her Excellency Dame Louise Lake-Tack and the Open Campus Antigua and

Barbuda. These series of events highlighted the on-going Department of Gender Affairs sponsored Innocence Project which aims at elevating awareness of and eliminating all aspects of child abuse. This event was attended by the Governor General and the choreographed routines effectively communicated the anti-child abuse message.

UWI Open Campus Jamaica – Eastern

Three representatives from UWI Open Campus Jamaica Eastern were pleased to be a part of the UWI contingent that participated in the 5th Biennial Jamaica Diaspora Conference held at the Montego Bay Convention Centre during the period June 16–19, 2013. The UWI was presented under the theme "One University – Four Campuses". This conference served as an excellent opportunity for the University to strengthen relations as well as create new linkages.

Camp Road

Beautification project for Caribbean Christian Centre for the Deaf on April 20, 2013 – The aim of this event was to assist the Centre with general painting as well as sprucing up of the garden/play area for the children.

Job information fair on July 12, 2013 at UWI Open Campus Jamaica, Camp Road – This fair was held under the theme, "Promoting Self-Empowerment: Advancing Human Capital". The objective was to provide information on new and alternate job opportunities and assist persons in identifying avenues to supplement regular income through academic and entrepreneurial pursuits.

Denbigh/Vere

Participated in the May Pen Seventh Day Adventist church's REACH Community Outreach

event held on February 28, 2013. On March 7, 2013 the Open Campus Jamaica, Denbigh/Vere location was invited by Stewart's Hardware in May Pen to participate in their Training and Awareness Programme. An overwhelming response was received as 10 of the 12 employees who participated enrolled in the Open Campus Jamaica, Denbigh/Vere locations' local certificate courses.

Mandeville

Mounted a Labour Day project in collaboration with local private and public sector institutions, by way of providing well needed assistance to the Woodlawn School of Special Education, which caters to students with intellectual and physical disabilities. A section of the school's grounds was paved, several classrooms were repainted and important signs were erected. The selection of the project was a rewarding and fulfilling one for all participants. Through Mandeville's participation in this project, there was increased prominence and awareness of the Open Campus in this region.

Port Antonio

Staff represented the Open Campus at several community events which included staff development days at Boundbrook Infant School, Port Antonio Fire Station and Drapers All Age School. They also attended staff meetings at the Jamaica National Building Society, Port Antonio Branch, and the Titchfield High School.

As part of marketing and community outreach, the location also hosted meetings with several stakeholders to give them a first-hand view of the facilities. Stakeholders were drawn from banks and high schools. They were given the opportunity to ask and have their questions answered about the current work and future plans of UWI Open Campus.

UWI Open Campus Jamaica – Western

Hampton School, Munro College, Newell High School and B.B. Coke High School had Career Day at various times during the year where the Head and staff of UWI Open Campus Jamaica Western participated. An Information Exposition was held at Independence Park, Black River on March 6, 2013. This forum was hosted by Heart Trust NTA and the St Elizabeth High Schools' Work Experience Committee. Open Campus Jamaica Western participated.

Ocho Rios

This was the venue for two-day training for the Jamaica Constabulary Force staff on March 26–27, 2013. It was provided at a cost. On February 28, 2013, Dr Miller-Vaz was one of the facilitators at the Jamaica Constabulary Force's Training School at the Area II Headquarters in St Mary. She promoted the Open Campus and was most ably assisted by Ms Jarrett, Clerical Assistant. On March 1, 2013, Ms Jarrett, Clerical Assistant, attended the Ocho Rios High School's Career Fair.

Montego Bay

Staff facilitated the Teaching Technology Matters Institute Community programme under the leadership of one of the tutors, Mr Lindley Graham. The programme is designed to assist students in preparing for the mathematics and English CXC-CSEC in May 2014. Teachers have identified students who were performing below average in both mathematics and English classes and designed the programme around their needs: to build fundamental skills; to develop an appreciation for mathematics and English; to develop content and techniques needed to perform well; to encourage students to look beyond high school by promoting the UWI.

ALUMNI ENGAGEMENT


Open Campus Saint Lucia

In Saint Lucia, initiatives to engage UWI Alumni continued during this period via:

- continued efforts to expand and maintain a comprehensive database of alumni. This has been greatly assisted by the recent cohort of graduates dropping in their exit forms which was part of their graduation package. The Open Campus Management System (OCMS) exchange was also accessed in order to ensure that recent graduates' personal emails were added to the mailing lists;
- regular email outreach re-informing alumni of programmes available, job advertisements, Christmas Toy Drive, etc.
- hosting of Mrs Celia Davidson-Francis, Director of Alumni Relations (AR). Her visit was used as a rallying call for Alumni to participate more actively in the life of the



Principal's visit to OC Bahamas and meeting with UWI Alumni.

UWI. As a result of Ms Davidson-Francis' visit, the Saint Lucia Chapter of the UWI Alumni received a formal letter of recognition from the Director of Alumni Relations. Efforts to get persons to commit to serve on the executive, however, still remain a challenge. 



Sir George Alleyne (centre) with UWI Alumni in Antigua and Barbuda

Student GUILD

During the academic year 2012/2013, there were eight (8) active Guild Chapters at the following Sites:

- Antigua and Barbuda
- Bahamas
- Barbados
- Cayman Islands
- Jamaica – Denbigh
- Trinidad – St Augustine
- Tobago
- Saint Lucia

The UWI Open Campus had student representation in the following areas:

- Inter-Campus Guild Meetings (July 2012– Jan 2013 @ Cavehill, St Augustine & Mona)
- University Meetings (BUS & F & GPC 2012/2013)
- In Mauritius at the 18th Conference of Commonwealth Education Ministers (18 CCEM) “Be the Change” Youth Forum (August– September 2012)
- Council Meeting (March 2013)
- Annual Business Meeting (April 2013)
- UWI Games – Observer Team (May 2013)



Top left: UWI Open Campus students at a fundraiser in St Vincent and the Grenadines. (Top right): Observing events at the 2013 UWI Student Games at Mona. (Bottom) Representing the UWI Open Campus in Mauritius in 2012.

Open Campus Cayman Islands

The Guild of Students continued to function and has had its transition to a new president. His name is Norman Banfield. The president of the local chapter is also on the regional executive.

Open Campus Dominica

The debate team of the UWI Open Campus Dominica won against the team of students from the Dominica State College (DSC) in the National College Debate Competition. The topic for the debate, which was held on Thursday, April 4, 2013, was “The Caribbean Court of Justice is a better Final Court of Appeal for Dominica than the Privy Council”. Both students of the Open Campus Dominica team were members of

the executive of Dominica’s Chapter of the GOS. The students were coached by Ms Kimone Joseph, Marketing & Outreach Officer at the Centre.



Dominican student debaters with (left) Dr Francis Severin Director, Open Campus Country Sites (OCCS)

First Student Guild Office Manager for the UWI Open Campus

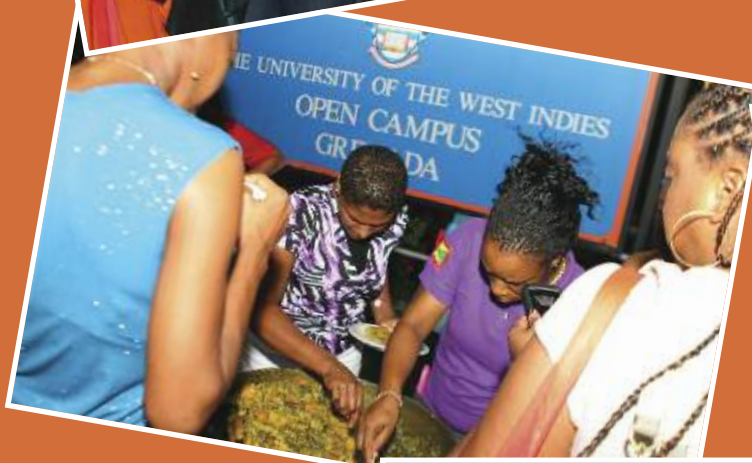


Mrs Ruthlyn Matthias has been appointed as the first Guild Office Manager for the Open Campus. She is the newest member of the Student Support team within the Registry of Student Services of the UWI Open Campus.

Ruthlyn brings a wealth of experience to her new position. Hailing from Antigua and Barbuda, she served as the most recent past Guild President for the Open Campus Guild of Students from 2012 to 2013. She also served as Chapter Chair for Antigua and Barbuda, and in varied capacities on the Guild Executive as a Guild Council member. She is also a recent graduate of the UWI Open Campus and holds a BSc in Accounting.

Ruthlyn has the reputation of being a trailblazer, known to be the first to break new ground in her personal, UWI and professional lives.

Student Experience



UWI OPEN CAMPUS

St GEORGE'S GRENADA



GRADUATION 2013

OCTOBER 12, 2013 > GRADUATES 663





THE UWI OPEN CAMPUS 2013 HONORARY GRADUATES



Ms Joan Armatrading is noted for being one of the most talented and eclectic musicians to emerge from England. A native of St Kitts, Ms Armatrading is a graduate of the UK's Open University and holds a BA in History. She has had a remarkably long and successful career spanning 40 years, 17 studio albums and several live albums and compilations. She began writing lyrics and composing music at the tender age of 14, and wrote all the music, performed the vocals and played an array of instruments for her debut album 'Whatever's for Us' (1972) a veritable testament to her musical genius. During that decade, she made a number of appearances on the John Peel show, a popular British radio show, where she performed her music to much critical acclaim. Joan Armatrading has played alongside musical greats such as Bob Dylan and Eric Clapton. Her recent media appearances include a five-part series on BBC Radio Four 'Joan Armatrading's Favourite Guitarists' (2009) in which she interviewed guitarists about their music and techniques. Her latest album, 'Starlight', was released in 2012.

Ms Armatrading is a three-time Grammy nominee, two-time Brit Award nominee and winner of the world renowned Ivor Novello Award, which she received in 1996 for Outstanding Contemporary Song Collection. In 2001, she was honoured with a Member of the Most Excellent Order of the British Empire (MBE). She also holds honorary degrees from the Liverpool John Moores University (2000), the University of Birmingham (2002), the University of Northampton (2003), Aston University (2006) and the Royal Scottish Academy of Music and Drama (2008). Ms Armatrading will host and perform at a concert in 2015 as a fundraising venture for the UWI Open Campus.



Mr Robert Mathavious has been a driving force in the financial services sector of the British Virgin Islands for many years. The holder of a BSc Economics from The University of the West Indies and an MBA from Georgetown University, Mr Mathavious served as Financial Secretary for the Government of the British Virgin Islands (1985–1991). During his tenure, he chaired an ad-hoc committee that developed the draft legislation of the Banks and Trust Companies Act and the Company Management Act, both of which were enacted in 1990.

Mr Mathavious was appointed as Director of Financial Services in 1993 and was charged with the development and regulation of the financial services sector. Consequently, he was critical to the design of legislation to establish the Financial Services Commission, through the Financial Services Commission Act of 2001 and was subsequently appointed to his present post as Managing Director and Chief Executive Officer of the Commission in 2002, on the recommendation of the Board of Commissioners to the Government.

Mr Mathavious also contributes significantly to a number of professional boards. He is a member of the Financial Investigation Agency Board, the FATCA Negotiating Team for the Virgin Islands and the Tax Information Exchange Agreement Negotiation Team for Government of Virgin Islands. He is a Fellow of The Offshore Institute (1990) and received the Rotary Club of Road Town Citizen of the Year award (1994–1995). Mr. Mathavious will serve as a member of the Open Campus Council from 2014.

NIKISHIA GREENIDGE

THE 2013 VALEDICTORIAN

Nikishia Greenidge is a 33-year-old Trinidadian national, who is paraplegic. She attended Vessigny Secondary School, where she is now employed as a teacher. She excelled academically and was honoured for excellence in Additional Mathematics and Mathematics, reflecting her passion in the subject area. She later pursued GCE 'A' Level studies at Pleasantville Senior Comprehensive, successfully passing Mathematics, Chemistry and Biology.

Advances in information technology on teaching and learning in education sparked her interest in furthering her studies. She soon pursued a Bachelor of Science degree in Information Systems and Management in 2004 as an external student of the University of London, where she graduated with Upper Second Class honours, and where she also earned commendation for the highest exam

scores in two final year courses. Nikishia was ecstatic about her accomplishment, but still felt somewhat incomplete as she was still most passionate about pursuing studies in Mathematics Education.

Therefore, in 2009, she enrolled with the UWI Open Campus to read for her dream degree, the online Bachelor of Education Degree in Secondary Mathematics Education. After four years of hard work, Nikishia completed the degree with First Class Honours. At this juncture in her educational career, Nikishia still craves further education for her professional development, to better to serve her students. In August 2013, she

enrolled to pursue a Master of Science degree in Mathematics at the University of the West Indies, St Augustine. She aspires to eventually read for the postgraduate diploma in Instructional Design with the UWI Open Campus.

In September of 2013, she was chosen to be the 2013 graduand to speak on behalf of her fellow graduands at the UWI Open Campus Graduation on Saturday, October 12, in Grenada. As an

educator, Nikishia feels that her role is to be an inspiration to her charges, friends, family, colleagues and community. She feels it important to positively affect those she encounters by radiating positivity, strength and determination. As a paraplegic, Nikishia has faced several challenges in her journey towards achieving her goals. Her greatest wish is that the many who may see her disability in the context of what she should not be able to do, instead seek to

understand better the social and physical limitations and boundaries currently in existence, and design methods to circumvent these difficulties for her and those like her.

At her core, Nikishia believes that her disability has strengthened her in many ways, spiritually, socially, educationally, and mentally. A quotation from Joan Didion which states, "To have the sense of one's intrinsic worth is potentially to have everything", resonates with her to her very core. Nikishia strongly believes in this statement as, by recognising her own intrinsic value, this has allowed her to motivate others and accomplish her goals.



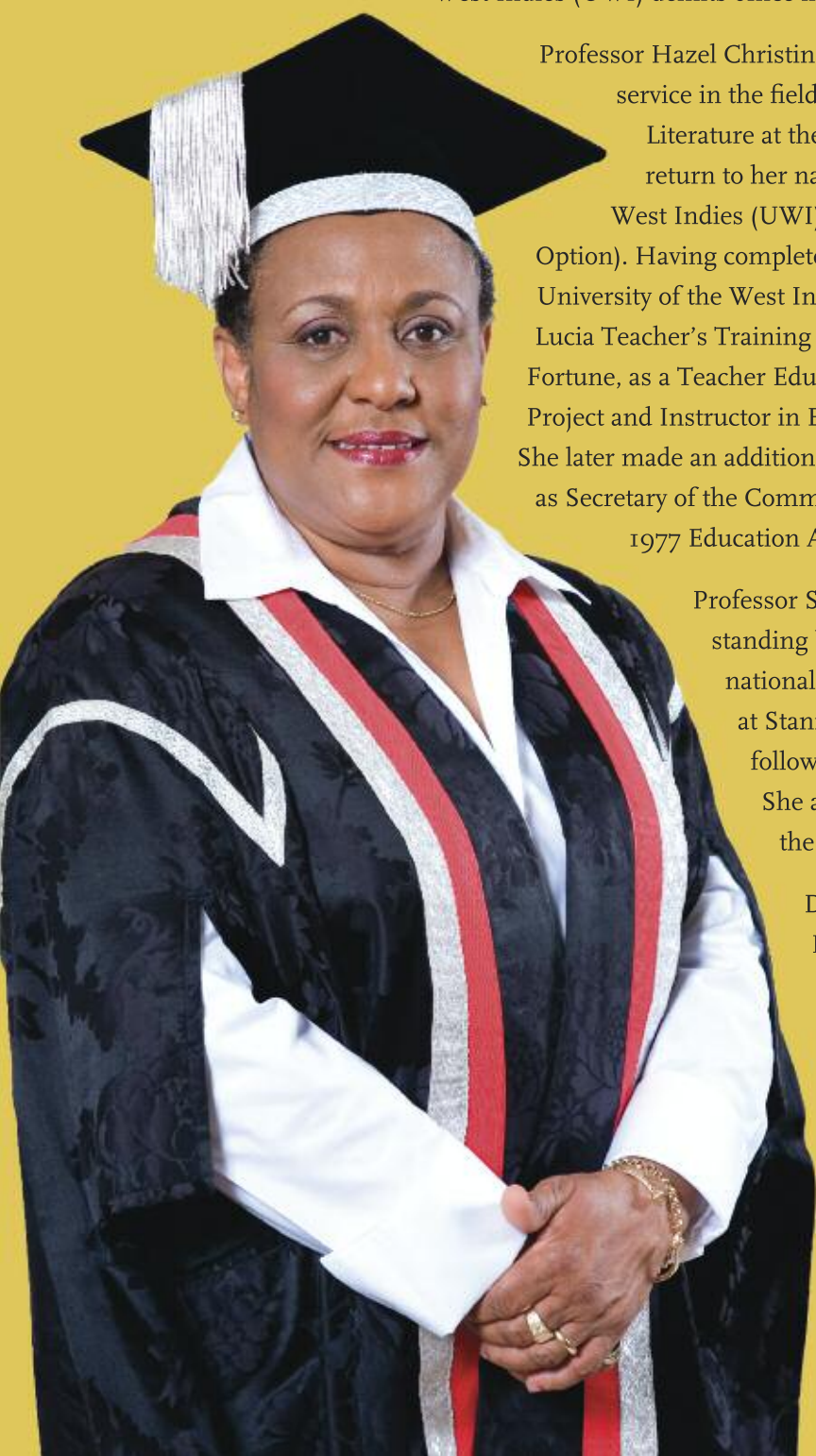
Honouring Our First Principal

PROFESSOR HAZEL SIMMONS-McDONALD

OBE, BA, Dip Ed (UWI), MA (Ed), Ma (Ling), PhD (Stanford)

Pro Vice-Chancellor and Principal of the UWI Open Campus

THE CURRENT PRINCIPAL AND PRO VICE-CHANCELLOR of the newest Campus of the University of the West Indies (UWI) demits office in academic year 2013/2014.



Professor Hazel Christine Myrtle Simmons-McDonald, began her forty-year service in the field of education in 1970 as a teacher of Language and Literature at the St Joseph's Convent Secondary School on her return to her native country, Saint Lucia, from the University of the West Indies (UWI) with a Bachelor of Arts degree in English (Special Option). Having completed her Diploma in Education (English) with the University of the West Indies in 1972, she then joined the staff of the Saint Lucia Teacher's Training College and the Advanced Level College at Morne Fortune, as a Teacher Educator, Coordinator of the UNESCO Language Arts Project and Instructor in English Literature and General Paper until 1976. She later made an additional mark on Saint Lucian education when she served as Secretary of the Committee for drafting education regulations under the 1977 Education Act from 1983-84.

Professor Simmons-McDonald rapidly advanced her academic standing by completing two Master of Arts degrees in International Development of Education and in Linguistics, at Stanford University in 1977 and 1982, respectively, followed by a PhD from the same institution in 1988. She also completed a Diploma in Creative Writing from the Institute of Children's Literature in 1991.

During her long career with the regional university, Professor Simmons-McDonald has served in a number of capacities including, Acting Resident Tutor, School of Continuing Studies, Saint Lucia; Professor in Applied Linguistics and Head, Department of Linguistics, Head, Department of Language, Linguistics and Literature, Deputy Dean of Outreach in the then Faculty of Arts and General Studies, Deputy Dean and Dean in the Faculty of Humanities and Education at the Cave Hill Campus. She is currently a Pro Vice-Chancellor and the first Principal of the UWI Open Campus.



Pro Vice-Chancellor and Principal of The UWI Open Campus

PROFESSOR HAZEL SIMMONS-McDONALD

Professor Simmons-McDonald has served and continues to serve on numerous University Committees dealing with Quality Assurance, Examinations, Awards, Distance Education, Finance, Research and Institutional Strengthening. Her publications, articles, research and conference presentations fill up several pages of her comprehensive curriculum vitae. Many of her publications are popular textbooks especially at the secondary and tertiary levels and can be found on the CXC syllabus. Others document her passionate interest in and devotion to language acquisition/literacy especially in Creole speaking contexts.

She has done extensive research on reading and literacy in Grenada, Saint Lucia and Barbados and has authored primary school texts and resource materials in English and Kwéyol. She has also written extensively on language policy, and has documented several recommendations arising out of her research to improve the teaching and learning of English in Saint Lucia. Professor Simmons-McDonald has also produced significant Education documents like the new OECS Harmonized Language Arts Curriculum and Teachers' Guides Grades K-6. Her writing includes works of fiction and several poems published in anthologies and periodicals. She has conducted more than forty workshops and seminars and served as consultant to numerous national and regional projects.

In 2011, she was named an Officer of the Order of British Empire (OBE) on the Queen of England's Birthday Honours List, for her service and contribution in the field of education. The OBE is awarded for distinguished regional or country-wide role in any field; outstanding achievement or service to the community or high professional achievement. Honours are given by Her Majesty on the advice of the Government of the relevant country.

Professor Hazel Simmons-McDonald has blazed a bright trail and consistently demonstrates her dedication through her work and service in the field of Caribbean education.





UWI Open Campus Council

2012/2013



CHAIR

SIR K. DWIGHT VENNER

VICE-CHANCELLOR

PROFESSOR E. NIGEL HARRIS

PRO VICE-CHANCELLOR AND PRINCIPAL

PROFESSOR HAZEL SIMMONS-McDONALD

DEPUTY CAMPUS PRINCIPAL

PROFESSOR VIVIENNE ROBERTS

CAMPUS REGISTRAR

MRS KAREN FORD-WARNER

CHIEF FINANCIAL OFFICER

MS SHERYL WHITEHALL

REPRESENTATIVES OF THE GOVERNMENTS

DR DURANDA GREENE
BERMUDA

HON. PETTER ST JEAN
DOMINICA

APPOINTED BY THE CHANCELLOR

PROFESSOR SIR HOWARD FERGUS
Monterrat

DR DIDACUS JULES
Barbados

SR. MARIA CARITAS LAWRENCE
Belize

DR LENNOX HONYCHURCH
Dominica

MR ANDY DELMAR
Barbados

DIRECTORS OF THE UWI OPEN CAMPUS

DR FRANCIS SEVERIN
Director, Open Campus Country Sites, Head, Open Campus
Dominica

DR GARY HEPBURN
APAD
Trinidad & Tobago

MR LINCOLN WILLIAMS
Consortium for Social Development and Research
Jamaica

MR TOMMY CHEN
Chief Information Officer
Trinidad & Tobago

MRS KAREN LEQUAY
Campus Librarian
Trinidad & Tobago

REPRESENTATIVES OF ACADEMIC BOARDS

MR ROBERT GEOFFROY
Open Campus, Non-Professorial Academic Board Representative
Cayman Islands

MRS SARAH SUSAN OWEN
Open Campus, Non-Professorial Academic Board Representative
St Kitts/Nevis

DR WENDY GRENADE
Cave Hill Academic Board Representative
Barbados

DR JOANNA BENNETT
Mona Academic Board Representative
Jamaica

PROFESSOR JUNE GEORGE
St Augustine Academic Board Representative
Trinidad & Tobago

REPRESENTATIVES OF TERTIARY LEVEL INSTITUTIONS

DR ANGELA SAMUELS-HARRIS
Association of Caribbean Tertiary Institutions (ACTI)

MR PERRY GEORGE
Association of Caribbean Tertiary Institutions (ACTI)

GUILD OF STUDENTS REPRESENTATIVES

MRS RUTHLYN MATTHIAS
Undergraduate Representative

NON-ACADEMIC STAFF REPRESENTATIVES

MRS CHERYL SLOLEY
Senior Administrative/Professional Staff Representative,
Jamaica

MRS BERYL CUNNINGHAM
Administrative, Technical & Support Staff Representative,
Jamaica

ALUMNI REPRESENTATIVE

NELSON PIERRE
Alumni Representative of the
Dominica Chapter
Dominica

BY INVITATION:

MR FELIX WILSON
Acting Head, Open Campus,
Dominica

MR C. WILLIAM ITON
University Registrar

DR ANDREW DOWNES
PVC Planning & Development

MR ARCHIBALD CAMPBELL
University Bursar

IN ATTENDANCE:

MRS SOUZANNE FANOVICH
Assistant Registrar, Secretariat
(Recording Secretary)

UWI Open Campus Management 2012/2013



Professor E. Nigel Harris
Vice-Chancellor



Professor Hazel Simmons-McDonald
Principal & Pro Vice-Chancellor



Professor Vivienne Roberts
Deputy Principal



Mrs Karen Ford-Warner
Campus Registrar



Ms Sheryl Whitehall
Chief Financial Officer



Dr Francis Severin
Director, Open Campus
Country Sites



Professor Gary Hepburn
Director, Academic
Programming & Delivery



Mr Tommy Chen
Chief Information Officer



Mr Lincoln Williams
Director, Consortium for Social
Development & Research



Ms Karen Lequay
Campus Librarian

Heads of UWI Open Campus Country Sites & Departments

ACADEMIC PROGRAMMING AND DELIVERY

DR EMILY DICK-FORDE

Head, Programme Planning Department

DR DENISE GASPARD-RICHARDS

Head, Course Development Department

MR GREGORY JENNINGS

Manager, IT Academy

DR YASMEEN YUSUF-KHALIL

Head, Programme Delivery Department

CONSORTIUM FOR SOCIAL DEVELOPMENT AND RESEARCH

PROFESSOR JULIE MEEKS-GARDNER

Head, CCDC

MR DANNY ROBERTS

Head, HLSTUEI

DR JUDITH SOARES

Head, WAND

MR LINCOLN WILLIAMS

Head, SWTC

COMPUTER AND TECHNOLOGY SERVICES

MR VINCENT CHIN

Software Architect, CATS

MR REEVE RAMHARRY

Systems Engineer

MR HOWARD SMITH

Systems Engineer

MR DERRICK THOMPSON

Country Site Telecommunications Manager

LIBRARY

MS JO-ANN GRANGER

Senior Librarian

OFFICE OF FINANCE

MS JEANETTE STODDARD-ALLEN

Treasury Officer

MS ANN MARIE MORRISON

Financial Officer, Jamaica

MRS DEBORAH TROTMAN

Budgets & Project Manager

OFFICE OF THE PRINCIPAL

DR GLENFORD HOWE

Senior Research Officer

MR MICHAEL THOMAS

Research Officer

DR BENITA THOMPSON

Research Officer

DR JOEL WARRICAN

Planning and Development Officer

OFFICE OF THE DEPUTY PRINCIPAL

MS PAMELA DOTTIN

Quality Assurance Officer, OBUS

DR JANETHA LONG

Programme Officer, PLA

MRS SUZETTE WOLFE WILSON

Marketing and Communications Manager

OPEN CAMPUS COUNTRY SITES

MR IAN BENN

Head, Antigua and Barbuda

MRS JANE BENNETT

Head, Belize

MRS JOAN BOBB-DANN

Head, Trinidad & Tobago

MS GRACELYN CASSELL

Head, Montserrat

MS VILMA CLARKE

Head, Montego Bay, Jamaica

MRS DEBORAH DALRYMPLE

Head, St Vincent and the Grenadines

MR ROBERT GEOFROY

Head, Cayman Islands with Oversight for Turks and Caicos

MRS GILLIAN GLEAN-WALKER

Head, Jamaica Eastern

DR CURTIS JACOBS

Head, Grenada

MRS CARLA JOHNSON-BROWN

Programme Officer (in-charge), British Virgin Islands

DR MAUREEN LUCAS

Head (Ag.), Barbados, The Pine

DR JEROME MILLER-VAZ

Head, Jamaica Western

MRS SUSAN SARAH OWEN

Head, St Kitts and Nevis, Oversight, Anguilla

DR BARBARA RODGERS-NEWBOLD

Head, The Bahamas

MRS VERONICA SIMON

Head, Saint Lucia

MR FELIX WILSON

Officer-in-Charge, Dominica

REGISTRY

MS SOUZANNE FANOVICH

AR, Secretariat

MRS GILLIAN HOLDER

SAR, Assessment, Awards & Records

MS DANIELLA HICKLING

AR, Student Support

MRS MARLENE SAUNDERS-SOBERS

AR, Recruitment, Admissions & Registration



APPENDICES

- ▶ *Student Statistics 2012/2013*
- ▶ *Staff Matters 2012/2013*
- ▶ *Staff Publications & Papers 2012/2013*
- ▶ *Staff Awards 2013*

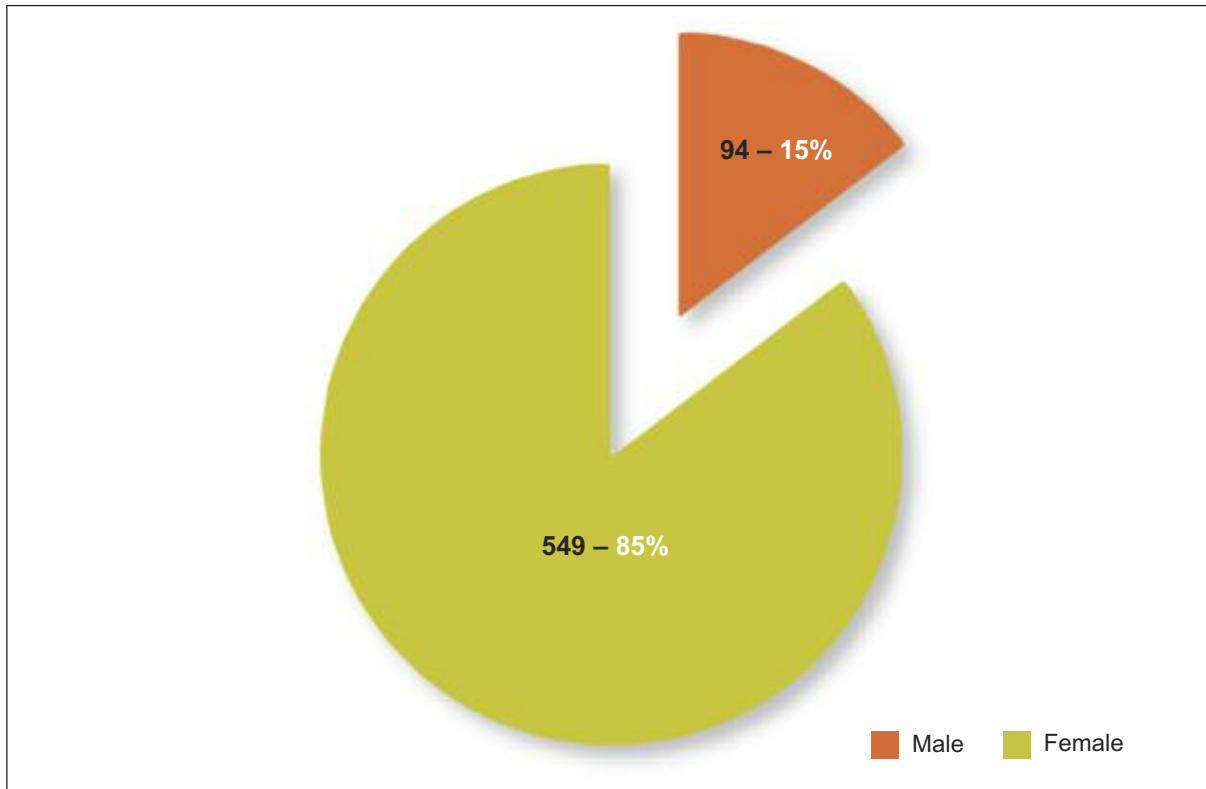


Figure 1: Graduates by Gender, 2012/2013

Table 1: Graduates by Level of Award, 2012/2013

Award Class	No. of Graduates	Percentage
First Class Honours	78	12.1
Second Class Honours (Upper Division)	157	24.4
Second Class Honours (Lower Division)	191	29.7
Pass	165	25.7
Credit (ASc & Diploma)	24	3.7
Honours (Diploma)	2	0.3
Distinction (ASc., Grad Diploma; MEd)	26	4.0
Total	643	100.0

Table 2: Level of Degrees for Graduates of 2013

Degree Awarded	Level of Award							Total
	First Class Honours	Upper Second Class Honours	Lower Second Class Honours	Pass	Credit	Honours	Distinction	
Associate of Science	0	0	3	13	19	0	3	38
Bachelor of Education	47	89	76	20	0	0	0	232
Bachelor of Science	31	68	112	54	0	0	0	265
Certificate	0	0	0	23	0	0	0	23
Diploma	0	0	0	19	5	2	0	26
Graduate Diploma	0	0	0	2	0	0	4	6
Master of Education	0	0	0	34	0	0	19	53
Total	78	157	191	165	24	2	26	643

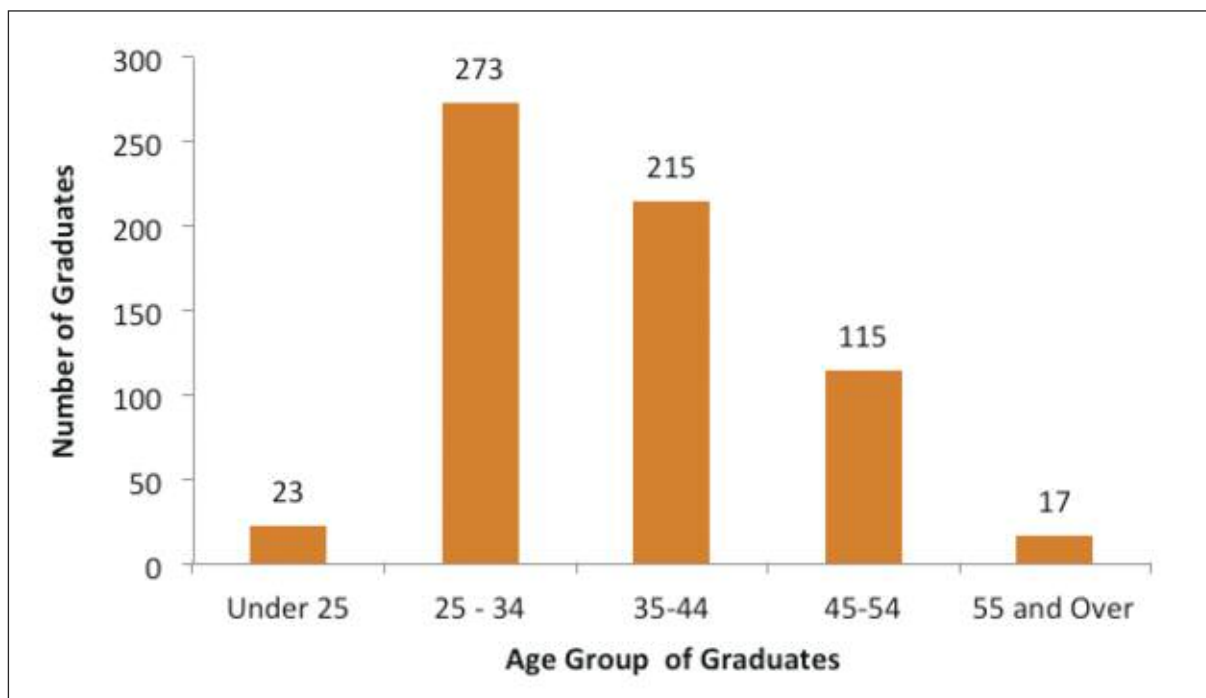


Figure 2: Age Group of Graduates 2012/2013

Table 3: Undergraduate Programmes Enrolment by Number of Students and Percentage, 2012/2013

Programme	No. of Students	Percent
ASSOCIATE OF SCIENCE		
Administrative Professional Office Management	41	5.2
Business Management	232	29.4
Paralegal Studies	187	23.7
Social Work	330	41.8
Total	790	100.0
BACHELOR OF EDUCATION		
Early Childhood Development and Family Studies	530	35.1
Educational Administration	6	0.4
Educational Leadership and Management (Major)	106	7.0
Educational Leadership and Management (Special)	52	3.4
Literacy Studies	5	0.3
Literacy Studies Model A	302	20.0
Literacy Studies Model B	25	1.7
Primary Education Language Arts	128	8.5
Secondary Chemistry Education (B)	1	0.1
Secondary Computer Science Education (A)	6	0.4
Secondary Computer Science Education (B)	3	0.2
Secondary English/Literature Education (A)	76	5.0
Secondary English/Literature Education (B)	56	3.7
Secondary History Education (A)	5	0.3
Secondary History Education (B)	3	0.2
Secondary Mathematics Education (A)	124	8.2
Secondary Mathematics Education (B)	68	4.5
Secondary Spanish Education (A)	4	0.3
Secondary Spanish Education (B)	5	0.3
The Teaching of Primary School Mathematics and Science	5	0.3
Total	1,510	100.0

Table continues

Table 3: Undergraduate Programmes Enrolment by Number of Students and Percentage, 2012/2013 (cont'd)

Programme	No. of Students	Percent
BACHELOR OF SCIENCE		
Accounting	612	17.1
Agribusiness Management	2	0.1
Banking and Finance	13	0.4
Banking and Finance (Compliance and Corporate Governance Minor)	21	0.6
Banking and Finance (Law for Banking and Finance Minor)	12	0.3
Banking and Finance (Lending and Mortgage Underwriting Minor)	21	0.6
Banking and Finance (Special)	195	5.4
Banking and Finance (Special) – ECIB	4	0.1
Economics	9	0.3
Social Work	14	0.4
Management Studies	1981	55.2
Management Studies (Economics Minor)	249	6.9
Management Studies (Major)	290	8.1
Nursing – Post RN	9	0.3
Youth Development Work	156	4.3
Total	3,588	100.0
CERTIFICATE		
Community Policing	39	29.3
Criminology	31	23.3
Early Childhood Development and Family Studies	27	20.3
Entrepreneurship	3	2.3
Certificate in Entrepreneurship (Original)	1	0.8
Human Resource Management	21	15.8
Tourism and Hospitality Management in the Caribbean	11	8.3
Total	133	100.0

Table continues

Table 3: Undergraduate Programmes Enrolment by Number of Students and Percentage, 2012/2013 (cont'd)

Programme	No. of Students	Percent
DIPLOMA		
Business Administration	29	17.2
Early Childhood Development and Family Studies	19	11.2
Gender & Development Studies	5	3.0
Management Accounting	34	20.1
Public Sector Administration	4	2.4
Social Services	61	36.1
Social Work	2	1.2
Youth Development Work	15	8.9
Total	169	100.0

Table 4: Graduate Programmes Enrolment by Number of Students and Percentage, 2012/2013

Programme	No. of Students	Percent
GRADUATE DIPLOMAS		
Instructional Design	45	81.8
Adult and Continuing Education	9	16.4
Literacy Instruction	1	1.8
Total	55	100.0
MASTER OF ARTS		
English Language	42	100.0
Total	42	100.0
MASTER OF EDUCATION		
Literacy Instruction	207	64.7
Adult and Continuing Education	113	35.3
Total	320	100.0
NOT APPLICABLE		
Cross-Campus	222	68.3
Specially Admitted	103	31.7
Total	325	100.0

Table 5: Undergraduate Degree Programmes Enrolment by Gender, 2012/2013

Programme	Female	Male	Total
ASSOCIATE OF SCIENCE			
Administrative Professional Office Management	40	1	41
Business Management	199	33	232
Paralegal Studies	150	37	187
Social Work	301	29	330
Total	690	100	790
BACHELOR OF EDUCATION			
Early Childhood Development and Family Studies	525	5	530
Educational Administration	5	1	6
Educational Leadership and Management (Major)	86	20	106
Educational Leadership and Management (Special)	46	6	52
Literacy Studies	3	2	5
Literacy Studies Model A	280	22	302
Literacy Studies Model B	24	1	25
Primary Education Language Arts	114	14	128
Secondary Chemistry Education (B)	1	0	1
Secondary Computer Science Education (A)	4	2	6
Secondary Computer Science Education (B)	2	1	3
Secondary English/Literature Education (A)	72	4	76
Secondary English/Literature Education (B)	53	3	56
Secondary History Education (A)	3	2	5
Secondary History Education (B)	2	1	3
Secondary Mathematics Education (A)	80	44	124
Secondary Mathematics Education (B)	45	23	68
Secondary Spanish Education (A)	4	0	4
Secondary Spanish Education (B)	4	1	5
The Teaching of Primary School Mathematics and Science	3	2	5
Total	1,356	154	1,510

Table continues

Table 5: Undergraduate Degree Programmes Enrolment by Gender, 2012/2013 (cont'd)

Programme	Female	Male	Total
BACHELOR OF SCIENCE			
Accounting	516	96	612
Agribusiness Management	1	1	2
Banking and Finance	11	2	13
Banking and Finance (Compliance and Corporate Governance Minor)	14	7	21
Banking and Finance (Law for Banking and Finance Minor)	9	3	12
Banking and Finance (Lending and Mortgage Underwriting Minor)	16	5	21
Banking and Finance (Special)	157	38	195
Banking and Finance (Special) – ECIB	4	0	4
Economics	8	1	9
Social Work	13	1	14
Management Studies	1,627	354	1,981
Management Studies (Economics Minor)	179	70	249
Management Studies (Major)	224	66	290
Nursing – Post RN	9	0	9
Youth Development Work	129	27	156
Total	2,917	671	3,588
CERTIFICATE			
Community Policing	22	17	39
Criminology	20	11	31
Early Childhood Development and Family Studies	27	0	27
Entrepreneurship	2	1	3
Certificate in Entrepreneurship (Original)	1	0	1
Human Resource Management	20	1	21
Tourism and Hospitality Management in the Caribbean	9	2	11
Total	101	32	133

Table continues

Table 5: Undergraduate Degree Programmes Enrolment by Gender, 2012/2013 (cont'd)

Programme	Female	Male	Total
DIPLOMA			
Business Administration	23	6	29
Early Childhood Development and Family Studies	19	0	19
Gender & Development Studies	4	1	5
Management Accounting	21	13	34
Public Sector Administration	2	2	4
Social Services	49	12	61
Social Work	2	0	2
Youth Development Work	10	5	15
Total	130	39	169

Table 6: Graduate Degree Programmes Enrolment by Gender, 2012/2013

Programme	Female	Male	Total
GRADUATE DIPLOMAS			
Instructional Design	38	7	45
Adult and Continuing Education	7	2	9
Literacy Instruction	1	0	1
Total	46	9	55
MASTER OF ARTS			
English Language	36	6	42
Total	36	6	42
MASTER OF EDUCATION			
Literacy Instruction	196	11	207
Adult and Continuing Education	92	21	113
Total	288	32	320
NOT APPLICABLE			
Cross-Campus	192	30	222
Specially Admitted	91	12	103
Total	283	42	325

Table 7: Enrolment in Online OC Programmes by Country 2012/2013

UWI-12+2	Number of Students
Anguilla	102
Antigua and Barbuda	205
Bahamas	106
Belize	145
Bermuda	2
British Virgin Islands	63
Cayman Islands	74
Dominica	358
Grenada	379
Montserrat	69
St Kitts and Nevis	207
Saint Lucia	663
St Vincent and Grenadines	348
Turks and Caicos	8
Total	2,729
Barbados	173
Jamaica	1,686
Trinidad and Tobago	2,339
Total	4,198

Table 8: Enrolment in OC Programmes by Country by Gender 2012/2013

UWI-12+2	Female	Male	Total
Anguilla	81	21	102
Antigua and Barbuda	181	24	205
Bahamas	87	19	106
Belize	110	35	145
Bermuda	2	0	2
British Virgin Islands	51	12	63
Cayman Islands	61	13	74
Dominica	294	64	358
Grenada	325	54	379
Montserrat	60	9	69
St Kitts and Nevis	177	30	207
Saint Lucia	555	108	663
St Vincent and the Grenadines	300	48	348
Turks and Caicos	7	1	8
Total	2,291	438	2,729
Barbados	142	31	173
Jamaica	1,407	279	1,686
Trinidad and Tobago	2,002	337	2,339
Total	3,551	647	4,198

Table 9: Enrolment by Age Group, 2012/2013

Age Group	No. of Students	Percent
24 and under	1,396	20.1
25-34	3,114	44.9
35-44	1,683	24.3
45-54	659	9.5
55 and over	80	1.2
Total	6,932	100.0

Table 7: Enrolment by Open Campus Country Site, 2012/2013

Open Campus Country Site	Frequency	Percent
Anguilla	102	1.5
Antigua and Barbuda	205	3.0
Bahamas	106	1.5
Barbados : Cave Hill	150	2.2
Barbados : The Pine	23	0.3
Belize	145	2.1
Bermuda	2	0.0
British Virgin Islands	63	0.9
Cayman Islands	74	1.1
Dominica	358	5.2
Grenada	379	5.5
International (Non-UWI Country)	5	0.1
Jamaica : Brown's Town	72	1.0
Jamaica : Camp Road	255	3.7
Jamaica : Denbigh	178	2.6
Jamaica : Mandeville	185	2.7
Jamaica : Mona	244	3.5
Jamaica : Montego Bay	127	1.8
Jamaica : Morant Bay	37	0.5
Jamaica : Ocho Rios	182	2.6
Jamaica : Port Antonio	153	2.2
Jamaica : Savanna-La-Mar	151	2.2
Jamaica : SWTC	90	1.3
Jamaica : Vere	12	0.2
Montserrat	69	1.0
St Kitts and Nevis : Nevis	32	0.5
St Kitts and Nevis : St Kitts	175	2.5
Saint Lucia	663	9.6
St Vincent and the Grenadines	348	5.0
Trinidad and Tobago : Gordon Street	142	2.0
Trinidad and Tobago : Mayaro	184	2.7
Trinidad and Tobago : Point Fortin	55	0.8
Trinidad and Tobago : San Fernando	729	10.5
Trinidad and Tobago : Sangre Grande	195	2.8
Trinidad and Tobago : St Augustine	821	11.8
Trinidad and Tobago : Tobago	213	3.1
Turks and Caicos	8	0.1
Total	6,932	100.0

Table 8: Face-to-Face Enrolment by Open Campus Country Sites, 2012/2013

UWI-12 Countries	Male	Female	Total
Anguilla	N/A	N/A	N/A
Antigua and Barbuda	25	38	63
Bahamas	99	191	290
Belize	669	445	1114
British Virgin islands	9	6	15
Cayman Islands	22	38	60
Dominica	29	132	161
Grenada	14	55	69
Montserrat	11	54	65
St Kitts and Nevis	60	110	170
Saint Lucia	34	52	86
St Vincent and the Grenadines	6	20	26
Total UWI-12 Countries	964	1,086	2,050
Barbados	205	501	706
Jamaica Eastern	1,045	2,759	3,804
Jamaica Western	68	144	212
Montego Bay	118	356	474
Trinidad and Tobago	3,479	4,926	8,405
Total Campus Countries	4,915	8,686	13,601
Grand Total	5,879	9,772	15,651

General Awards

The Caribbean Child development Centre (CCDC) received the Principal's Award for Excellence, Open Campus, for 2012 for Best Performing Department, at the Staff Awards ceremony at the St Kitts Marriott Resort, St Kitts on Saturday, October 13, 2012.

Ms MARILYN BROWN of the CCDC received her 21 years long service award.

Ms JOAN THOMAS, Research Fellow, was awarded Best Student Researcher at the Ministry of Health 3rd Annual National Research Conference 2012.

Dr EMILY DICK-FORDE, Head, Programme Planning Department, has been awarded the professional designation Fellow of The Society of Management Accountants in Canada by the CMA Canada National Board of Directors, effective July 24, 2013. This prestigious honour is in recognition of her significant contribution to CMA Canada, the profession of management accounting and the wider community. The FCMA designation now can be used after her name.

Academic Awards

Mr MARVIN POWELL – granted a full PhD scholarship by the University of North Texas based on his excellent work in research.

Mrs IMOGENE WILLIAMS, Administrative Officer-completed Master's Degree in Theology and Counselling.

Ms SAINIA DAVIS – awarded MEd, Leadership in Early Childhood Development, UWI, Mona, 2012.

Ms DOROTHY MILES obtained her Bachelor of Science in Sociology.

Mr SYLVANNUS HORNE, Office Attendant – awarded a Management Studies degree.

Mrs ELIA GRANT-FRASER – Design Essentials (June 2013). School of Business and Computer Science. Trinidad and Tobago

Dr DENISE GASPARD-RICHARDS – Certificate of Completion (October 2012) Institute for Emerging Leadership in Online Learning. Penn State University and the Sloan Consortium, Philadelphia.

Ms HEATHER GALLIMORE – Completed the Evaluation of Policies and Programs in Education for Democratic Citizenship, 200 hour online course, Department of Human Development, Education and Employment of the Organization of American States. April–June, 2013.

Milestones

Mrs SYBIL FRANCIS on the occasion of her 99th birthday. Mrs Francis was the first Head of Centre, appointed in 1960 by the Government of Jamaica, and the Centre's staff looks forward to celebrating her 100th birthday in the coming year.

Ms MARVA CAMPBELL, Programme Officer, Caribbean Child Development Centre, received the Principal's Award for Excellence, Open Campus, for 2012 in the Senior Administrative and Professional Staff category.

Promotions

Mr DONOVAN WILLIAMS, Open Campus, Trinidad and Tobago, promotion from Administrative Assistant to Marketing and Outreach Officer with effect from August 1, 2012.

Mr RONNIE SQUIRES, Human Resource Department, Barbados, promotion from Administrative Assistant to Human Resource Officer with effect from August 1, 2012.

Mr SHELDON CARDOZA, CATS, Jamaica, promotion from Systems Technician to Learning Support Specialist, Programme Delivery Department, APAD, with effect from November 1, 2012.

Mrs SHALINI ROBERTS, Course Development Department, Trinidad and Tobago, promotion from Production Assistant to Learning Support Specialist, Programme Delivery Department, APAD, with effect from January 1, 2013.

New Appointments

DR BARBARA RODGERS-NEWBOLD, Head, Open Campus Bahamas, October 15, 2012.

MRS EMMOGENE BUDHAI-ALVARANGA, Programme Manager, Programme Delivery Department, APAD, Jamaica, November 12, 2012.

MR ERIC INNOCENT BARON, Human Resource Manager, Human Resource Department, February 4, 2013.

MRS JULIANA LENDOR, Business Analyst, Enterprise Resource Planning Project, Trinidad and Tobago, February 18, 2013.

Newly Appointed Staff

DR EMILY DICK-FORDE, Head, Programme Planning, Programme Planning Department, APAD, August 1, 2012.

DR MARGUERITA ALLEYNE-WHITTINGTON, Curriculum Development Specialist, Course Development Department, APAD, Barbados, August 1, 2012.

MRS KERRIE ELLIS-WORRELL, Curriculum Development Specialist, Course Development Department, APAD, Barbados, August 1, 2012.

DR FLORENCE GILZENE-CHEESE, Institutional Development Coordinator, Programme Delivery Department, APAD, August 1, 2012.

MRS SANDRA GRIFFITH-CARRINGTON, Marketing & Communications Assistant, Office of the Deputy Principal, Barbados, November 1, 2012.

MS KIMONE JOSEPH, Marketing and Outreach Officer, Open Campus, Dominica, December 15, 2012.

MRS SHARON GILZENE, Curriculum Development Specialist, APAD, Jamaica, February 1, 2013.

MRS ELIA GRANT-FRASER, Production Manager, APAD, Trinidad and Tobago, June 1, 2013.

Temporary Appointments (1 year or more)

MRS CECEILE MINOTT, Programme Officer, Caribbean Child Development Centre, CSDR, Jamaica for the period January 1, 2013 to December 31, 2014.

MRS CAROLYN THOMAS, Research Assistant, Director Consortium for Social Development and Research, Jamaica for the period February 8, 2013 to February 7, 2014.

DR LORA WOODALL, Curriculum Development Specialist, Course Development Department, APAD, Barbados for the period March 18, 2013 to March 17, 2014.

Reassignments/Transfers

DR JANETHA LONG, reassignment from Programme Officer, ERIIC to Programme Officer Prior Learning, Office of the Deputy Principal, Barbados with effect from September 1, 2012.

MS ANNESHIA WELSH, reassignment from Regional Coordinator, Northern & Western Caribbean, Open Campus, Jamaica to Project and Communications Coordinator, APAD with effect from November 12, 2012.

MRS CAMILLE MORRIS-ROBINSON, Programme Officer, reassignment from External Relations & Inter/Intra Institutional Collaboration (ERIIC) to Business Analyst, Enterprise Resource Planning Project, Jamaica, January 14, 2013.

ERIIC was transferred from the Open Campus to CORIA in the Regional Headquarters.

MRS SANDRA GRIFFITH-CARRINGTON, reassignment from Marketing and Communications Assistant to Administrative Officer in the Open Campus/Strengthening Distance Education in the Caribbean (SDEC) project for the period July 18, 2013–December 31, 2013.

Change of Designation

DR MARGUERITA ALLEYNE-WHITTINGTON, Temporary Curriculum Development Specialist to Curriculum Development Specialist with effect from August 1, 2012.

MRS KERRIE ELLIS-WORRELL, Temporary Curriculum Development Specialist to Curriculum Development Specialist with effect from August 1, 2012.

MRS PAULETTE BELL-KERR, Assistant Curriculum Development Specialist to Curriculum Development Specialist with effect from February 1, 2013.

MRS SONIA WARMINGTON, Assistant Programme Coordinator to Programme Coordinator with effect from February 1, 2013.

Resignation

DR ROHAN JOWALLAH, Programme Coordinator, Programme Delivery Department, APAD, Trinidad and Tobago with effect from December 31, 2012.

Retirements

PROFESSOR EDWIN BRANDON, Senior Programme Officer, Planning and Development, Office of the Principal, Barbados, with effect from September 30, 2012.

DR OLABISI KUBONI, Head, Graduate Programmes, Graduate Programmes, APAD, Trinidad and Tobago, with effect from September 30, 2012.

Local Recognition Ceremonies

The UWI Open Campus holds a series of in-country Recognition Ceremonies for graduates who could not make it to official UWI Graduation Ceremonies. These are representations of such events in Trinidad & Tobago, Dominica and St Vincent and the Grenadines in 2012/2013.



Peer-reviewed Journals

- Masino, M. (2013). The use of ICT's in teaching and e-learning. *Journal of Instructional Pedagogies published online in the Academic and Business Research Institute (AABRI)*, 12.
- Roberts, D., Marsh, L. (2012). Labour administration and workplace governance in Jamaica: Ideas for development and change, *Caribbean Annals*, 2 (2), pp 104–129.
- Roberts, D. (2012). The 'Nettlefordian' influence and the culture of the trade union movement. *Journal of Eastern Caribbean States*, 37, (1).
- Soares, J. (2012). Peace through ecumenism. *Peace Review: A Journal of Social Justice*, 24 (4).
- Williams, L.O. et al (2012). How do Jamaica's unattached youth view their career prospects and life skills: *Comparative Education Review*, 56 (3), pp. 421–447.

Book Chapters

- Gaspard-Richards, Denise.(2013). Father roles and mothering. In D. Smith Silva & S. A. James Alexander. (Eds.). In *Feminist and Critical Perspectives on Caribbean Mothering*. Africa World Press, Inc. & the Red Sea Press, Inc.
- Soares, Judith. (2013). Commonwealth of the Bahamas. In P. Taylor & F. I. Case (eds.) *Encyclopedia of Caribbean Religions*. Champaign: University of Illinois Press.
- Soares, J. (2013). Christian Fundamentalism in Patrick Taylor and Frederick I. Case (eds.) *Encyclopedia of Caribbean Religions*, Champaign: University of Illinois Press.
- Soares, J. (2013). The Church of the Religious Science (Barbados), in Patrick Taylor and Frederick I. Case (eds.) *Encyclopedia of Caribbean Religions*, Champaign: University of Illinois Press.
- Soares, J. (2013). Women in action: Creating a space for women (Barbados) in Patrick Taylor

and Frederick I. Case (eds.) *Encyclopedia of Caribbean Religions*, Champaign: University of Illinois Press.

- Soares, J. (2013). The Apostolic Teaching Centre: (Barbados), in Patrick Taylor and Frederick I. Case (eds.) *Encyclopedia of Caribbean Religions*, Champaign: University of Illinois Press.
- Soares, J. (2013). Jamaica: Mennonite Church, in Patrick Taylor and Frederick I. Case (eds.) *Encyclopedia of Caribbean Religions*, Champaign: University of Illinois Press.
- Soares, Judith & Titus, Noel. (2013). An overview of religion in Barbados) in Patrick Taylor and Frederick I. Case (eds.) *Encyclopedia of Caribbean Religions*, Champaign: University of Illinois Press.
- Taylor, Patrick & Soares, Judith. (2013). An overview of religion in Jamaica. In Patrick Taylor and Frederick I. Case (eds.) *Encyclopedia of Caribbean Religions Champaign: University of Illinois Press*.

Book Reviews

- Soares, J. (2012). Jump up with reflection: Jamaica on a mission. [Review of the book *Jubilee Jubilee: This is the Year of Jubilee*, by Garnett Roper].
- Soares, J. (2012). [Review of the book *Jamaican Women on the Road to Parliament from the 19th to the Early 21st Century: A Perspective on their Entry, Contribution and Success in Politics*, by Evelyn I. Smart] *Abeng News: The Caribbean Voice*. www.abengnews.com
- Soares, J. (2013). *Righting her-story: Caribbean women encounter the Bible Story*. Patricia Sheerattan-Bisnauth (Ed). *Groundings: Catholic Theological Reflections on Issues Facing Caribbean People in the 21st Century*, 29.
- Soares, J. (2013). *Jubilee Jubilee: This is the year of Jubilee*, by Garnett Roper. *Groundings: Catholic Theological Reflections on Issues Facing Caribbean People in the 21st Century*, 30.

Online Publication

Hunte, S. & McKenzie, C. (2nd Edition), 2012.
Course Materials – *Instructional Project Management for Course Developers*. Published online at <http://training.open.uwi.edu/> (160 pages)

Conference Presentations

Lindberg, S. M., & Hyde, J. S. (2007, March).
Mother-child interactions during mathematics homework: Socialization of gender differentiation? Poster presented at the biennial meeting of the Society for Research on Adolescence, Chicago, IL.

Dottin, P. (2013, March). Whose quality is it? The case of online and distance education in higher education. Paper presented at the International Committee on Distance Education conference, Spain.

Dottin, P. (2013, May). The student experience in higher education: Factors affecting retention in online higher education. Paper presented at the Accreditation Council of Trinidad and Tobago's first International conference, Trinidad and Tobago.

Grant-Fraser, E. (2012, October). E-Assessments using Free Online Tools. Paper presented at the Trinidad and Tobago Association for Supervision and Curriculum Development (TTD) Conference at the UWI St Augustine School of Education, Trinidad.

Grant-Fraser, E. (2012, May). Social communications in education. Presentation at the GOAL (G.O. International Academy of Learning) conference, St John Vianney and Uganda Seminary, Mt. St Benedict, Trinidad.

Gaspard-Richards, D. (2012, October). Using learning analytics to assess online student learning outcomes. Poster presentation at the 18th Annual Conference on Online Learning, Sloan Consortium, Orlando, Florida.

Marsh, L. (2013, June). Sexual harassment in non-traditional occupations: A case study of Jamaica. Paper presented at the Caribbean Studies Association Conference, Grenada.

Masino, M. (2013, January). The use of ICT in teaching and e-learning in the Caribbean. Paper

presented at the Hawaii International Conference on Education, Waikiki, Hawaii, USA.

Masino, M. (2013, January). Perceptions of multicultural education as perceived by educators. Paper presented at the Hawaii International Conference on Education, Waikiki, Hawaii, U.S.A.

Meeks-Gardner, J. (2012, August). Impact of violence on young children. Expert Consultation on Prevention and Responses to Violence against Young Children, Peruvian Minister of Foreign Affairs and Bernard van Leer Foundation in support of the UN Special Representative of the Secretary General on Violence Against Children, Lima, Peru.

Meeks-Gardner, J. (2012, November). Effects of nutrition and toxins on child development: Evidence from developing countries. Presentation at the 12th International Meeting of Infant and Preschool Education hosted by CENDI, Centros de Desarrollo Infantil, Monterrey, Mexico.

Meeks-Gardner, J. (2013, January). Violence prevention interventions: Barriers to implementation and opportunities to overcome – examples from Jamaica. Presentation at the Institute of Medicine Forum on Global Violence Prevention Workshop, Washington D.C.

Meeks-Gardner, J. (2013, March). Violence and child rights among young Jamaicans: Towards ending gang violence. Presentation at International Partnership and Mobility Scheme 2012 project. Anglia-Ruskin University, Cambridge, England.

Meeks-Gardner, J. (2013, May). Responses to issues on children and violence in the Caribbean. Lunchtime Lecture Series of the UWI Open Campus, Barbados.

Minott, C. (2013, May). The UWI HELPS Pilot Project. Presented at the Fulbright Academy 8th Annual Conference – Summit on Global Health, Hilton, Rose Hall Resort & Spa, Montego Bay, Jamaica.

Roberts, D. & Cowell, N. (2013, June). Towards a transformation in Caribbean public sector labour relations. Presentation at the 65th Annual Labour and Employment Relations Association (LERA) Conference, St Louis, Missouri.

Thomas J, Irwin-Carby N., & Meeks-Gardner J. (2012, November). Documenting HIV intervention programmes for children in Jamaica. Presented at the Ministry of Health 3rd Annual National Health Research Conference, Kingston, Jamaica.

Thomas J, Anaokar P, Taylor-Stone E, Singh W, Powell M, Campbell M & Minott C. (2012, October). An overview of the Caribbean's response to three recommendations from the UNVAC 2006 study. Presented at the Caribbean Child Research Conference, Kingston, Jamaica.

Occasional Papers

Brown, Donna. Women, spiritual and healing: My journey. Women and Development Unit, UWI, Barbados. WAND Occasional Paper Series 10/2012.

Henry Pinnock, F. Theologising women: women, spirituality and healing. Women and Development Unit, UWI, Barbados. WAND Occasional Paper Series 8/2012.

Jennings, Vivette. Introducing women spirituality and health. Women and Development Unit, UWI, Barbados. WAND Occasional Paper Series 7/2012.

Phillips, Marva. In Honour of Professor the Hon. Ralston Milton, 'Rex' Nettleford; 1933–2010. Women and Development Unit, UWI, Barbados. WAND Occasional Paper Series 2/2013.

Shirley, Suzanne. Women, Spirituality and healing: An introduction. Women and Development Unit, UWI, Barbados. Women and Development Unit, UWI, WAND Occasional Paper Series 6/2012.

Soares, Judith. Women's rights conventions mere paper tigers. Women and Development Unit, UWI, Barbados. WAND Occasional Paper Series 1/2012.

Soares, Judith. Do women need freedom from religion? Women and Development Unit, UWI, Barbados. WAND Occasional Paper Series 2/2012.

Soares, Judith. Religion as gender ideology. Women and Development Unit, UWI, Barbados. WAND Occasional Paper Series 3/2012.

Soares, Judith. Human rights': An instrument of justice and peace? Just a thought. Women and Development Unit, UWI, Barbados. WAND Occasional Paper Series 4/2012.

Soares, Judith. Women on trial. Women and Development Unit, UWI, Barbados. WAND Occasional Paper Series 5/2012.

Soares, Judith. Glorifying the unspoken heroines of Methodism in the anglophone Caribbean. Barbados: Women and Development Unit, UWI, WAND Occasional Paper Series 1/2013.

Soares, Judith. Caribbean women in international drug trafficking: A summary. Women and Development Unit, UWI, Barbados. WAND Occasional Paper Series 3/2013.

Stewart, Melvorn. Women taking charge of their wellness. Women and Development Unit, UWI, Barbados. WAND Occasional Paper Series 9/2012.

Newspaper Articles

Soares, J. (2012, July 2). Righting her-story: Writing Caribbean christian theology. *Abeng News: The Caribbean Voice*.

Roberts, D. (2012, August 26). Trade union development: 50 years after independence. *Sunday Herald*

Roberts, D. (2012, September 17). Government missed the bargaining boat says Danny Roberts. *Jamaica Observer*.

Roberts, D. (2012, November 4). Joining the discourse on the Manley years. *Sunday Herald*.

Roberts, D. (2012, December 9). Corporal punishment and discipline in schools. *Sunday Herald*.

Roberts, D. (2013, January 27). Of homosexuality, psychopathology and Western Imperialism. *Sunday Herald*.

Roberts, D. (2013, May 20). Leaders can no longer think outside the box, you have to think there's no box. *Jamaica Observer*.

Roberts, D. (2013, July 15). Thwaites/JTA dispute will not just go away. *Jamaica Observer*.

2013

UWI OPEN CAMPUS STAFF AWARDS

St GEORGE'S, GRENADA, OCTOBER 12, 2013



Mrs Delena Lynch-Mason (Montserrat) receives her award from Principal, Professor Hazel Simmons-McDonald



Dr Jerome Miller-Vaz (Jamaica) receives her award from Principal, Professor Hazel Simmons-McDonald



Mrs Veronica Simon (Saint Lucia) receives her award from Principal, Professor Hazel Simmons-McDonald



Mrs Theresa Hamilton (St Vincent and the Grenadines) receives her award from Chancellor, Sir George Alleyne



Ms Sonia Samuels (Jamaica) receives her award from Chancellor, Sir George Alleyne



Professor Julie Meeks-Gardner receives an award from the Chancellor on behalf of Mr Donald Thompson, CCDC (Jamaica), from Chancellor, Sir George Alleyne



Mrs Patricia Gomez (Trinidad and Tobago) receives her gift from Chancellor, Sir George Alleyne



Ms Patricia Acevero (Trinidad and Tobago) receives her award from Chancellor, Sir George Alleyne



Mr Vincent Alphonse (Saint Lucia) receives his award from Chancellor, Sir George Alleyne



Professor Gary Hepburn receives an award on behalf of Mr Russell Gittens, (Trinidad and Tobago) from Chancellor, Sir George Alleyne



Ms Patricia Pine (Barbados) receives her award from Vice-Chancellor, Professor E. Nigel Harris



Principal, Professor Hazel Simmons-McDonald receives her award from Chancellor, Sir George Alleyne and Vice-Chancellor, Professor E. Nigel Harris