



THE UNIVERSITY  
OF THE  
WEST INDIES  
OPEN CAMPUS



# ANNUAL REPORT

2016/2017

*Opening Doors to Life-Changing Learning*

A CAMPUS FOR THE TIMES ... A CAMPUS FOR THE FUTURE



# ANNUAL REPORT

2016/2017



THE UNIVERSITY  
OF THE  
WEST INDIES  
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.



Anguilla Graduates

*Opening Doors to  
Life-Changing Learning*



THE UNIVERSITY OF THE WEST INDIES  
CAVE HILL • MONA • OPEN • ST. AUGUSTINE



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**Dr. Luz Longworth**

Pro Vice-Chancellor and Principal  
The UWI Open Campus

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# Principal's Overview

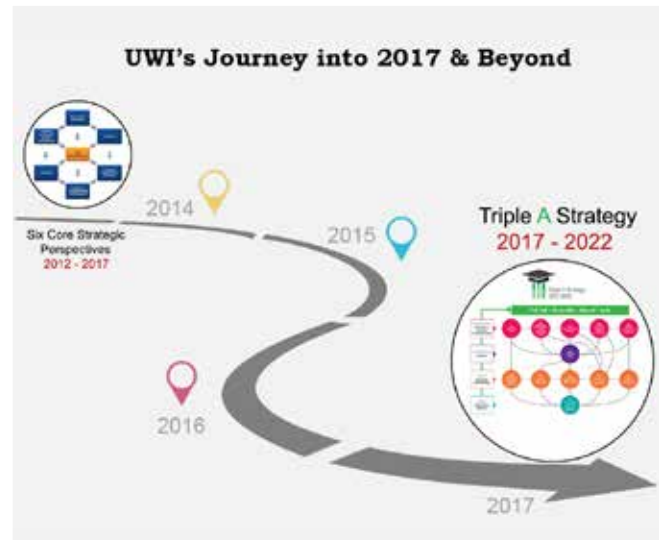
**Dr. Luz Longworth**

Pro Vice-Chancellor and Principal

The Open Campus, while undoubtedly affected by the region's economic challenges and extreme weather events, remains resilient and valuable as it opens doors to life-changing learning. The Campus continues to serve and positively impact the lives of its students and constituents throughout the Caribbean and beyond and we are extremely proud of our service to those who otherwise may not have had easy access to higher education.

The 2016/17 academic year was a year of remarkable transitions for our Campus. We undertook our most ambitious technological project in our history with the transition to the Banner Student System, which was done within the project timeline and within the budget. The staff of the Campus sacrificed much to complete this transition, which while not without its challenges, was done with tremendous sensitivity to ensuring that the students were minimally affected. In addition to this, the 2012-2017 Strategic Plan moved seamlessly towards the 2017-2022 Triple A Strategy, and the Campus once again worked in teams to develop the strategic initiatives which will drive the achievement of the vision of "Revitalizing Caribbean Development" over the next five years.

Central to the rolling out of The University of the West Indies' new Strategic Plan 2017-2022, the **Triple A Strategy – Access, Alignment and Agility**, the campus forged ahead with its plans to assist in the revitalization of the Caribbean's economic growth and development leading to improved well-being of the people of the Caribbean. The Campus was therefore committed to, *inter alia*, strategic initiatives such as strengthening student access, success and support



as well as strengthening teaching and learning programmes.

The Open Campus participated fully in the process of developing its Strategic Initiatives within the framework of the UWI Triple A Strategic Plan. In March 2017, the Campus Strategic Planning team met with Pro Vice-Chancellor of Planning Professor Densil Williams and the team from the University Office of Planning for a workshop to discuss the overall process of planning and monitoring the Campus's execution of its initiatives. A virtual Town Hall meeting was also held with Professor Williams and his team to discuss the Strategic Initiatives, with over 200 staff members from across the region participating in the interactive session. The Campus finalised five Strategic Initiatives as indicated below:

- ◆ Flexible Teaching and Learning
- ◆ Continuing and Professional Education
- ◆ Student Success
- ◆ Innovation Centres
- ◆ Staff Morale and Engagement.

THE UNIVERSITY OF THE WEST INDIES  
OPEN CAMPUS

We are Local. We are Regional. We are Global.

**We are The UWI Open Campus**

APPLY NOW FOR ONE OF OUR CONTINUING AND PROFESSIONAL EDUCATION (CPE) PROGRAMMES

- Business Writing & Communication
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Canada

Support for the development and creation of The UWI Open Campus is gratefully acknowledged from the Engineering, Science and Technology (ESTT) Program

UWI  
OPEN CAMPUS

EdD

**Doctorate in Educational Leadership**

*"Transformative educational leadership at the doctoral level requires a broad array of competences and personal attributes."*

The growth in our Continuing and Professional Education (CPE) programmes was identified as one of the conduits for increased access to the Campus's many programmes and services. In support of the drive for continuous learning, re-tooling and increasing skills of persons in industry across the region, new CPE programmes of six months' duration were developed and launched. There have also been increases in the offering of undergraduate and graduate programmes, including the introduction of the Campus's first doctoral programmes: Doctor of Educational Leadership in Higher Education and Doctor of Educational Leadership in Education Systems and Schools. These doctoral programmes were ground-breaking initiatives of the campus and have been very well received by both internal and external stakeholders.

The Campus also continued work on positioning its core values **student friendly, agile, enabling, accessible and respectful** within The UWI Triple A Strategic Plan. Under the "Access" pillar, the Open Campus is mandated to take The UWI to the world and it is prepared to and proficient in achieving the required results. A major thrust is for greater and more affordable access to higher education in the Caribbean region. We are therefore committed to partnering with sister campuses and sharing our expertise in the use of online technologies to assist them in achieving this first pillar. Under "Alignment" the Campus will be focusing on aligning its presence in each country with economic drivers. One such initiative is the creation of strategically placed Centres of Innovation and Entrepreneurship.

For "Agility" it is pivotal to the Campus's success to develop robust systems that will better serve our students, both administratively and academically. The Campus has been exploring the use of predictive and adaptive analytics to enable the tracking and predicting of students' performance through digital data traces. This platform would enable the Campus to evaluate results and tailor appropriate interventions to increase student academic performance. It would also enable us to design unique change management strategies to

facilitate successful operational and performance outcomes. The Campus will also focus on Goal AG4 of the Strategic Plan - Foster a Creative, Caring, Accountable, Motivated, Professional (CAMP) Team - to build an engaged and even more committed team.

Improvements in operational processes were realised in the 2016/2017 academic year with the launch of the new Banner Enterprise Resource Planning Student Management System *My UWI, My Open Campus*. This system, which was fully funded by the Global Affairs Canada – Strengthening Distance Education in the Caribbean (GAC-SDEC) project, was developed to streamline all of the Campus’s online administrative and academic processes in key areas such as student management, finance, teaching and learning and data management. The system is set to improve access, action response and support for student services, as well as increase productivity and student management across the distributed environment of the Open Campus.

Virtual Town Hall Meetings, on-going staff and student training and training videos uploaded to the Campus’s website were some of the successful campaigns used to sensitise and prepare stakeholders for the implementation of Banner, and the transition,





*Ms. Celia Toppin, Project Manager, OAS (left) and Dr. Luz Longworth, Principal and Pro Vice-Chancellor, Open Campus sign the Memorandum of Understanding between both organisations.*

while not without the expected challenges, was successfully completed in June 2017.

Another achievement of note for the Campus was the successful development and launch of its new Website on August 4, 2016. The new design was done strategically with our key audiences in mind and structured to be more responsive, allowing for an optimal browsing experience across a wide range of devices. This new website is in keeping with The UWI Website Re-alignment Project 2013 and was supported by the GAC-SDEC project.

In these challenging times, new financial strategies are increasingly important and the Campus set about building capacity and increasing efficiency in its operations in the 2016/2017 academic year. Strategies adopted by the Campus for alternative revenue generation included income source diversification through strategic collaborations and partnerships

and creating operational efficiencies in human, physical and technological resources. The Business Development Unit has been working steadfastly in growing strategic partnerships with industry, Governments and Non-Governmental Organisations. One such example is that on August 11, 2016, The UWI Open Campus and the General Secretariat of the Organisation of American States (OAS) through the Executive Secretariat for Integral Development signed a Memorandum of Understanding (MOU) which symbolises the commitment of both parties to implement the project “Expanding the Socio-economic Potential of Cultural Heritage in the Caribbean.” Out of this partnership two graduate courses on Museum Management were offered by the Open Campus. Such partnerships and collaborations were instrumental in increasing income generation, offsetting some operational expenses, adding to the outreach efforts of the Campus, and increasing the

visibility of the University, and we look forward to continuing existing partnerships and creating new ones in the future.

Financially, while there remains a gap in Government contributions, the Campus's pre-eminent goal was one of increasing financial inflows while simultaneously tightly controlling costs. Such activities included upgrading facilities with the installation of new equipment and technology to reduce utility costs and to conserve energy.

### Discussions with IBM Canada

A team from IBM Canada's Higher Education division, accompanied by their local counterparts, visited with members of the Open Campus in February 2017. The team presented a range of services that they could offer to the Open Campus. Of particular interest to the Open Campus were the following:

- ◆ Use of the Watson system to provide student support services such as the 24 hour help desk.
- ◆ Access to Data Analytics courses that could be adapted for use in the Open Campus.
- ◆ Possible collaboration with IBM and Industry to develop Collaborative Innovation Centres which would serve as Centres for Data Collection and Analysis.

Two representatives of the Open Campus, Professor Julie Meeks, Deputy Principal, and Dr Ngoni Chipere, Planning and Development Officer, participated in a Data Science Expo at Carleton University in Ottawa, Canada in April 2017. We are now well advanced in formulating a regional project that will bring state of the art technology training to our youth through this collaboration with IBM Canada and Carleton University.

The leadership and staff of the Open Campus extend gratitude to our institutional partners for their continued kind donations and financial support and the confidence they have in our brand.



Professor Julie Meeks, Deputy Principal

### Mid-Cycle Accreditation Review

The Campus received the final report from the Barbados Accreditation Council (BAC) and was again heartened by its content. The Campus satisfied the requirements for continued accreditation for the remainder of the accreditation cycle (2016-2019). The summary of the final report stated, *inter alia*, that:

- ◆ The Open Campus has made significant progress since accreditation. There has been excellent progress on both the recommendations of the accreditation report and on the tasks identified by the Campus itself in the course of its self-evaluation. Where action is still in progress there are clear plans and timelines for completion.
- ◆ There is a strong culture of continual improvement. Quality assurance and programme approval systems remain broadly as they were at the time of accreditation. This pattern of stable systems improving over time, and evolving to meet changing needs, is a characteristic of a mature institution.
- ◆ Many of the systems used by the Open Campus are systems of the University as a whole; this is likely to become more pronounced as the University proceeds with its 'One University' integration strategy.

The Open Campus expresses gratitude for the Barbados Accreditation Council's continued support and confidence in the Campus's operations.



Knight &amp; Day Photography

*Chancellor, Sir George Alleyne, places the mortar board on Dr. Longworth's head as Vice-Chancellor, Professor Sir Hilary Beckles, looks on.*

### **Appointment of Chairman, Open Campus Council**

The Council of The University of the West Indies (The UWI) approved the appointment of Ambassador Dr June Soomer as the new Chairman of the Open Campus Council at its annual meeting on April 27, 2017, held at the Cave Hill Campus. Ambassador Soomer assumes this post after the untimely passing of former Chairman, Sir K. Dwight Venner, in December 2016. Ambassador Soomer is charged to formally guide the strategic, financial and administrative affairs of the Open Campus within the University's new strategic direction, regional priorities and global initiatives.

The leadership and staff of the Campus extend heartiest thanks to Dr Lennox Honychurch, who was appointed Acting Chairman of the Open

Campus Council, for his stellar performance of duties during the transitional period.

### **Induction of Principal of The UWI, Open Campus**

The Induction Ceremony as Principal of The UWI, Open Campus was held on March 16, 2017 at The River Hall, Best Western Belize Biltmore Plaza, Belize City, Belize.

The ceremony was witnessed by over 150 guests, including the Governor General of Belize, Sir Colville Young, the Deputy Prime Minister and Minister of Education of Belize, Hon. Patrick Faber, the Lord Mayor of Belize, Darrell Bradley, regional government ministers and representatives, UWI officials, academics from across the Caribbean, family and friends.



Principal and Pro Vice-Chancellor of The UWI Open Campus, Dr. Luz Longworth, travelled to Dominica to support staff and students after hurricanes Irma and Maria.



Anguilla



Dominica



Barbuda



Relief Supplies being mobilised by The UWI Open Campus team in support of staff and students.

## PLANS FOR THE FUTURE

At the end of the academic year 2016/17 the Campus was justly proud of its achievements despite the financial challenges which had affected government contributions and student tuition fee payments. However, it was the heartbreaking devastation of Hurricanes Irma and Maria that slowed down our

plans to accelerate growth in Semester 1 of 2017/18, as we grappled with the near total destruction of our site in Dominica and the near crippling of our operations in Anguilla and Tortola, with students, staff and sites in St Kitts, Turks and Caicos and St Maarten being negatively affected.



*Relief Supplies being mobilised by The UWI Open Campus team in support of staff and students.*

The word “Resilience”, however, fully captures the spirit of our people and we have begun to rebuild and regroup to continue to support our students’ learning experience. Without a doubt our major challenge for the future is to ensure that all our sites are made climate resilient as we face the fact that we are in a region vulnerable to extreme weather systems such as hurricanes. We are therefore deliberately targeting site maintenance and the rebuilding of our Dominica site as priorities for the 2017/2018 year to ensure that we are prepared for the challenges which climate change may bring to the region.

The Open Campus is also very excited about the growing number of partnerships with regional and international organisations to design new and innovative programmes for Continuing and Professional Education. As a key Strategic Initiative, the Campus will be enhancing its structure in order to capitalise on the growing demand for CPE, both in blended and fully online modalities.

Starting from the 2017 academic year the Campus has begun preparing for a major international

marketing thrust and has identified key programmes and courses to target the international market. In order to ensure that international students receive similar student service and care to those students who live near physical sites, the Registry has established a Virtual International Students Office (VISO), which will ensure that students applying and studying with us from outside of the region will have an excellent experience.

As we celebrate the UWI’s 70th Anniversary and the Open Campus’s 10th year of establishment as a full Campus, we take the opportunity to reflect on where we have come from and recommit to providing the best educational experience for all our students and stakeholders. As we move into this new phase of our existence we are proud of our growth and resilience through many storms, living up to our motto of being *“A campus for the times and a campus for the future”*. As ever, our goal is to continue to open doors to life-changing experiences for students, both within the region and without, for many years to come.

***“A campus for the times and a campus for the future.”***



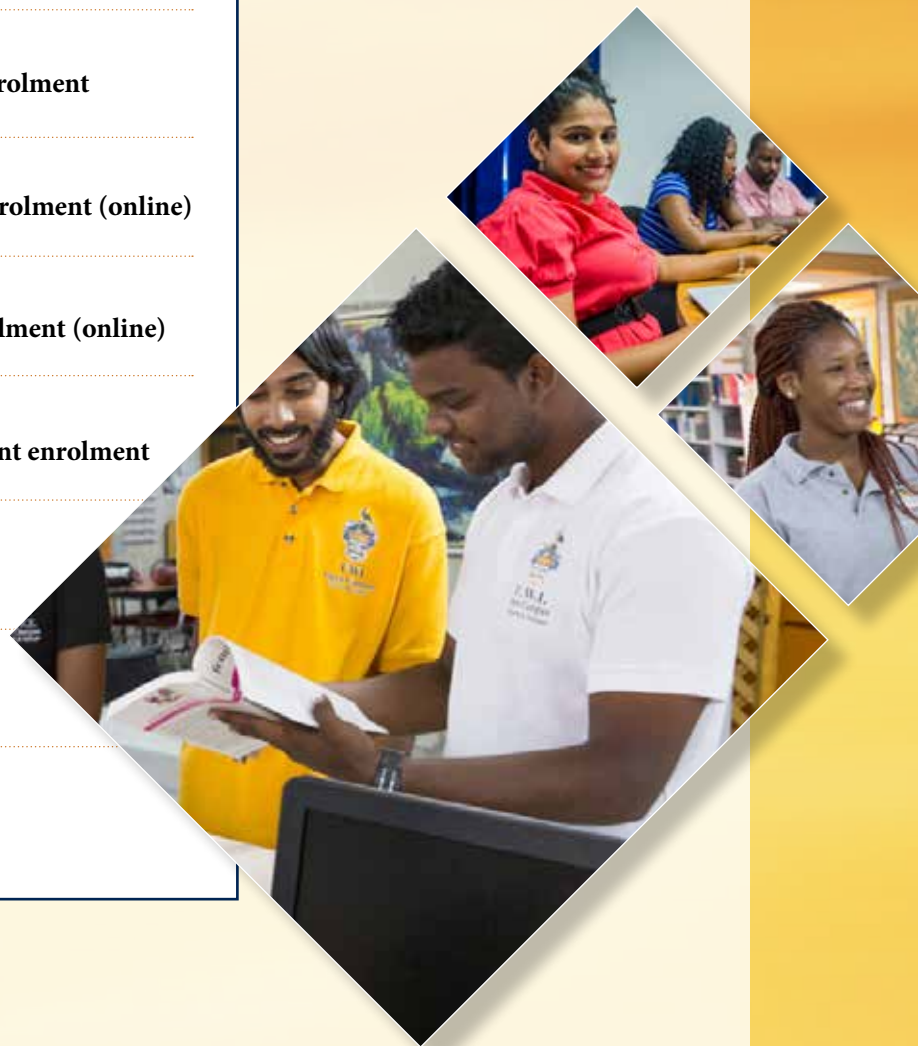


## SERVICE THROUGH LEADERSHIP AND PARTNERSHIP

### Open Campus by the Numbers

16	Caribbean Countries served
44	Locations in Caribbean countries
16,387	Total student enrolment
6,702	Online student enrolment
5,683	Female student enrolment (online)
1,019	Male student enrolment (online)
9,685	Face-to-face student enrolment
659	Total graduates
540	Adjunct Faculty
467	Full time staff

Over the academic year 2016/2017, The UWI Open Campus continued its drive to serve students from a variety of countries, backgrounds, achievements and interests, as well as deepening partnerships with local, regional and international associates.



# ENHANCING THE STUDENT EXPERIENCE



Mrs. Ruthlyn Matthias  
Student Guild Manager



Antigua and Barbuda Guild Executive.



Mr. Howard Brown  
Student Guild President



Guild Executive Induction in Anguilla.



Induction of 2017/2018 student Guild Executive.



*Dominica's Guild of Students Executive Members.*



*Members of Open Campus British Virgin Islands Guild Executive at Induction Ceremony with 2016 Graduate.*



*Guild Inductees listening attentively at the 2017/2018 Guild Induction Ceremony.*

**THE GUILD OF STUDENTS  
HURRICANE RELIEF EFFORT**

**Needed:**

- Canned Foods
- Toiletries
- Female Sanitary Products
- Baby Pampers
- Baby Food

AN ICGC  
INITIATIVE  
THE INTER CAMPUS GUILD COUNCIL

DROP OFF SITE -  
OPEN CAMPUS  
SITE OFFICE

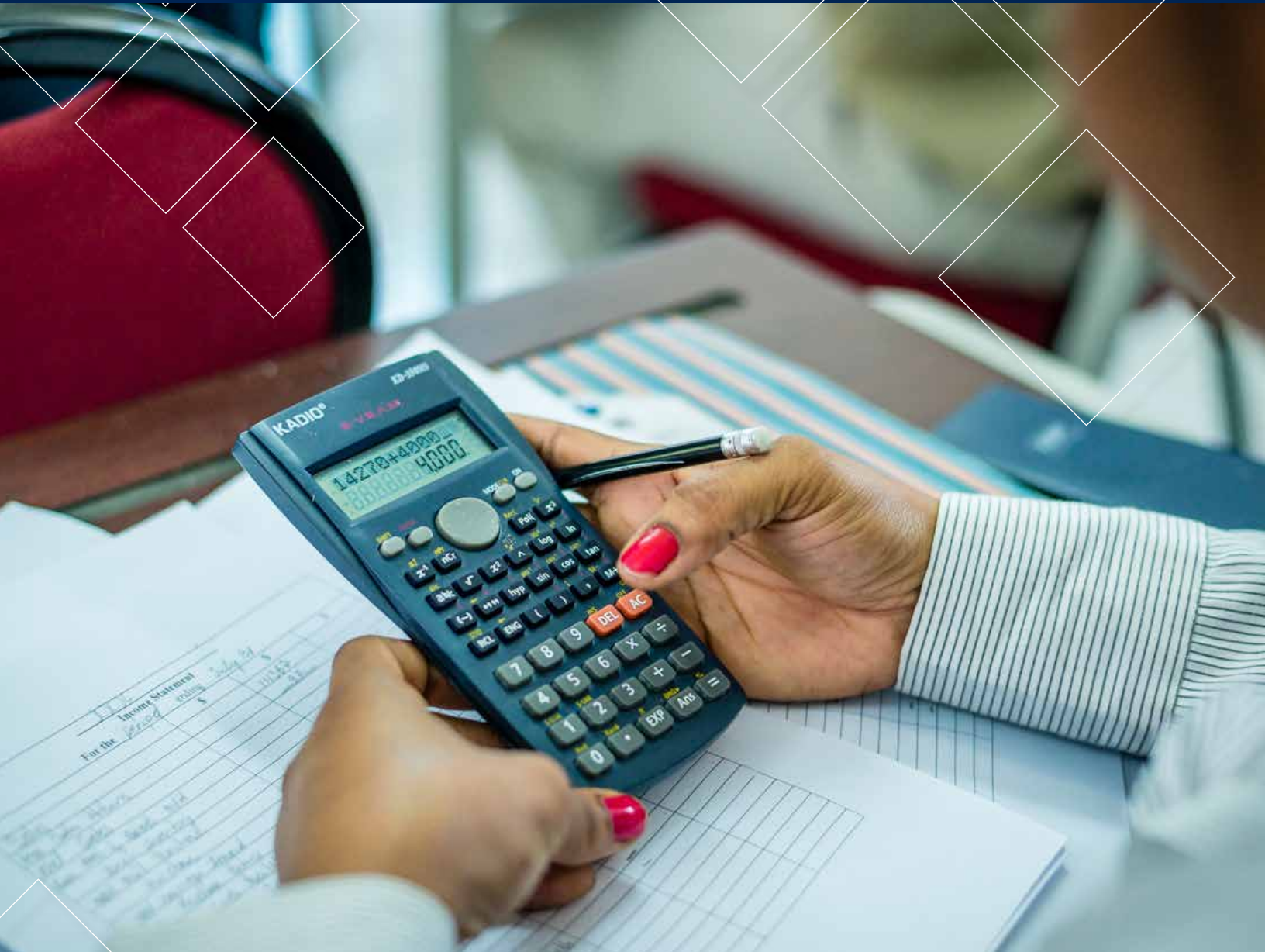
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RENITTA.PETERS@MY.OPEN.  
UWI.EDU



*Regional Guild Retreat Session.*



*Regional Guild Retreat Session.*



STUDENT-CENTRED | AGILE | ACCESSIBLE | ENABLING

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# 1. Financial

The financial year 2016/2017 was another challenging year for the Open Campus. Though the operating results were weaker than the prior year the Campus did realise a surplus of BD\$0.7m before depreciation, provision for impairments and pension plan supplementation benefits. This compares with a surplus of BD\$1.6m in 2016/17. As in the previous year, after taking account of depreciation, and the provisions for impairment of receivables and projected post-employment benefits a deficit emerged.

Notwithstanding these challenges, the concept of building capacity and increasing efficiency underpinned the financial strategies executed in keeping with the strategic perspectives of The UWI Strategic Framework 2012-2017. The approach to achieving the financial objectives included income source diversification, strategic partnership, efficient use of resources, and a congruent approach to increasing flows of income and reducing cost. The activities performed included the installation of new facilities, equipment and technology to reduce utility costs and to conserve energy. Partnership and collaboration with strategic partners helped to offset costs, particularly for the hosting of outreach activities.

## Income Source Diversification

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

### *Diversifying the Income Stream*

During the 2016/2017 academic year, efforts were maintained to bring additional sources of revenue to the campus. Existing projects continued and several new initiatives were undertaken, increasing the revenue stream and aiding in the reduction of reliance on government financial assistance. An overview of some of these projects is provided below.

### Consortium for Social Development and Research (CSDR)

#### Caribbean Child Development Centre (CCDC)

The CCDC started three new initiatives in the 2016/17 period:

- ◆ The Little Leaders Programme, funded by the National Baking Company Foundation of Jamaica, in the amount JA\$2,234,000.00;
- ◆ The STEAM Early Childhood Curriculum and Training programme, funded by the Dudley Grant Memorial Trust, in the amount JA\$1,392,400.00;
- ◆ The “Centre of Excellence” Laboratory School, funded by the American Friends of Jamaica, in the amount US\$16,000.00.

#### Hugh Lawson Shearer Trade Union Education Institute (HLSTUEI)

The HLSTUEI was awarded a contract for US\$32,604.00 by the European Union and the International Labour Organisation to conduct a five-day regional workshop for trade union leaders.



### Business Development Unit (BDU)

The BDU aggressively pursued new partnerships that brought in additional funds for the 2016/17 academic year, a sample of which is provided in Table 1.

**Table 1: Main Commercial and Collaborative Activities of the Business Development Unit**

Partnership	Projected Earnings/ Value of Contract
Contract with the Caribbean Policy Development Centre (CPDC) for a Consultancy to Formulate and Undertake A Professional Non-Governmental Organisation (NGO) Training Programme for Delivery Online to NGO Personnel. This involves developing the programme and offering it to three cohorts of students. The first cohort of students registered in the Courses within the NGO Professional Management Certificate Programme in August 2017. Arrangements are in place for the 2nd cohort of students to be registered in Semester 2 of the 2017/18 academic year.	Contract value US\$135,168.00 With projections for an additional US\$33,000 to be earned from any additional students enrolled in the programme.
PEMANDU/UNDP Certificate Transformational Leadership to Achieve the Sustainable Development Goals (SDGs) in Developing States.	US\$45,000 over one year.
SIDS DOCK-Swedish Energy Agency (SEA) Project Building Resilience to Climate Change in Islands Through Energy Sector: North-South Cooperation for Sustainable Energy Development in Island States – Capacity Building and Institutional Strengthening Renewable Energy and Energy Efficiency (RE&SS) Strategy: The Open Campus was engaged to create One-Year Certificate programmes in Renewable Energy and Energy Efficiency (RE&EE) for Community Colleges in the Organisation of Eastern Caribbean States (OECS).	US\$10,000.00 (Increased to US\$100,000)
UNICEF ECA Safety and Justice for Children Project The Open Campus was contracted to conduct a Needs Assessment.	US\$83,735.00



### Open Campus Country Sites (OCCS)

The OCCS engaged in various strategies to diversify income sources. At the Barbados Site, the decline in student enrolment in 12-18 month CPE courses, a result of continuing economic challenges, led to a focus on increasing enrolment in shorter 3-6 month courses.

This approach was successful and represents but one instance of the Open Campus using its understanding of prevailing regional conditions to adapt itself to the needs of its stakeholders.

The Barbados Site also successfully negotiated the continuation of existing special projects which provided project funding to finance the Non-governmental Organisations Management Certificate Programme and the Unemployment Retraining Project with the Government of Barbados, the latter of which generated additional income in the amount of BBD\$180,820.00 during the 2016/17 academic year.

### Other Income Sources

The financial challenges still facing the region led to the development of creative strategies to respond to immediate needs, with the added benefit of increasing staff engagement and camaraderie. One example of this is the action taken by the Open Campus Cayman Islands Site, which decided to raise additional funds to address some immediate needs at the Site. The staff embarked upon a t-shirt sale and raised enough money to purchase six new computers for the Computer Lab, paint the interior of the Site office, and refurbish the lobby area of the Site.

### Cost Reduction Measures

#### *Open Campus Country Sites (OCCS)*

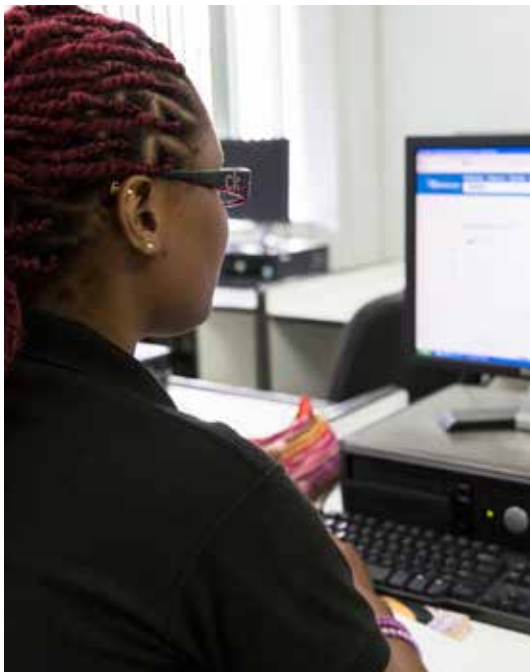
In keeping with efforts to reduce expenditure and promote environmental responsibility, various Open Campus Country Sites replaced non-functional equipment, such as air conditioning units, with energy efficient models. At the Dominica site, LED lighting was installed throughout the buildings and reduced the cost of electricity by 58%.

#### *Computer and Technological Services (CATS)*

The Network Infrastructure team within CATS engaged in regional negotiations with Internet Service Providers (ISPs), and this resulted in a reduction of the cost for internet bandwidth. In addition, with the Global Affairs Canada – Strengthening Distance Education in the Caribbean (GAC-SDEC) project funding, the Cisco IP Telephony system was upgraded to provide free telephone calls between Open Campus Sites and Campuses, which also resulted in a reduction of toll charges. Collaborating with Cave Hill and St. Augustine campuses, infrastructure acquired from the SDEC project and GAC funding was shared for the hosting of the Enterprise Resource Planning (ERP) project, and this enabled the reduction of the cost of the Oracle database management system software licensing across the University.

## 2. Employee Engagement and Development

The Open Campus recognises the importance of developing and harnessing the skills, capabilities and connections of staff so that they participate in the developmental pursuits of the Open Campus, making them feel a greater sense of belonging. Employees were encouraged to pursue CPE courses and were granted approval to pursue these courses at full or partial discounted rates, and various training sessions were provided for staff throughout the 2016/17 academic year. Additional training was also provided to staff in preparation for the launch of the new Banner Enterprise Resource Planning (ERP) system in January 2017. Staff from various departments and divisions had to attend many training sessions to become familiar with this new system and the associated new business processes.



### Competency-based Development

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

#### Human Resources

Staff development sessions were hosted by the Human Resource Department on areas such as public speaking, email etiquette, and customer service skills. In addition, staff training series were provided on the 2017-2022 UWI Strategic Plan, the Balanced Scorecard, performance management, conflict and grievance handling and building and sustaining a culture of engagement, among others.

#### Office of the Deputy Director, Continuing and Professional Education

The Office of the Deputy Director CPE facilitated training for the OCCS community. The two major areas covered were training for colleagues on the new Banner system and a workshop for the OCCS leadership in the area of CPE programme development. The sessions were conducted via the Zoom online conference facility.

#### Open Campus Country Sites

The establishment of the OCCS Banner Enterprise Resource Planning (ERP) Team and the OCCS Banner ERP Transition Team were both instituted to support the implementation of the new Banner system in January 2017. In addition, an OCCS Leadership Workshop was held from May 22-24, 2017. The OCCS Leadership Team and Programme Officers attended the sessions.





### **Programme Delivery Department, Academic Programming and Delivery Division (APAD)**

Foundation training was provided to 921 facilitators by the Programme Delivery Department (PDD) of APAD. Additional training which focused on curriculum review and preparation of course guides for new or revised courses was also provided to course coordinators and programme managers. A total of 142 courses were reviewed through this training.

### **Prior Learning Assessment (PLA) Unit, Office of the Deputy Principal**

The PLA Programme Officer initiated and participated in sensitisation/training for capacity building in PLA. A session on the new PLA for Matriculation course, PLPD001, was held on May 24, 2017 for programme managers and learning support specialists in the Programme Delivery Department (PDD). A second session on “Facilitating the PLA for Matriculation Course” was held on June 13, 2017 for potential course

instructors. Both sessions were facilitated by PLA expert, Dr. Dianne Conrad.

### **Computer and Technological Services**

The Enterprise Applications team received technical training from Ellucian consultants in Banner Document Management System, the Banner Enterprise Identity Service, as well as internal Banner application training in the Student, Admissions, Accounts Receivables, and Finance modules.

In addition to this, the ICT Training team developed training materials and conducted courses between November 1, 2016 and September 27, 2017 (10 months) for staff. A skill set audit of OCCS technicians was also undertaken to analyse the current ICT expertise at the remote site locations of the UWI Open Campus. This was necessary to ensure that all OCCS technical personnel meet baseline competencies for efficient management of the Open Campus ICT resources.



*Professional Development students 2016-2017.*

## 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.

### Employee Engagement Activities

#### *Programme Delivery Department, APAD*

The Programme Delivery Department introduced an incentive system for its training programme.

As such, recognition and rewards through the development of a token economy, which will in turn enhance employee confidence and engagement, led to the creation of eight Credley Certified Digital Badges and two Virtual Training Certificates. This aligned professional development training engagement for adjunct facilitators/instructors (August - October 2016) has introduced a digital incentive to reward high performance and innovation. The first issue of badges and certificates was awarded in February 2017.

#### *Open Campus Country Sites*

Throughout the year, Dominica Site staff participated in several staff bonding activities which included quarterly movie nights, Creole Day brunch held in October 2016, Christmas dinner in December 2016,

talent shows held in July and October 2016 and a sports day held in July 2017. Staff at other sites also worked together to celebrate national independence days, Christmas and various outreach/fundraising activities.

#### *Principal's Town Halls*

The Principal instituted region-wide Town Halls twice per semester which are held online via Zoom. At these meetings staff members at all levels were invited to participate in discussions on key developments within the Campus such as re-accreditation, the implementation of the ERP, the role of the Office of Online Learning, among others. This effort helps to create a more open and transparent environment where staff are able to share freely any concerns with the Principal and other members of the Open Campus Leadership Team.

# PRINCIPAL'S AWARDS FOR EXCELLENCE

**Category: Outstanding Performance by a Department/Site** – for the department with a demonstrated consistent high level of efficiency, effectiveness of operations and excellence of service to all stakeholders over the past three years.



**Course Development Department (CDD),  
Academic Programming and Delivery Division**

AND



**Hugh Lawson Shearer Trade Union Education Institute (HLSTUEI)  
Consortium for Social Development and Research, Jamaica.**

**Category: Administrative, Technical & Service (ATS) Staff** – for outstanding work to improve and enhance efficiency and effectiveness of operations at the Open Campus.



**Ms. Ginella Sammuell**  
Clerical Assistant, Open Campus  
Country Site, Dominica

**Category: Special Award: Outstanding service and enhancing Open Campus/UWI image in the public sphere** – demonstrated through extraordinarily special activities that contribute to institution-building, e.g. activities that improve the stature of the Campus and University in the eyes of the public.



**Members of the Student Games  
Planning Committee 2017**

## 3. Internal Operational Processes

The highlight of the 2016/17 academic year was the implementation of the Admissions, Registration, Accounts Receivable and Examinations modules of the new Banner Enterprise Resource Planning (ERP) system, a process which demanded the attention and energy of staff from several divisions within the Open Campus. Its successful implementation resulted in the Campus being in a position to deliver a higher quality of service to its students and other stakeholders. Notwithstanding the labour and time intensive activities associated with the Banner ERP system, various other efforts were made to enhance the quality of service provided by the Open Campus through the improvement of internal processes.



### 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.

#### The Registry

The **Recruitment, Admissions and Registration (RAR)** department continued its focus on quality admission processes and student satisfaction during the period. Preparatory work for the implementation of the Banner Student Administration System continued throughout Semester 1, 2016/2017. Throughout this semester the RAR staff, while seriously involved in Banner ERP training, at the same time continued the processing of applications and registrations, along with other core processes. Semester 2, 2016/2017 was signaled by the implementation of the Banner Registration Module when registration of both new and continuing students was done online while work on the Banner Admissions Module continued.

The **Records & Information Management (RIM) Unit** continued to work towards the establishment and maintenance of an effective RIM programme which meets the needs of the Open Campus and which complies with The UWI's RIM policy requirements. A key requirement for the implementation and support of the Open Campus RIM programme is an Electronic Document and Records Management System (EDRMS) which will facilitate effective control of Campus records and



serve as a records repository, allowing for secure access to and preservation of records in the Open Campus' distributed environment. Activities completed by the Unit included:

- ◆ evaluation of responses to the Request for Proposal for the EDRMS and recommendation of the proposed solution;
- ◆ contract negotiations with recommended software vendors for EDRMS and RIM Consultants, resulting in award of contract to Horizon Solutions to implement Perceptive Software as the EDRMS solution and Information Management Specialists to provide support for the establishment of the required RIM programme components;
- ◆ commencement of the pilot phase of the EDRMS project;
- ◆ development of a Classification Scheme and Retention framework for the Campus;
- ◆ the formal adoption of the University Records & Archives Management Policy;
- ◆ conduct of records inventory exercises, particularly in those units and sites earmarked for early implementation of the EDRMS; and
- ◆ providing guidance and support in all aspects of record and information management to departments and sites.

### Programme Delivery Department, APAD

The PDD department took a best practice approach aimed at improving performance and quality standard among staff. Between April and July 2017 the Course Delivery Advisor (CDA) team began working on a second section of the PDD manual called *Best Practices for CDAs*, geared at standardizing practices across the team. Work on this initiative will continue in the 2017/18 academic year.

Additionally, as part of UWI operational processes, the Learning Support Specialist (LSS) Supervisor, Mr. Kevin Ramsoobhag, led the UWI e-Learning Committee to evaluate and integrate a single Web Conferencing Solution for the University. From this initiative the Learning Support team used this opportunity to upgrade the Open Campus integration from Blackboard Collaborate Classic to Blackboard Collaborate Ultra. The Learning Exchange, which is the Open Campus' online classroom, was also upgraded from 2.X to 3.X. This upgrade introduced the following key features: drag-and-drop quiz question types; streamlined course section editing; better management of plugins; and updates to the Moodle mobile application.

## Office of the Deputy Principal

During the 2016/17 academic year, the Open Campus Research Ethics Committee was re-established, and the Deputy Principal served as Acting Chair while her staff members undertook the servicing of this Committee. The Committee reports to the University Research Ethics Committee, chaired by the Pro-Vice Chancellor, Graduate Studies and Research. The Committee received and reviewed several research projects, and has put in place procedures for staff and students to have ethical review of their research proposals.

In addition, the Quality Assurance Team organised and led the successful mid-term accreditation review in October 2016. The review team was led by external reviewers selected by the Barbados Accreditation Council, which had granted accreditation to The UWI Open Campus for six years in 2013.

## Prior Learning Assessment Unit

In anticipation of the approval of the new Prior Learning and Portfolio Development/Assessment Course, PLPD001: PLA for Matriculation, discussions were initiated with the Registry (Recruitment, Admissions and Registration) to determine the admission procedure for potential students. Also participating in the discussions were representatives from APAD Course Development and Programme Delivery Departments. A draft application form was subsequently developed through Banner test environment. The PLPD001 course was submitted to the Academic Quality Assurance Committee (AQAC) and approved by Academic Board for piloting from Semester I of 2017/2018.

## Computer and Technological Services

The CATS division made a number of improvements in the area of internal operational processes. Network infrastructure services became centrally managed, resulting in better control, reduced administration

and increased efficiency. An upgrade to network infrastructure resulted in increased access, reliability, performance and improved security of the information technology (IT) services.

With the introduction of the Banner ERP system, many of The UWI Open Campus manual processes were automated and a number of improvements were made to administrative processes. To ensure the effective usage of this new software platform across all departments and realise the potential improvements, staff training was necessary. Many training manuals and videos were created to assist with this process.

In addition to this, CATS provided live online chat support on the staff and student portal using the “Tawk to Chat” service in Semester II of the 2017/18 academic year. Registration Manuals were also provided to all staff members working on the chat facility to ensure that all operators were knowledgeable in completing the necessary procedures to assist with live student queries. Help desk manuals, videos and help content were integrated into both the private and public interfaces of the UWI website to facilitate easy access to students and staff.

## Office of the Deputy Director, Continuing & Professional Education (CPE)

The work of this office was supported by the funding provided by the GAC-SDEC project. Through this initiative, the Office of the Deputy Director established a Programme Advisory Committee (PAC) to assist in guiding the development of new programmes for regional delivery. The OCCS PAC is country specific so that the representatives can provide guidance on the teaching, learning and programming needs across the 17 countries served by the OCCS.

Student registration in CPE courses went live on the Banner system in Semester II 2016/2017. All students who registered for CPE courses were registered using the Quick Admit facility and issued with



student registration numbers for the first time. This new Banner functionality will facilitate reporting on student statistics to include registration, course information, academic history, and payments.

### Open Campus Country Sites

The Open Campus Barbados and Dominica sites undertook a Records and Information Management exercise to improve the efficiency and effectiveness of the administrative processes at the sites. The Barbados site made a number of improvements in its IT infrastructure, due in large part to the acquisition and deployment of equipment financed by the GAC-SDEC project. Some of the improvements made include increased internet connectivity speed, which then allowed for an upgrade in the Site's wireless network and therefore the equipment used, including more access points; a new Internet Protocol (IP) phone system to facilitate campus-wide telephony voice connectivity; and 10 new computers installed in the Site's computer lab.

## Banner Enterprise Resource Planning System

Perhaps the most important achievement for the 2016/2017 academic year was the implementation of the Banner Enterprise Resource Planning (ERP) system. An Enterprise Resource Planning system is one which streamlines processes and information across an organisation, allowing seamless automated processes to replace time-consuming manual ones.

### *Introduction*

In 2013, the Campus engaged the consulting services of Collegiate Project Services to analyse the Ellucian Banner ERP system for the Open Campus as a good fit functionally and to determine whether or not to deploy the Banner ERP Suite across the Open Campus' network sites. The resulting assessment report cited inefficiencies with the Campus' in-house developed system for managing student

enrolment and records, the Open Campus Student Management System (OCMS). For example, because face-to-face students were tracked in manual methodologies compared to online students, the OCMS was not able to supply unique student identification numbers to all students. Therefore, the Banner Ellucian Suite was recommended to allow the Open Campus to connect and streamline processes that support students, faculty, and administrators.

In March 2013, The UWI Open Campus signed a Contribution Agreement with the Government of Canada for a project titled Strengthening Distance Education in the Caribbean (SDEC), the main goal of which was to enhance the capacity of the University to deliver distance education (DE) in the Caribbean region. A new ERP system for the Open Campus was identified as one of the outcomes of this project, which the Open Campus interpreted as an upgrade of the necessary components of the Student Information (legacy) System with the purchased modules from Banner. This implementation, coupled with the upgrade of the Open Campus computer network and the provision of ICT hardware to improve the student experience, formed a key part of the SDEC project with the objective of building the institutional capacity of the Open Campus by improving change management through technical assistance training and implementing ICT-driven organisational structures, systems and processes.

### **Goals and Benefits**

The main goal of implementing the Banner ERP system was to improve the student access to The UWI Open Campus and increase capabilities for administrative services through implementing a single vendor ERP solution that would replace several legacy administrative systems and paper processes.

The migration of student data to a relational database led to better consolidation of data and improved technology for interfacing and integrating with other systems. This allows students and staff to have easier access to data, improved access to information, increased self-service for data needs, less reliance on the ICT Unit (CATS) to meet requests, and an improved repository of information that can be accessed for decision-making.

Key benefits include:

- ◆ Modernising technology
- ◆ Centralised/integrated systems
- ◆ Improved functionality
- ◆ Improved access to data
- ◆ Improved efficiency
- ◆ Improved usability
- ◆ Improved security
- ◆ Updated functional policies
- ◆ Online payments
- ◆ Improved reporting
- ◆ Reduced redundancy of data.





### **Implementation**

An Implementation Director, Ms. Beth Lacy, was hired as the lead in the implementation. The implementation team consisted of the existing human resources of the Open Campus, derived from a cross section of the main areas of the Campus, such as:

- ◆ CATS for ICT development and support,
- ◆ APAD for online academic advisory,
- ◆ Registry for student enrolment matters,
- ◆ Finance for accounts receivable and billing, and
- ◆ OCCS for CPE programming and face-to-face student interfacing.

The team also comprised contracted IT developers who possessed skills that were not housed within the Open Campus, as well as a few subject matter experts from The UWI sister campuses who provided expertise where necessary.

The student implementation started Dec 1, 2014 and was scheduled to end May 31, 2016. However, due to human resource constraints and delays incurred, the timeline was extended to June 2017.

The modules were rolled out as follows:

- ◆ March 31st 2016 – Migration of the Banner Finance repository from the Cave Hill campus to the primary data centre of the OC in Miami.
- ◆ October 17, 2016 – Person/Programme/Courses.
- ◆ January 9, 2017 – Registration/ Accounts Receivable Finance.
- ◆ February 5, 2017 – Admissions.
- ◆ April 3, 2017 – Grades/Grading/Academic History.
- ◆ June 12, 2017 – Graduation.

### **Implementation Process**

The Banner ERP System was installed with customised software features that enabled access via the Campus Portal for Student Registration,



Student Admissions and Accounts Receivable, Grades/Grading/Academic History and Graduation modules. Administration of courses/programmes and upload of course content via the e-Learning System, Moodle, was also integrated.

While several challenges were faced throughout the process, solutions were always found. The end result was undoubtedly worthwhile, since it transformed the student-related administrative processes that support the teaching and administrative functions of the campus. The improved processes and quality data that resulted from the implementation of the Banner ERP system will allow administrators to provide exceptional customer service, putting the students' success at the forefront, and students will benefit from the intuitive self-service capabilities of the system. The additional benefit of the technical and problem-solving expertise developed by Open Campus staff along the way will serve the Campus well in years to come.

# 4. Teaching, Learning and Student Development

## Academic Quality

Establishing standards for academic delivery and for the support of technology use in the online delivery process.

### *Academic Programming and Delivery Division*

In keeping with a *learner-centred theoretical framework*, members of the curriculum delivery group have identified valuable instructional strategies/practices designed to enhance online teaching and learning. To this end, adjunct faculty and the curriculum delivery groups have engaged in macro and micro level meetings, the latter of which supported individuals who were at risk or indicated a need in their process.

### Macro Level Meetings

- ◆ Overview of development and preparation for course coordinators
- ◆ Critical thinking and reflective practice
- ◆ Examination of course competencies
- ◆ Examination of quantitative courses to detect areas of misalignment
- ◆ Student course engagement strategies
- ◆ Review of student evaluations to identify and correct areas of performance and concerns related to instruction and pedagogy

### Micro Level Meetings

- ◆ Assessment and rubrics
- ◆ Writing discussion questions
- ◆ Improving student engagement
- ◆ Course management (working with peers)
- ◆ Online presence
- ◆ Marking and feedback

*Student Orientation Sessions*



*Orientation at The UWI Open Campus, Anguilla.*



*Orientation at The UWI Open Campus, St. Lucia.*



*Orientation at The UWI Open Campus, Grenada.*



Orientation at The UWI Open Campus, Anguilla.

## PROGRAMME REVIEWS

A number of programme reviews were undertaken to continue improving the quality of teaching and learning offered by the Open Campus. Two notable reviews conducted during the 2016/17 academic year are found below:

### *The Master of Adult and Continuing Education (MACE)*

The MACE programme was subjected to The UWI Quality Assurance Unit's external quality assurance review in 2017. The review team concluded that the MACE programme "is viable, meets a societal need in the Caribbean region, and offers great potential not only for individual development but for regional development as well" (Quality Assurance Unit MACE Team Report, September 2017, p. 10).

### *Edd Programme (introduced in 2015/16) - final year research courses*

This is the first Open Campus graduate programme to undergo an internal quality assurance review. After the review a decision was made to offer three research courses instead of five. These three courses have provided students

with the opportunity to "build on" different components of their research each semester, which has assisted in improving the overall quality of this aspect of the programme.

### *Supporting efforts of achieving the goal of quality programming*

The Programme Planning Department spearheaded the production of the Self-Assessment Report for the review by The UWI's Quality Assurance Unit of the Masters in Adult and Continuing Education. Additionally, the department supported The UWI sister campuses and their quality assurance processes by providing valuable comments to facilitate the approval process for new courses and programmes.

### *Open Campus Country Sites*

Open Campus Dominica and Jamaica Eastern, along with other sites, implemented quality assurance initiatives to enhance the academic quality of CPE programming. In this regard, various sites conducted tutor training workshops, face-to-face tutor orientation, student orientations, and academic advising sessions.

# Student Engagement & Experience

Improving student experience and engagement to influence excellence in performance and proficiency



## THE UWI STUDENT GAMES 2017



### TEAM Open Campus

*The Open Campus was again proud to participate in The UWI Student Games, held in June 2017. Despite the unavoidable challenges presented by the distributed nature of the Open Campus, making physical team practice impossible prior to the games, the Open Campus team showed exemplary pride and team spirit. Their commendable performance in the games was also noteworthy due to its steady improvement from game to game as team chemistry was deepened. The students were thrilled to represent their campus and look forward to participating in the future.*





Cricket Team



Table Tennis Players



Basketball Team



Football Team



Netball Team



Volleyball Team



Members of the Guild Executive sharing lens with Pro Vice-Chancellor and Principal, Dr. Luz Longworth (2nd right); Deputy Principal, Professor Julie Meeks, (4th left); and Basketball Team Manager, Mr. Delroy Bank (right).



Volleyballers in action.



Footballers in action

## Open and Distance Learning

Fulfilling the University's strategic objective for student development: Meeting the ever-growing needs of youth, adults, entrepreneurs and professionals to advance into higher education

A collaborative approach is utilised for the development and delivery of courses and programmes throughout The UWI Open Campus. From the proposal to the delivery stage, multiple players are engaged to ensure relevance, flexibility, agility and quality. To this end, the Academic Programming and Delivery Department (APAD) supported and facilitated the work of the Consortium for Social Development (CSDR), Open Campus Country Sites (OCCS), the Business Development Unit (BDU), The UWI sister campuses and private and government institutions.

### The Continuing and Professional Education Unit, Open Campus Country Sites

The OCCS remains committed to advancing continuing and professional education (CPE) through the development and delivery of face-to-face programmes and courses offered across the OCCS. To support the effective and efficient delivery of the CPE courses and programmes, the office of the Deputy Director (CPE) produced The UWI Open Campus CPE Course Code Policy and The UWI Framework for CPE.

In addition, the CPE Unit developed and delivered a suite of CPE face-to-face courses. To facilitate the development process for these courses APAD identified relevant instructional designers and provided short term training to prepare them for their roles.

### Global Affairs Canada – Strengthening Distance Education in the Caribbean (GAC-SDEC)

Another important element to programme development is the support funding from the GAC-SDEC project, which has played a significant role in the hiring of additional staff and their subsequent training for developing new programmes. Two hundred and thirty three (233) new online courses across 23 programmes were developed as a result of GAC funding. In the area of Continuing and Professional Education, the Office of the Deputy Director, CPE in the OCCS developed nine new CPE face-to-face/blended programmes. These programmes sought to address the needs of a large segment of the Caribbean market whose educational pursuits are bolstered by programmes and courses delivered over six-week to one-year periods.

**THE UNIVERSITY OF THE WEST INDIES OPEN CAMPUS TRINIDAD & TOBAGO WEST INDIES**

## BRAND NEW PROGRAMMES

Starting in March 2017...

**APPLY NOW**

These programmes carry Continuing Education Unit (CEU) qualifications that are recognized internationally.

Cost Per Course Within Each Programme: TT\$1,200.00  
Registration Fee: TT\$400.00 Per Semester  
Students are allowed to pursue only two courses per semester.  
Please visit our website @ [open.uwi.edu/programmes](http://open.uwi.edu/programmes) or call/visit us to get further information on the entry requirements for each programme.

Please make all application and programme enquiries at the following locations:

HEAD OFFICE	Region	Region
Open Office 14, Aqueduct Road, Port Kaituma, St. Andrew Tel: 462-7711 (local) / 462-8888 (toll free) Fax: 462-7711 (local) / 462-8888 (toll free) Email: <a href="mailto:open@open.uwi.edu">open@open.uwi.edu</a>	North America 100, Westwood Drive, Suite 200, Westwood, NJ 07080 Tel: 908-227-1234 (local) / 908-227-1234 (toll free) Fax: 908-227-1234 (local) / 908-227-1234 (toll free) Email: <a href="mailto:na@open.uwi.edu">na@open.uwi.edu</a>	South America 100, Westwood Drive, Suite 200, Westwood, NJ 07080 Tel: 908-227-1234 (local) / 908-227-1234 (toll free) Fax: 908-227-1234 (local) / 908-227-1234 (toll free) Email: <a href="mailto:sa@open.uwi.edu">sa@open.uwi.edu</a>
Head Office - Trinidad & Tobago 14, Aqueduct Road, Port Kaituma, St. Andrew Tel: 462-7711 (local) / 462-8888 (toll free) Fax: 462-7711 (local) / 462-8888 (toll free) Email: <a href="mailto:open@open.uwi.edu">open@open.uwi.edu</a>	Caribbean 100, Westwood Drive, Suite 200, Westwood, NJ 07080 Tel: 908-227-1234 (local) / 908-227-1234 (toll free) Fax: 908-227-1234 (local) / 908-227-1234 (toll free) Email: <a href="mailto:caribbean@open.uwi.edu">caribbean@open.uwi.edu</a>	Europe 100, Westwood Drive, Suite 200, Westwood, NJ 07080 Tel: 908-227-1234 (local) / 908-227-1234 (toll free) Fax: 908-227-1234 (local) / 908-227-1234 (toll free) Email: <a href="mailto:eu@open.uwi.edu">eu@open.uwi.edu</a>
Trinidad & Tobago 14, Aqueduct Road, Port Kaituma, St. Andrew Tel: 462-7711 (local) / 462-8888 (toll free) Fax: 462-7711 (local) / 462-8888 (toll free) Email: <a href="mailto:open@open.uwi.edu">open@open.uwi.edu</a>	South America 100, Westwood Drive, Suite 200, Westwood, NJ 07080 Tel: 908-227-1234 (local) / 908-227-1234 (toll free) Fax: 908-227-1234 (local) / 908-227-1234 (toll free) Email: <a href="mailto:sa@open.uwi.edu">sa@open.uwi.edu</a>	Europe 100, Westwood Drive, Suite 200, Westwood, NJ 07080 Tel: 908-227-1234 (local) / 908-227-1234 (toll free) Fax: 908-227-1234 (local) / 908-227-1234 (toll free) Email: <a href="mailto:eu@open.uwi.edu">eu@open.uwi.edu</a>

Application deadline: February 24, 2017

[WWW.OPEN.UWI.EDU](http://WWW.OPEN.UWI.EDU) • Online | On site | On demand





*CPE Recognition Ceremony Awardees 2016-17.*

Further, the continuing collaboration between APAD, the Consortium for Social Development (CSDR), the Business Development Unit (BDU), the Social Welfare Training Centre (SWTC) and the Office of Continuing and Professional Development (CPE) resulted in the development of the following new courses and programmes:

◆ *Postgraduate Programmes*

- MPhil in Child Adolescent and Youth Studies.
- PhD in Child Adolescent and Youth Studies.

◆ *Postgraduate Courses*

*(In collaboration with the Organization of American States)*

- Museum Conservation Skills.
- Values-based Heritage Site Management.

◆ *Undergraduate Courses*

*(In collaboration with the UWI Mona Faculty of Humanities and Education)*

- Culture of Rastafari.
- Culture, Gender and Sexuality in Jamaican Popular Music Culture of Rastafari.
- Caribbean Cultural Studies.

◆ *Continuing and Professional Education*

*(In collaboration with The UWI Mona Faculty of Humanities and Education)*

- NGO Professional Management Certificate Programme (the BDU in collaboration with the Caribbean Policy Development Centre)
- State Owned Enterprises: Understanding the Basic Concepts (the BDU in collaboration with the World Bank/SEM CAR Project).

***Offering students the ability to pursue their most enduring educational aspirations***



Members of the graduating class of the Community Leadership and Development Programme and the 10-Week Introductory Social Work course.

## Consortium for Social Development and Research (CSDR)

Equipping grassroots community leaders and activists and interested professionals with critical knowledge and practical skills to exercise or influence effective participatory leadership and carry out empowering community development activities

### Social Welfare Training Centre (SWTC)

#### **10-Week Introductory Social Work Course –**

Sensitization training for persons practicing in the social work setting without formal exposure to social work

This certificate course is the newest of the SWTC's programmes and was first offered in September 2016. This short intensive certificate course served to introduce 25 participants to the ideology and introduction of social work practice ideas. Reviews labelled it a resounding success and plans are in place for another offering in the 2017/2018 academic year.

#### **Community Leadership and Development Programme (Pilot)**

Another significant achievement for the SWTC during the reporting period was the pilot delivery of the new certificate programme in Community Leadership and Development to 100 students, selected from various private and public organisations and institutions. The programme was conceived and designed with extensive collaboration with several stakeholders in Jamaica to ensure that the programme met requirements for skills training and understandings needed by emerging community leaders. This programme was developed through funds from the GAC-SDEC project. Of the 100 pilot students, 84 successfully achieved the requirements for completion.

## Meeting Agency Needs through Tailored Training Programmes

The SWTC continues its thrust in helping agencies meet staff training and development needs by offering Social Work/Development training on a consultancy basis. Two examples of successful proposals in the 2016/17 academic year are provided below:

- ◆ The Ministry of National Security, Citizen Security and Justice Programme (Jamaica) - approved proposal to offer training in Social Work Case Management.
- ◆ Ministry of Labour and Social Security (Jamaica) – approved proposal for training social workers in counselling.

### *Hugh Lawson Shearer Trade Union Education Institute (HLSTUEI)*

A total of 444 persons benefited from training programmes and approximately 20 courses were offered during the academic year, including

the Certificate course in ‘Strategies for Enhancing Organisational Productivity’. In addition, two new courses were introduced as part of the curriculum for training with employers: Emotional Intelligence and Workplace Aggression.

### *Office of the Deputy Principal – Prior Learning Assessment (PLA)*

The Prior Learning Assessment (PLA) Unit coordinated the development of the Prior Learning and Portfolio Development/Assessment course, PLPD001: PLA for Matriculation. Dr. Dianne Conrad, Co-editor, International Review of Open and Distributed Learning, Centre for Distance Education, Athabasca University, Canada was contracted by the APAD Course Development Department as a subject content specialist to write the course. The course was peer reviewed by Dr. Nan Travers of SUNY Empire State College in October 2016. With the necessary administrative and marketing structures in place, PLPD001 has potential to become a new stream of income generation for the Open Campus.



*CPE Supervisory Management Class with Facilitator Mrs. Aunika Webster Lake.*

## INDUCTION OF DR. LUZ LONGSWORTH

Third female Pro Vice-Chancellor and Principal of The UWI Open Campus

The ceremony for the formal induction of Dr. Luz Longsworth as the third Pro Vice-Chancellor and Principal of The University of the West Indies (The UWI) Open Campus was held on Thursday, March 16, 2017, in Belize where she has lived and worked for many years in various capacities in academia and business. Presided over by now-retired Chancellor of The UWI, Sir George Alleyne, the ceremony was awash with all the pomp and circumstance that is usually associated with ceremonial events at The UWI, and was witnessed by the Vice-Chancellor, Professor Sir Hilary Beckles, UWI academic officials from across the four campuses, members of governments and diplomats from across the region, as well as family and friends of Dr. Longsworth.

Sir George in his official charge, placed the mortar board on Dr. Longsworth's head and declared, *"You now have the opportunity to lead the newest of the institution's major centres of learning and research. You will also have the opportunity to put into practice what you have often declared as almost a holy grail: improving the lot of Caribbean people through education. No other responsibility is greater than this: that of helping to shape and guide the minds and thinking of the young people of our region and I have absolute confidence in your capacity to discharge that responsibility."*

Dr Longsworth in commenting on her induction as the third female leader of the Open Campus since its inception in 2008 said, *"While we often celebrate the first woman who achieves a breakthrough, it really is only when we have evidence of the continuity of that breakthrough that we can claim true gender progress. I therefore celebrate being the third female Principal of the Open Campus and salute my predecessors; our first female Principal Professor Hazel Simmons-McDonald and our second Principal, Professor Eudine Barriteau, as well as former Deputy Principal, Professor Vivienne Roberts and current Deputy Principal, Professor Julie*

*Meeks, for their roles in ensuring that we are making our firsts in the Open Campus last for a long time!"*

Her induction speech was centred on advice she received prior to the ceremony which she summarised in three 'C' principles: Community, Commitment and Conchs. She acknowledged the community of family and friends that contributed to her foundation, values and core principles and The UWI community for her academic, intellectual and activist formation. Explaining the second 'C', she remarked, *"...the commitment of my colleagues to our mandate of expanding access and leading innovation (of The UWI Open Campus) has been unwavering."* Lastly, her final 'C' represented the Queen Conch shell. She said, *"This symbol of the conch shell—a symbol that is recognised throughout our region from Belize to Barbados from Trinidad and Tobago to Turks and Caicos.—This is a symbol of resilience, it is a symbol of struggle, it is a symbol of community, it is a symbol of a call to action that our ancestors in each one of these Caribbean lands used to bring our communities to action."*

In her final remarks, Dr. Longsworth assured the Chancellor that she would work with the *"team members of the Open Campus, as they prepare to serve and to lead, to be the glue that binds our excellent University together to help to transform our region, revitalize our Caribbean and beyond with access to the vast knowledge that is produced by our University."*

Dr. Longsworth received several congratulatory messages from her colleagues in academia and business as well as a special postcard from her mentees who lauded her as *"a true beacon of hope for Jamaica and the Caribbean."* The Open Campus staff and students sent their congratulations to our Pro Vice-Chancellor and Principal on her momentous achievement.

Extracted from news releases issued on March 14 & 27, 2017 by The UWI Regional Headquarters, Jamaica on the occasion: Induction of Dr. Luz Longsworth as Pro Vice-Chancellor and Principal, The UWI Open Campus.



Knight &amp; Day Photography

**Dr. Luz Longworth, (centre) with UWI Executive Management Team**

*L-R: Pro Vice-Chancellor Planning, Professor Densil Williams; Acting Chairman, The UWI Open Campus Council, Dr Lennox Honeychurch; Campus Registrar, The UWI Open Campus, Mrs Karen Ford-Warner; Chancellor Sir George Alleyne, (now retired); Pro Vice-Chancellor and Principal, Cave Hill Campus, Professor Eudine Barribeau; Vice-Chancellor, Professor Sir Hilary Beckles; Pro Vice-Chancellor and Principal, Mona Campus, Professor Archibald McDonald; Pro Vice-Chancellor and Principal, St Augustine Campus, Professor Brian Copeland; and University Registrar, Mr C. William Iton.*



Knight &amp; Day Photography

**Dr. Luz Longworth with members of the Open Campus Leadership Team**

*L-R: Planning and Delopment Officer and Coordinator - PAIR, Dr Ngoni Chipere; Chief Information Officer, Mr. Tommy Chen; Chief Financial Officer, Ms Sheryl Whitehall; Campus Registrar, Mrs Karen Ford-Warner; Director Open Campus Country Sites, Dr. Francis Severin; University/Campus Librarian, Mrs. Karen Lequay; Acting Director Consortium for Social Development and Research, Mr Lincoln Williams; Director Human Resources, Mr. Eric Baron; and Professor Joel Warrican, Director Academic Programming and Delivery Division.*

# 5. Research and Innovation

## Faculty-led Research and Innovation

**Create an enabling environment to support, foster and increase the output of high quality research and innovation with an emphasis on the Caribbean.**

### ACADEMIC PROGRAMMING AND DELIVERY DIVISION

The Programme Planning Department's monthly research forum gives staff and students an opportunity to make presentations based on ongoing or completed research. Several presentations were made during the first semester of the academic year under review.

Additionally, to determine the effectiveness of the quality assurance strategies used to deliver the

online practicum courses, Dr. Lesleann Whiteman conducted a series of surveys entitled 'Quality Matters for Online Practicum Courses in the Early Childhood Development and Family Studies (ECFS) Programmes' during the period October 2016 to April 2017.

Analysis of data revealed the need to embrace the following quality assurance strategies:

- ◆ Continuous collaboration and communication with administrators and practicum supervisors
- ◆ Increase in the number of contact hours from 45 to 120 for practicums 1-3
- ◆ Institute a policy of mandatory orientation to the practicum
- ◆ Strengthen students' parent engagement capabilities
- ◆ Include a reflective practice and critical thinking component to the content of the units within the practicum courses.



*Youth Consultation: Life Skills Coaching Session.*

## OPEN CAMPUS COUNTRY SITES

### *Jamaica Eastern*

Jamaica Eastern Camp Road Site started a three-year research programme in Semester 1 2016/2017 with the implementation of specific teaching strategies and administrative support aimed at improving students' Caribbean Secondary Education Certificate (CSEC) results. A questionnaire was used at the end of the academic year to gather feedback from tutors and students. The results will facilitate an improved teaching and learning for the new cohort and will also be used to create and establish a model for successfully delivering CSEC subjects to adults.

## CONSORTIUM FOR SOCIAL DEVELOPMENT AND RESEARCH

### Caribbean Child Development Centre

#### *JUS Media? Programme*

The collaborative research programme with the University of Illinois at Urbana-Champaign and CCDC continued during this academic year. The long-term goal of this project is to implement effective family health prevention programmes in developing regions. Dr. Gail M. Ferguson and Dr. Michelle Nelson from the University of Illinois at Urbana-Champaign and Professor Julie Meeks, Vice Principal of the Open Campus, formed the research team.

#### *Transitional Living Programme for Children in State Care*

This project started in August 2014 and aims to improve the independent living outcomes for children in State care through direct interventions with youth. It also strengthens the capacity of the Child Development Agency (CDA) to prepare youth for the transition from care to independent living. This initiative is the first of its kind in Jamaica and involves a multidimensional approach to preparing wards of the State, who are at an increased risk for poor outcomes, on leaving care. The following



*Mrs. Ceceile Minott, Head, Caribbean Child Development Centre facilitating at a Life Skills Coaching Session.*

activities were accomplished during the 2016/2017 academic year:

- ◆ **Modification to the Award:** Approval was received to increase the budget cap from US\$500,000.00 to US\$850,000.00 for two of the three sites.
- ◆ **Life Skills Coaching:** Life Skills Manuals for use by CDA trainers, officers and caregivers titled 'Life Skills Development Programme for Youth Transitioning State Care: Facilitators' Guide' and 'Life Skills for Children in State Care: Caregivers' Coaching Manual', as well as the Independent Living Guide for Youth Transitioning from State Care were finalised, approved and submitted for printing.
- ◆ **Exit Readiness Assessment:** Baseline data were collected from 200 youth in State care (Cohort 1) using the Life Preparedness Measure (LPM). Children from residential child care facilities, foster care and family reintegration arrangements, 17 years and older (17-21 years) from across the island were targeted for the interviews. This included 108 from Residential Child Care Facilities (RCCFs) and 92 youth from the Living in Family Environments (L.I.F.E) which comprises youth from foster care and family reintegration arrangements. Data are being analysed for this cohort.

### **The Hugh Lawson Shearer Trade Union Education Institute (HLSTUEI)**

- ◆ Publication of online research findings on 'Feasibility Study for offering a postgraduate diploma in industrial relations', March 2017.
- ◆ Ongoing research on 'Engagement in the Public Sector' in collaboration with the Mona School of Business and Management for Public Sector Transformation
- ◆ Ongoing research on 'Flexible Work Arrangements' in selected Ministries, Departments and Agencies in Jamaica.

### **Social Welfare Training Centre (SWTC)**

Some of the achievements for the SWTC for research and innovation include:

#### ***Caribbean Journal of Social Work (CJSW)***

The Caribbean Journal of Social Work is an academic peer-reviewed journal and has its production office at the SWTC, where the staff have contributed greatly to its success. Volume 12 and 13 was published in June 2017 and included both a general section and a section dedicated to disability issues, sponsored by the UWI Cave Hill Department of Government, Sociology and Social Work.

#### ***Consortium for Social Development and Research Collaboration***

To conduct a relevant and applied research project, the various units under the Consortium for Social Development and Research collaborated to examine the factors that contribute to low matriculation among males at the Open Campus. The issue of low male enrolment is consistent across all four UWI campuses, but is especially pronounced within the Open Campus. The initial meeting, to discuss the topic, research questions, methodology and sampling, was held in February 2017 with the various heads, research fellows and research assistants. In March 2017, a concept paper was created by one of the research fellows and shared with the various units.

Subsequent meetings were held to further refine the proposal and prepare it for submission to the ethics committee as well as potential funding agencies. This research will assist the government and the Open Campus in developing policies and strategies geared towards increasing male involvement in tertiary education. It is projected that the submission of the proposal for funding and academic approval will occur in the 2017/2018 academic year.

#### ***Oral History Project, Social Work Pioneers***

The Oral History project aims to capture memories, perspectives and philosophies from pioneers in the field of social work in the region over the last 75 years. This project was created because to date there is no documentary or collection about the development of social work in Jamaica. The Project utilises the skills and interests of undergraduate and graduate students in social work who are using the project protocol to undertake interviews and have them transcribed for an archive. A Masters of Social Work student intern (2015/16) developed the interviewing guide, interviewed five social work pioneers, and prepared interview transcripts.

#### ***Participation in UWI, Mona Campus Research Days 2017***

In February 2017, Open Campus was invited to participate in The UWI, Mona Campus Research Days 2017 event as a part of their One UWI initiative. The SWTC submitted a poster entitled 'Unattached Youth in Jamaica: The Effect of the Career Advancement Programme (CAP) in Supporting Positive Youth Development', which was approved. The poster was displayed in the ONE UWI section alongside presentations from the CCDC and other UWI campuses on February 1-3, 2017.

#### ***Youth Wellness and Suicide Prevention***

The aim of this youth wellness and suicide prevention project is to develop a comprehensive mental health programme that is centred on research, training and outreach. During the reporting year, the SWTC had numerous meetings with the Jodi-Ann Aleza





*Professor Julie Meeks, Deputy Principal, The UWI Open Campus facilitating at a Training of Trainers Workshop Opening Session.*

Foundation, Choose Life International, and a representative from the Ministry of Health Community Mental Health Unit to discuss potential research, workshop and collaboration opportunities. These organisations assist families and individuals impacted by mental health issues as well as spread awareness on mental health. As a result, the SWTC has:

- a) Commenced a literature review examining the state of mental health, with special reference to suicide, within Jamaica and the wider Caribbean, as well as a needs audit of the various organisations and programs that provide mental health services for young people and their families. This information will provide the foundation for developing a workshop focused on youth wellness and lead to a larger research project.
- b) Plans to Partner with Choose Life International to endorse their World Suicide Prevention Day conference in the 2017/2018 academic year.

This conference will include topics such as:

- Surviving changes in a difficult economic climate
- Hearing the alarm bells: Recognising signs of vulnerability to suicide
- When the inconceivable happens: Coping after a suicide.

This work and collaboration will lead to the development of a community mental health first responders training course and a workshop on suicide awareness and prevention that will develop a trained cadre of suicide prevention workers and volunteers. These programmes will be aimed at counsellors, community development workers, family members and mental health practitioners. In addition, a programme will be created that will provide young people with knowledge that promotes healthy attitudes toward themselves and others and guides them in adopting healthy life practices and behaviours that promote their own wellness and health in relationship with others.

## 6. Outreach



*Administrative Assistant Ms. Tesia Harrigan and Clerical Assistant Ms. Shermel Hodge Assisting Students at ALHCS Careers Fair Day.*



*The UWI Open Campus, Jamaica Eastern Display at the Victoria Jubilee and Kingston Public Hospital Staff Exposition.*

### Alumni Engagement: Advocacy and Campus Involvement

The UWI Open Campus Alumni Associations played an integral part in the life of The UWI Open Campus as they undertook various activities at the physical sites and in the online environment. Among the numerous activities undertaken, some of the major activities included hosting social events, fundraising, benevolence and volunteerism.

#### Social Event

The Grenada Alumni Association hosted an especially memorable social event in the form of a farewell reception for outgoing UWI Chancellor Sir George Alleyne at Sandals La Source Grenada on July 6, 2017. Twenty-five alumni including Dame Cecile La Grenade, Governor General of Grenada, and the Honourable Anthony Boatswain Minister of Education both pledged their commitment to preserving the excellence of The University of the West Indies. It was the first event hosted by the Grenada Alumni to resuscitate the group.

#### Fundraising

The Open Campus Dominica engaged its alumni to raise funds to award bursaries to qualifying students enrolled in online degree programmes. To facilitate this venture, the site hosted the Third Annual Alumni Dinner and Awards Ceremony on November 12, 2016 and raised US\$4,692.50 for the bursary award. On November 12, 2016, the UWI Open Campus Dominica held a successful third annual UWI Alumni and Friends Dinner and Dance at the Fort Young Hotel. The proceeds went towards the Bernard Dinnard Memorial Fund.



*The UWI Open Campus, St Lucia outreach at Soufriere Comprehensive Secondary School.*

## Benevolence

St. Kitts & Nevis alumni graciously provided funds to sponsor the Teen Vacation Programme (TVP). The Teen Vacation Programme (TVP2016) attracted 12 enthusiastic teens who benefited from the workshops on public speaking, self-esteem, yoga, money matters, teenage relationships, sex, and self-defence. In December 2017, the St. Lucia Chapter distributed seven hampers to needy families identified by the Welfare Officer of the Ministry of Social Transformation.

## Volunteerism

Under the aegis of Mrs. Sandra Griffith-Carrington, Campus Officer of Alumni Relations, a small but vibrant group of alumni came together to play an active part in the 2015/2016 graduation. They spearheaded the student get-together, staffed the Alumni sign up booth and assisted with robing, gown distribution and return. The host chapter also assisted with ushering, the academic procession and welcoming of new graduates.

The newly elected Executive of The UWI Alumni Association (UWIAA) Saint Lucia Chapter were active volunteers, serving as mentors and resource persons for the site's orientation activities and the memorial lectures and country conference.

*Revitalisation of the Alumni Associations*



*Campus Alumni Officer, Mrs. Sandra Griffith-Carrington (in orange top) meets Belize Alumni.*



*UWI Alumni Association Anguilla Chapter Executive*

## Revitalisation of the Alumni Associations

All Open Campus Alumni groups have been revitalised and there is representation in all of the countries in which Open Campus has a physical presence, although not all have a fully functional executive. Of note is that 80% of the graduates who attended the 2016 Open Campus Graduation in St. Kitts & Nevis Graduation signed up for UWIAA membership. Additionally, four alumni chapters held elections: St. Lucia, Anguilla, Antigua and Barbuda and Dominica.

On April 11, 2017 a Steering Committee was formed to revive the Montserrat Chapter. Members of this Committee are Tanisha Christopher, Angela Greenaway, Keane Halley and Lauren Piper. Ms. Gracelyn Cassell, Head of Site, continues to work closely with the committee.

## Alumni Engagement Initiatives

- ◆ Pelican Perks – offers tangible discounts to alumni
- ◆ E-mentorship programme – provides career advice via email
- ◆ Pelican Talks – an interactive Google Hangout which connects graduates globally with enriching conversations
- ◆ The Global Giving Programme – allows alumni to participate according to their budget, and to involve their networks and assist with the UWI's wealth creation strategies to support and strengthen its capacity to drive regional development

The Alumni Association also has a voice at the Annual Business Meeting of the University Council and Senate, as well as on various University committees, and they advocate for alumni collaboration.



### Saint Lucia Chapter Elected June 2017

*L-R: Beana Joseph, Social Media Officer; Denise Gustave; Sylvia Jeffrey, Secretary; Neri Anna Alexander, Assistant Treasurer/Secretary; Lydia Dariah, President and Gernan Duncan, Public Relations Officer.*



*Chancellor addressing the alumni in Grenada. Seated are H.E. Dame Cecile La Grenade (floral dress) and Dr. Luz Longworth, Pro Vice-Chancellor and Principal, The UWI Open Campus (right).*



*Mr. Craig Tuckett*

The UWIAA Council Representative for 2017-2018, Mr. Craig Tuckett, from the Open Campus Federation of St. Kitts and Nevis, was elected at The UWI Alumni Association Presidents' meeting on March 24, 2017 and will serve until July 31, 2018.

***The UWI Open Campus will continue to further build  
“One UWI, One Alumni Family” and involve its alumni  
as it moves forward.***



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- Management Studies (Entrepreneurship)
- Management Studies (Financial Management)
- Management Studies (Human Resource Management)
- Management Studies (International Management)
- Management Studies (Marketing)
- Management Studies
- Tourism & Hospitality Management
- Banking and Finance (Special)
- Banking and Finance (Compliance and Corporate Governance Minor)
- Banking and Finance (Major)
- Psychology
- Political Science
- Sociology
- Youth Development Work
- Social Work
- Political Science (Minor in Economics)
- Social Work (Minor in Youth Development Studies)
- Youth Development Work (Minor in Management Studies)
- Sociology (Minor in Marketing)
- Sociology (Minor in Human Resource Management)
- Psychology (Minor in Human Resource Management)

**BACHELOR OF EDUCATION (BEd)**

- Educational Leadership & Management (Major)
- Educational Leadership & Management (Social)
- Early Childhood Development & Family Studies
- Literacy Studies (Trained Teachers Model A)
- Literacy Studies (Untrained Teachers Model B)
- Secondary English (Trained Teachers Model A)
- Secondary English (Untrained Teachers Model B)
- Secondary Mathematics (Trained Teachers Model A)
- Secondary Mathematics (Untrained Teachers Model B)

**ASSOCIATE OF SCIENCE (ASc)**

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

**DIPLOMAS**

- Health and Family Life Education (HFLE) Instruction
- Social Services
- Public Sector Administration
- Business Administration
- Youth Development Work
- Social Work

**CERTIFICATES**

- Social Work
- Early Childhood Development & Family Studies
- Trained Teachers Model A
- Climate Change
- Criminology (CPE)
- Tourism and Hospitality Management in the Caribbean

**PRIOR LEARNING ASSESSMENT (PLA)**

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- St. Lucia • St. Vincent & the Grenadines • Trinidad & Tobago • Turks & Caicos

## Marketing and Communications

### Generating greater reach, increasing awareness and broader information sharing

The Marketing and Communications Department engaged and connected with various audiences and stakeholder groups through a major online marketing thrust with financial support from the GAC-SDEC Project. Major marketing strategies and tactics included:

- ◆ Digital marketing through Google Search Engine Marketing (SEM)
- ◆ Programmatic Online and SMS advertising
- ◆ Website promotion
- ◆ Email Marketing
- ◆ Social Media Advertising
- ◆ Print and Broadcast Advertising.

The Department also employed various strategies aimed at generating greater reach, increased awareness and broader information sharing for the Campus' products and services, which included the following:

- ◆ Enhancing a Single UWI Brand Consciousness
- ◆ Supporting Internal Stakeholders to Build Engagement and Communication
- ◆ Design, Production and Distribution of advertisements and promotional materials
- ◆ Events Planning and Management
- ◆ Publications and Public Relations Management

GAC-SDEC Project funding was instrumental in the design and implementation of a digital media programmatic advertising approach to promote PLA during the period October 16, 2016 to March 2017. The PLA regional campaign targeted the countries served by the Open Campus. The objectives were to create greater awareness and understanding of Prior Learning Assessment and increase the number of applicants for the PLA courses:

- (1) PLA for advanced placement in an undergraduate degree programme, and
- (2) PLA for matriculation.



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- BUSINESS MANAGEMENT
- HUMAN RESOURCES MANAGEMENT
- PHYSICAL EDUCATION
- EARLY CHILDHOOD CARE AND EDUCATION (ECCE)
- COMMUNICATION ARTS
- ADMINISTRATIVE PROFESSIONAL OFFICE MANAGEMENT
- HEALTH SAFETY AND ENVIRONMENTAL MANAGEMENT

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(No Academic Qualifications Required)

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- INTERNAL AUDITING
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Please make an application and programme enquiries at the following locations:

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St. Vincent	100-1000, 100-1000	868-622-1111	<a href="mailto:open@uwi.edu">open@uwi.edu</a>
St. Lucia	100-1000, 100-1000	868-622-1111	<a href="mailto:open@uwi.edu">open@uwi.edu</a>
St. Kitts	100-1000, 100-1000	868-622-1111	<a href="mailto:open@uwi.edu">open@uwi.edu</a>
Nevis	100-1000, 100-1000	868-622-1111	<a href="mailto:open@uwi.edu">open@uwi.edu</a>
Antigua	100-1000, 100-1000	868-622-1111	<a href="mailto:open@uwi.edu">open@uwi.edu</a>
Barbados	100-1000, 100-1000	868-622-1111	<a href="mailto:open@uwi.edu">open@uwi.edu</a>
Belize	100-1000, 100-1000	868-622-1111	<a href="mailto:open@uwi.edu">open@uwi.edu</a>
Jamaica	100-1000, 100-1000	868-622-1111	<a href="mailto:open@uwi.edu">open@uwi.edu</a>
Montserrat	100-1000, 100-1000	868-622-1111	<a href="mailto:open@uwi.edu">open@uwi.edu</a>
St. Kitts & Nevis	100-1000, 100-1000	868-622-1111	<a href="mailto:open@uwi.edu">open@uwi.edu</a>
St. Vincent & the Grenadines	100-1000, 100-1000	868-622-1111	<a href="mailto:open@uwi.edu">open@uwi.edu</a>
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Turks & Caicos	100-1000, 100-1000	868-622-1111	<a href="mailto:open@uwi.edu">open@uwi.edu</a>

**Institutional Accreditation given by the Barbados Accreditation Council in 2013**

Follow us on Facebook Page @ Open Campus, Trinidad & Tobago

**Table 2: Comparison of website analytics for 2015/2016 and 2016/2017 academic years**

Types of visits	August 2015 – July 2016	August 2016 – July 2017
Visit	1,103,326	1,402,048 ↑
Total Number of Visitors	413,117	494,647 ↑
New Visits	35.5%	34.1% ↓
Returning Visits	64.5%	65.9% ↑
Average Visit Duration	03:53	03:14 ↓



### Website Development and Management


The Open Campus website remained consistent with The UWI brand and is positioned as the hub that brings together all stakeholders throughout the region through co-operation, content and information.

### Expanding the Open Campus Brand, Reach and Engagement on Social Media

For 2016/17, the Marketing and Communications Department continued to update and expand the use of social media platforms to connect with a wider audience. During the months of April to July 2017, the services of Panmedia, a digital media company, were engaged to develop a communication strategy to guide and increase the activities and membership across the Campus' social media platforms to enhance engagement and reach.



#### Find and Follow us!

 Facebook: [www.facebook.com/uwiopencampus](http://www.facebook.com/uwiopencampus)

 Twitter: @uwiopencampus

 YouTube: UWI Open Campus – Caribbean

 Instagram: [uwi.open.campus](https://www.instagram.com/uwi.open.campus)



*The UWI Open Campus, St Lucia Outreach in the North of the Island.*

## Marketing and Communication - Open Campus Country Sites (OCCS)

In pursuance of the commitment to serve the wider Caribbean region, especially the underserved, the OCCS continues to maintain and pursue an intensive and comprehensive outreach strategy. The OCCS undertook a plethora of marketing activities and strategies aimed at increasing programme interest, student enrolment, expanding community support, increasing the visibility of the sites and, by extension, The UWI.

Some of the marketing and communication initiatives undertaken by the Open Campus Country sites include the following:

- ◆ Stakeholder meetings and presentations
- ◆ Seminars
- ◆ School visits
- ◆ Career fairs and expos
- ◆ Trade shows
- ◆ Book launches
- ◆ Charitable events
- ◆ Brochure and flyer distribution
- ◆ Workshops
- ◆ Radio programmes.



*British Overseas Territories, Manager, Dr. Phyllis Fleming-Banks (right) and Professor Reddock (centre) on local Radio programme.*



*Promoting Open Campus programmes at the Barbados Manufacturers' Exhibition (BMEX) Tradeshow in Barbados.*





*Handing over of the SMILES Mobile to the Child Protection and Family Services Agency (formerly Child Development Agency), Jamaica.*

## National and Regional Development

### Caribbean Child Development Centre (CCDC)

#### *Handing over of the SMILES Mobile and Buses*

One of the activities of the Transitional Living Programme for Children in State Care, an Open Campus project managed by the CCDC in Jamaica, was the handing over of three buses: two 15-seater and one 27-seater bus to the Child Development Agency (CDA). The 15-seater buses are being used by the Western and Southern regions of CDA to transport the children for their appointments at various institutions such as health centres and courts. A handing over ceremony for the vehicles was held on April 7, 2017 at the Alpha Institute, Kingston. The United States Agency for International Development (USAID) Mission Director, Mrs. Maura Barry Boyle, handed over

the buses to The Hon. Senator Ruel Reid, Minister of Education, Youth and Information.

#### Open Campus Country Sites (OCCS)

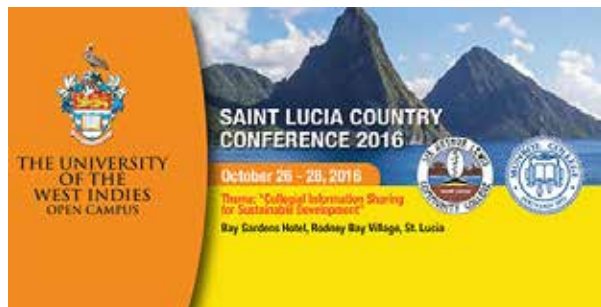
The OCCS endeavoured to positively impact and influence the regional community through outreach. To accomplish the foregoing, the University's stakeholders, including students, staff, governments, alumni, international partners/donors, and private sector organisations, became part of the effort to extend the University's footprint by offering their support resources to promote the brand, products and services to regional markets, and to advance the activist agenda of The UWI. The events and activities executed by the sites have embraced the concept of national and regional development so that the Open Campus becomes a driving force in assisting with critical developmental needs of the Caribbean region.



Members of the Head Table, Saint Lucia Country Conference 2016.

### **Open Campus St. Lucia**

The Open Campus St. Lucia partnered with the Bordelais Correctional Facility and Rise St. Lucia on the Prison to College Pipeline Project. It is a project which seeks to give inmates an opportunity for college education. The initial meeting was held on April 21, 2017. A subsequent meeting was held with other stakeholders, namely the Sir Arthur Lewis Community College, the National Skills Development Centre, the Centre for Adolescent Renewal and Education, the Ministry of National Security and the Ministry of Education on June 11, 2017. Mrs. Eulampia Polius Springer, Programme Officer, is expected to continue the coordination of the partners, towards the realisation of this project which is expected to take the Open Campus and its offerings directly to the inmates of the Correctional Facility.



### **Country Conferences**

Distinguished and memorial lectures and country conferences were also among the approaches utilised to promote national and regional development. Open Campus St. Lucia, Dominica, Belize and Anguilla each hosted successful country conferences under the themes “*Collegial Information Sharing for Sustainable Development; Reclaiming Indigenous Heritage to Define Kalinago Destiny, “Leadership for Sustainability,”* and “*Anguilla: The Unfinished Revolution? Considering Nation Building and Self-Determination*”. Featured below is the Open Campus Anguilla Site country conference.

Open Campus Anguilla hosted its second Country Conference under the theme “*Anguilla: The Unfinished Revolution? Considering Nation Building and Self-Determination*”, from April 19-21, 2017. The support of local sponsors and partners facilitated a very successful conference with minimal cost to the site. Partners included the Community College, the Government of Anguilla, the Anguilla Social Security Board and the Anguilla Development Board.

The conference attracted 23 papers from local, regional and international presenters and was streamed live around the world. The keynote speaker was Dr. Carlyle G. Corbin. Financial and other sponsorship exceeded costs and the conference served to increase the visibility and profile of the site.



*Participating Speakers at the Anguilla Country Conference Opening Ceremony.*



*Award for Shivnarine Chanderpaul: Sir Tapely Seaton GCMG, CVO, QC, JP Governor General presenting on behalf of the Vice Chancellor, an award to honour Shivnarine Chanderpaul. Tagenarine Chanderpaul accepts on behalf of his father.*

### **The UWI Vice Chancellor XI Cricket Match**

The UWI Vice Chancellor XI Cricket Match took place on February 25, 2017 at Warner Park, Basseterre. The team included a promising young Kittitian player, Cameron Pennyfeather, who is currently at the Cave Hill campus on a cricket scholarship. The UWI team took on the visiting English side in a 50-over match and gave a very creditable performance. Cricket great, Shivnarine Chanderpaul, was honoured at the match by The UWI for his outstanding contribution to West Indian cricket. The award was presented on behalf of the Vice Chancellor by the Governor General of St. Kitts, Sir S.W. Tapley Seaton, and accepted by Tagenarine Chanderpaul, a member of the VC's XI, on behalf of his father.

**Table 3: Sample of Distinguished and Memorial Lectures Held During 2016/2017**

Lecture Type	Title of Lecture	Presenter	Date
<b>Anguilla</b>			
Annual Distinguished Lecture	United Nations Sustainable Development Goals and Social Protection: A Pragmatic Application to Anguilla	Dr. Emily Dick-Forde	November 2016
<b>Cayman Islands</b>			
Distinguished Lecture	Caribbean Entrepreneurship in Nevis	Dr. Cilla Benjamin	July 2017
<b>Dominica</b>			
8th Annual B. A. Sorhaindo Memorial Lecture	Child's Rights and Wrongs: Sharing with Dominica	Professor Julie Meeks	August 2016
5th Annual E. O. LeBlanc Memorial Lecture	Folk Songs Have No Author: Creative Force and the Individual Talent in Caribbean Culture	Mr. Vladimir Lucien	October 2016
11th Annual Dame Eugenia Charles Memorial Lecture	Dem Belly Full but we Hungry: Insights into Autocratic Rule	Dr. Francis Severin	November 2016
10th Annual Distinguished Lecture	A Solutions-Oriented Perspective on the Persistence of (Financial) Crises in the Caribbean	Dr. Emily Dick-Forde	May 2017
<b>Grenada</b>			
Roaming Lecture Series	The Signal and The Noise: Constitutional Reform and Contemporary Challenges for Grenada	Professor V. Eudine Barriteau	May 2017
Emancipation Lecture	The Significance of Preserving Grenada's Historical Heritage and Culture: Why Sound National Policy and Community Involvement Matter	Dr. Paula Saunders	July 2017
<b>St Kitts and Nevis</b>			
Distinguished Lecture	Male Underachievement: Fact or Fiction?	Professor Patricia Mohammed	November 2016
<b>St Lucia</b>			
The Second Annual Lady Marilyn Floissac Memorial Lecture	Show Me Your Skin...and I'll Tell You Who You Are	Professor Surujpal Teelucksingh	October 2016
Distinguished Lecture	The Slowing Down of the Engine of Growth: Was W.A. Lewis Right about Global Economic Crises and Small States?	Dr. Keith Nurse	March 2017
8th Annual Patricia Charles Memorial Lecture	Education, Social Justice and Advocacy: The UWI to the World	Professor Verene Shepherd	May 2017



A section of the audience at the 11th Annual Dame Eugenia Charles Memorial Lecture titled 'Dem Belly Full but we Hungry: Insights in Autocratic Rule.'



Dr. Luz Longworth, Pro Vice-Chancellor and Principal of The UWI Open Campus Giving Remarks at Book launch in Grenada - Perspectives on the Grenada Revolution.

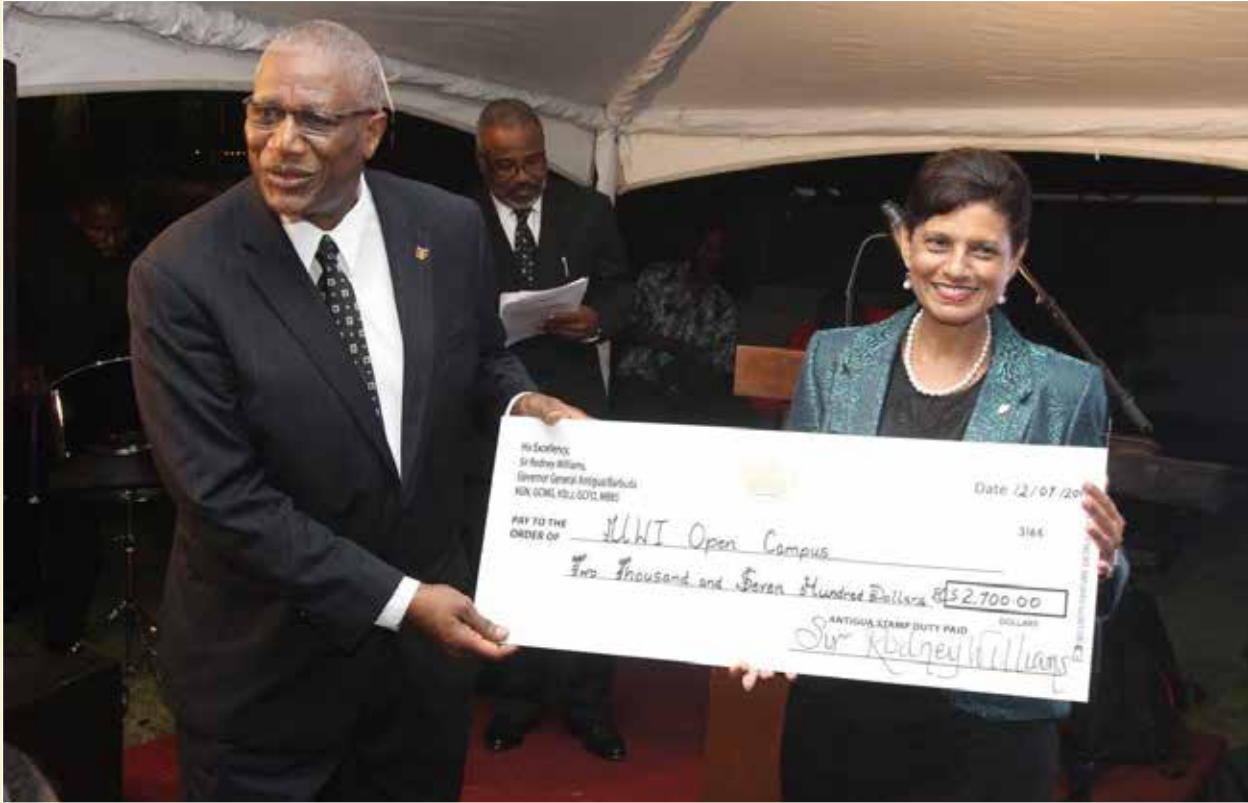
### Annual Distinguished and Memorial Lectures

Several country sites hosted distinguished lectures to promote community development and increase their visibility.

### Global Giving Week

The UWI Global Giving Week initiative was conducted during the period August 1-7, 2016 with launch events at the Belize, St. Lucia and Bahamas Sites. Sir George Alleyne, Chancellor, Sir Hilary Beckles, Vice-Chancellor, and Dr. Luz Longworth, Pro Vice-Chancellor and Principal of the Open Campus, were among those who attended the activities.

## Global Giving Week



His Excellency, Sir Rodney Williams, Governor General of Antigua and Barbuda giving his donation to Dr. Luz Longworth Pro Vice-Chancellor and Principal of The UWI Open Campus at the launch of Global Giving Week in Antigua and Barbuda.



His Excellency, Sir Colville Young, Governor General of Belize, (seated) and members of his family (right) presents a cheque for BZ\$10,000 to Pro Vice-Chancellor and Principal, Dr. Luz Longworth and Head of The UWI Open Campus, Belize, Mrs. Jane Bennett.

On July 28, 2016, the Open Campus Bahamas Site participated in the annual UWI Global Giving Week in collaboration with The UWI Alumni Association Bahamas. On June 30, 2016, Open Campus Belize successfully launched The UWI Global Giving Week. The funds generated were in the amount of BZ \$261,445.97 or US \$130,722.99. The Open Campus St. Lucia launch, held on July 8, 2016, raised funds totalling EC\$29,876.40.

### Memorandum of Understanding (MOUs)

As part of the outreach strategy, The UWI Open Campus has engaged and sought to partner with various external stakeholders. As such, the following MOUs were entered into in the 2016/2017 academic year:

#### **Business Development Unit**

- ◆ MOH Programme for the Reduction of Maternal and Child Mortality (PROMAC) Jamaica
- ◆ WIPA Capacity Development Training
- ◆ RTI and Caribbean Policy Development Centre (CPDC) USAID Project Partners
- ◆ Pathways to Psychological Mastery & Wellness (PPMW)
- ◆ Country-Style Community Tourism
- ◆ Excelsior Community College
- ◆ Shortwood Teacher's College
- ◆ Caribbean Development Bank (CDB)
- ◆ SIDS DOC Climate Change Centre
- ◆ Pan American Health Organization (PAHO)
- ◆ Trinidad Ministry of National Security
- ◆ Healthy Caribbean Coalition.

#### **Hugh Lawson Shearer Trade Union Education Institute (HLSTUEI)**

- ◆ MOU with Caribbean Cement Company
- ◆ MOU with Continental Bakery Company Limited.

HLSTUEI also organised the Annual Clinic for Shalom Basic School – Saturday, September 10, 2016.



Members and players of the West Indies Players' Association (WIPA), who represent the Regional Women's Cricket teams, pay keen attention to Open Campus Facilitator, Ms. Freida Nicholls, as she guides them in the ways to develop and market their personal brand. The event was a UWI Open Campus and WIPA Capacity Building Workshop, which was held in St. Vincent and the Grenadines on April 17, 2017.



L-R: Mrs. Diana McIntyre-Pike, President/Founder of Country-style Community Tourism Network with Dr. Luz Longworth, Pro Vice-Chancellor and Principal of The UWI Open Campus shake hands after signing the formal agreement between both organizations to expand the training of persons in community tourism in Jamaica and across the Caribbean over the next two years.



Hugh Lawson Shearer Trade Union Education Institute (HLSTUEI) Shalom Basic School Xmas Treat.



# UWI OPEN CAMPUS

GRENADA,





# GRADUATION 2017

OCTOBER 14, 2017



# Scholarship Awardees 2016/2017

Name	Country	Type of Scholarship
Anna-Kay Brown	Jamaica	American Foundation of The UWI (AFUWI)
Anthea Langellier	St. Lucia	American Foundation of The UWI (AFUWI)
Crystal Bynoe-Greaves	St. Vincent & the Grenadines	UWI Open
Sherika Deane	St. Vincent & the Grenadines	UWI Open
Merle Fontenelle	St. Lucia	UWI Open
Novenia Isaac	Dominica	UWI Open
Patrice Mattis	Bahamas	UWI Open
Anita Mitchell	Denbigh, Jamaica	UWI Open/Top Matriculant
Athenee Torres	Belize	UWI Open
Kezi St Brice	St. Lucia	UWI Open
Charice Williams	St. Vincent & The Grenadines	UWI Open
Mara Deligny	St. Lucia	UWI Toronto Gala
Mandy Henry	Grenada	UWI Toronto Gala
Nikessa Sorhaindo-Angol	Dominica	UWI Toronto Gala
Cindy Henry	Grenada	UWI Toronto Gala
Abigail Fedee	St. Lucia	UWI Toronto Gala
Verdessa Browne	St. Vincent & the Grenadines	UWI Toronto Gala
Fearn Jno. Baptiste	Dominica	UWI Toronto Gala
Felecia Price	St. Lucia	UWI Toronto Gala
Irva Martineau	Grenada	UWI Toronto Gala
Dayna-Kay Johnson	SWTC, Jamaica	UWI Toronto Gala
Shelly-Ann Wright	Mandeville, Jamaica	UWI Toronto Gala

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#UWIOpenCampus

# Campus Council 2016/2017

Name	Designation
Dr. Lennox Honychurch	Ag. Chair
Professor Sir Hilary Beckles	Vice-Chancellor
Dr. Luz Longworth	Pro Vice-Chancellor and Principal
Professor Julie Meeks-Gardner	Deputy Principal
Mrs. Karen Ford-Warner	Campus Registrar
Ms. Sheryl Whitehall	Chief Financial Officer
Representatives of the Governments	Designation
The Honourable Mr. Delmaude Ryan	Deputy Premier and Minister of Health, Education and Community Services, Montserrat
The Honourable Mr. Anthony Boatswain Mrs. Maria Charles-Viechweg - Representing	Deputy Chief Education Officer, Grenada
Ms. Carlene Roberts	Government Representative for Dominica
The Honourable Mr. Ronald Jones Ms. June Chandler - Representing	Minister of Education, Science, Technology and Innovation, Barbados
Appointed by the Chancellor	Designation
Dr. Robertine Chaderton	Chief Examiner CAPE Accounting, CXC Director of Studies
Mrs. Marion Bethel	Attorney-at-Law
Mr. Stanley Everton Reid, OBE	Legal Consultant
Mr. Richard W. Duncan	Managing Director Grenada Co-operative Bank Ltd.
Open Campus Leadership Team	Designation
Dr. Francis Severin	Director, Open Campus Country Sites
Professor Joel Warrican	Director, Academic Programming and Delivery
Mr. Lincoln Williams	Director, Consortium for Social Development and Research and Head, Social Welfare Training Centre
Mr. Tommy Chen	Chief Information Officer
Mrs. Karen Lequay	University/Campus Librarian
Dr. Ngoni Chipere	Planning & Development Officer and Coordinator, PAIR, Office of the Principal
Mrs. Suzette Wolfe	Manager, Marketing and Communications
Mr. Eric I. Baron	Director, Human Resources
Representatives of Academic Boards	Designation
Mr. Donald Roberts	Open Campus Academic Board Representative and Head, Hugh Lawson Shearer Trade Union Education Institute, The Consortium for Social Development and Research
Mrs. Karen Rosemin	Open Campus Academic Board Representative and Country Manager, Trinidad and Tobago
Ms. Cynthia Barrow-Giles	Academic Board Representative, The UWI Cave Hill

## Campus Council 2016/2017 cont.

<b>Representatives of Academic Boards</b>	<b>Designation</b>
Professor Stafford Griffith	Academic Board Representative, The UWI Mona Campus
Dr. Heather Cateau	Academic Board Representative, The UWI St. Augustine
<b>Representatives of Tertiary Level Institutions</b>	<b>Designation</b>
Dr. Duranda Greene	President, ACTI
Mr. Garth Anderson	Principal, Church Teacher's College
<b>Guild of Students Representatives</b>	<b>Designation</b>
Mr. Howard Brown	President, Guild of Students, Open Campus
Mr. Dwayne Simon	Post Graduate Students Representative, Open Campus
<b>Senior Administrative and Professional Staff Representative</b>	<b>Designation</b>
Dr. Veronica Simon	Senior Administrative and Professional Staff Representative
<b>Administrative, Technical and Service Staff Representative</b>	<b>Designation</b>
Ms. Kimberley Yearwood	Administrative, Technical & Support Staff Representative
<b>Permanent Invitation</b>	<b>Designation</b>
Mr. C. William Iton	University Registrar
Mrs. Andrea McNish	Ag. University Bursar
Professor Densil A. Williams	Pro Vice-Chancellor, Planning
Professor Alan Cobley (tendered apologies)	Pro Vice-Chancellor, BUS
Professor Dale Webber	Pro Vice-Chancellor, BGSR
Ambassador Richard Bernal	Pro Vice-Chancellor, Global Affairs
<b>Special Invitation</b>	<b>Designation</b>
Professor Eudine Barriteau	Pro Vice-Chancellor and Principal, The UWI Cave Hill
Professor Brian Copeland	Pro Vice-Chancellor and Principal, The UWI St. Augustine
Professor Archibald McDonald	Pro Vice-Chancellor and Principal, The UWI Mona Campus
The Honorable Patrick Faber	Deputy Prime Minister and Minister of Education (Science and Technology), Culture, Youth and Sports
Mrs. Debbie Domingo	Chief Executive Officer
<b>In Attendance</b>	<b>Designation</b>
Ms. Shakira Maxwell	Executive Assistant to the Vice-Chancellor (Operations and Policy Research)
Mrs. Wendy Nurse-Weekes	Executive Assistant, Office of the Principal
Mrs. Jane Bennett	Head of Site
Mrs. Suzanne Fanovich	Assistant Registrar (Secretariat)

# Leadership Team 2016/2017



**Professor Sir Hilary Beckles**  
Vice-Chancellor



**Dr. Luz Longworth**  
Pro Vice-Chancellor & Principal



**Professor Julie Meeks**  
Deputy Principal



**Mrs. Karen Ford-Warner**  
Campus Registrar



**Ms. Sheryl Whitehall**  
Chief Financial Officer



**Dr. Francis Severin**  
Director, Open Campus  
Country Sites



**Dr. Joel Warrican**  
Director, Academic  
Programming & Delivery



**Mr. Tommy Chen**  
Chief Information Officer



**Mr. Lincoln Williams**  
Acting Director,  
Consortium for Social  
Development & Research



**Ms. Karen Lequay**  
Campus Librarian



**Mr. Eric Baron**  
Director, Human Resources



**Ms. Suzette Wolfe Wilson**  
Manager, Marketing and  
Communications

# Heads of Country Sites & Departments

## ACADEMIC PROGRAMMING AND DELIVERY

DR. EMILY DICK-FORDE  
Head, Programme Planning Department

DR. DENISE GASPARD-RICHARDS  
Head, Course Development Department

DR. YASMEEN YUSUF-KHALIL  
Head, Programme Delivery Division

## CONSORTIUM FOR SOCIAL DEVELOPMENT AND RESEARCH

MRS. CECEILLE MINOTT  
Head (Ag), CCDC

MR. DONALD ROBERTS  
Head, HLSTUEI

MR. LINCOLN WILLIAMS  
Head, SWTC

MS. CECELIA BATSON ROLLOCK  
Head (Ag.), WAND

## COMPUTER AND TECHNOLOGY SERVICES

MR. REEVE RAMHARRY  
Systems Engineer

MR. REIZA HANIFF  
IT Security Specialist

MR. DERRICK THOMPSON  
Country Site Telecommunications Manager

MR. RANDYLL PANDOHIE  
Enterprise Applications Support Manager

## LIBRARY AND INFORMATION SERVICES

MS. JO-ANN GRANGER  
Senior Librarian

MS. MARTINA MENDOZA  
Librarian

MRS. ARLENE ALLEYNE-REGIS  
Liaison Librarian

MR. SELWYN RODULFO  
Liaison Librarian

## OFFICE OF FINANCE

MRS. DEBORAH TROTMAN  
Budget & Projects Manager

MS. SHELLY-ANN ROBERTS  
General Accounting Manager

MRS. JANET STODDART-ALLEN  
Treasury Manager

MS. ANN MARIE MORRISON  
Financial Officer

MRS. CHERRY RENEE  
Financial Officer

## OFFICE OF THE PRINCIPAL

DR. NGONI CHIPERE  
Senior Planning and Development Officer /  
Coordinator PAIR

DR. GLENFORD HOWE  
Senior Research Officer

MR. MICHAEL THOMAS  
Senior Research Officer

DR. BENITA THOMPSON  
Senior Research Officer

MS. MELISSA ALLEYNE  
Planning Officer

MS. SUZETTE WOLFE WILSON  
Manager, Marketing and Communications

MS. ANNESHIA WELSH  
Manager, Business Development Unit

DR. EMILY DICK-FORDE  
Manager Special Initiatives (wef April 1, 2017)

MRS. SANDRA GRIFFITH-CARRINGTON  
Campus Officer of Alumni Relations

MRS. WENDY NURSE-WEEKES  
Executive Assistant

## Heads of Country Sites & Departments cont.

### OFFICE OF THE DEPUTY PRINCIPAL

DR. PAMELA DOTTIN  
Quality Assurance Officer, OBUS

DR. JANETHA LONG  
Programme Officer, PLA

MS. JANET DESOUZA  
Administrative Officer

### OPEN CAMPUS COUNTRY SITES

DR. CHERYL MCDONALD-SLOLEY  
Deputy Director (Commercial Operations)

MRS. SUSAN SARAH OWEN  
Deputy Director (Ag.), CPE Unit

DR. PHYLLIS FLEMMING-BANKS  
Manager, British Overseas Territories  
(Anguilla, BVI, Cayman, Turks)

MR. IAN BENN  
Head, Antigua and Barbuda

DR. BARBARA RODGERS-NEWBOLD  
Head, The Bahamas

MR. RYAN BYER  
Officer-in-Charge, The Pine, Barbados

MRS. JANE BENNETT  
Head, Belize

MS. KIMONE JOSEPH  
Officer-in-Charge, Dominica

DR. NICOLE PHILLIP-DOWE  
Head, Grenada

DR. JEROME MILLER-VAZ  
Head, Jamaica Western

MS. LEVENE GRIFFITHS  
Head, Jamaica Eastern

MS. VILMA CLARKE  
Head, Montego Bay, Jamaica

MRS. GRACELYN CASSELL  
Head, Montserrat

MRS. CICELY JACOBS  
Officer-in-Charge, St. Kitts and Nevis

DR. VERONICA SIMON  
Head, St. Lucia

MRS. DEBORAH DALRYMPLE  
Head, St. Vincent & the Grenadines

MRS. KAREN ROSEMIN  
Country Manager, Open Campus  
Country Sites Trinidad and Tobago

MR. GREGORY JENNINGS  
Manager IT Academy

### REGISTRY

MRS. GILLIAN HOLDER  
Senior Assistant Registrar, Assessment,  
Awards & Records

MS. SOUZANNE FANOVICH  
Assistant Registrar, Secretariat

MRS. ALECIA WALTERS-ARCHIE  
Assistant Registrar, Student Support & Services

MR. COLLETTE CAESAR  
Assistant Registrar, Recruitment,  
Admissions & Registration

MRS. CHARLENE RILEY  
Campus Records Manager

### HUMAN RESOURCE DEPARTMENT

MRS. GERMAINE ALEXANDER  
Human Resource Officer

MRS. JENNIFER WHITE CLARK  
(deceased September 16, 2016)  
Human Resource Officer

DR. ROGER NESBETH  
Human Resource Officer (wef May 1, 2017)

MS. AISHA ESTWICK  
Human Resource Officer

MR. RONNIE SQUIRES  
Human Resource Officer

# Graduation & Enrolment Statistics 2016/2017

## Graduation

Figure 1: Graduates by Gender

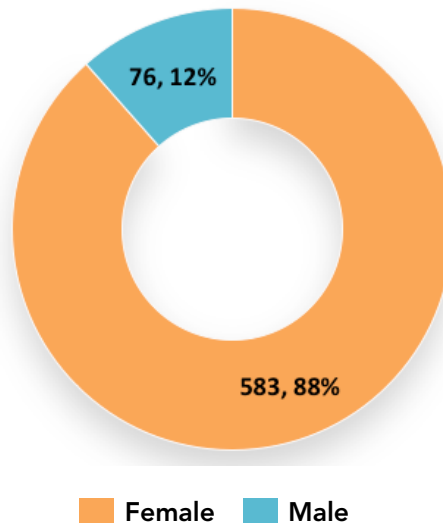
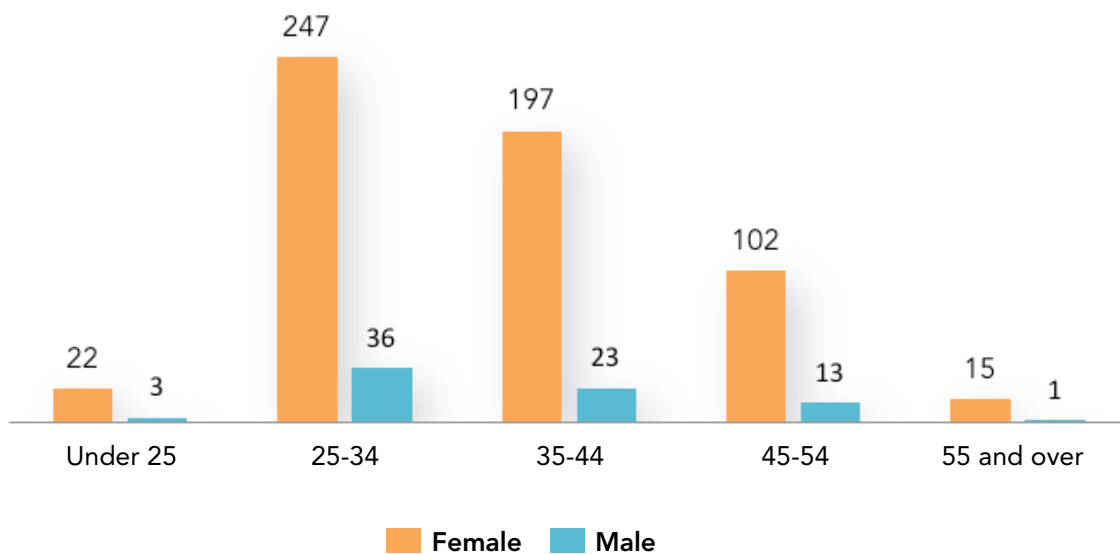


Figure 2: Graduates by Age-Range and Gender





**Table 4: Graduates by Country and Gender**

<b>COUNTRY</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>
Anguilla	6	1	<b>7</b>
Antigua and Barbuda	17	1	<b>18</b>
Bahamas	19	1	<b>20</b>
Barbados	19	1	<b>20</b>
Belize	10	0	<b>10</b>
Cayman Islands	2	2	<b>4</b>
Dominica	57	7	<b>64</b>
Grenada	40	6	<b>46</b>
Guyana	8	4	<b>12</b>
Jamaica	96	19	<b>115</b>
Montserrat	4	0	<b>4</b>
St. Kitts and Nevis	15	3	<b>18</b>
St. Lucia	82	8	<b>90</b>
St. Vincent and the Grenadines	27	5	<b>32</b>
Suriname	1	0	<b>1</b>
Tortola	1	1	<b>2</b>
Trinidad and Tobago	176	17	<b>193</b>
Turks & Caicos	1	0	<b>1</b>
United States of America	2	0	<b>2</b>
<b>GRAND TOTAL</b>	<b>583</b>	<b>76</b>	<b>659</b>

**Table 5: Graduates by Class of Degree and Gender (Undergraduate & Postgraduate)**

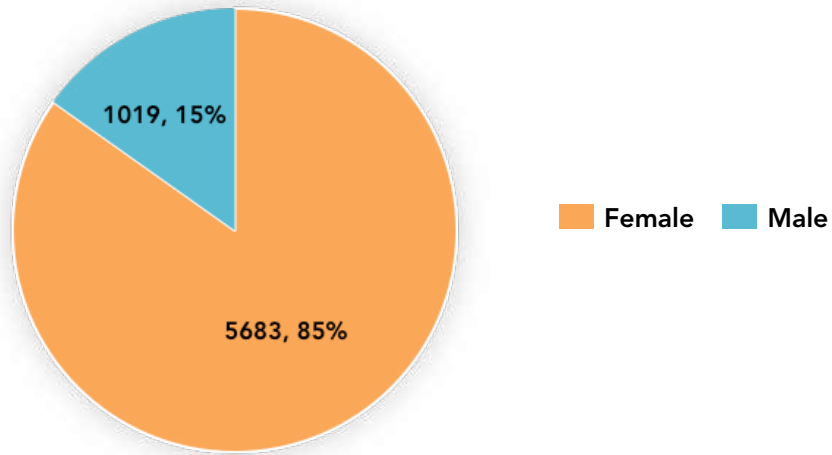
Award Class	Female	Male	Total
First Class Honours	101	9	<b>110</b>
Second Class Honours (Upper)	137	9	<b>146</b>
Second Class Honours (Lower)	80	12	<b>92</b>
Distinction	68	12	<b>80</b>
Honours	2	0	<b>2</b>
Credit	28	5	<b>33</b>
<b>GRAND TOTAL</b>	<b>583</b>	<b>76</b>	<b>659</b>

**Table 6: Graduates by Programme**

Programme Type	Female	Male	Total
Associate in Science	41	5	<b>46</b>
Bachelor of Education	134	13	<b>147</b>
Bachelor of Science	242	31	<b>273</b>
Certificate	19	3	<b>22</b>
Diploma	24	1	<b>25</b>
Graduate Diploma	17	4	<b>21</b>
Master of Arts	9	0	<b>9</b>
Master of Education	43	5	<b>48</b>
Master of Science	54	14	<b>68</b>
<b>GRAND TOTAL</b>	<b>583</b>	<b>76</b>	<b>659</b>

## Online Enrolment 2016/2017

Figure 3: Enrolment by Gender



As of September 26, 2017

Table 7: Enrolment by Programme Type and Gender

Programme Type	Female	Male	Total
Associate in Science	339	52	391
Associate of Science	71	11	82
Bachelor of Education	828	75	903
Bachelor of Science	3149	621	3770
Certificate	47	12	59
Certificate of Achievement	0	1	1
Diploma	159	25	184
Doctor of Education	78	23	101
Graduate Diploma	30	7	37
Master of Arts	54	6	60
Master of Education	145	16	161
Master of Science	413	101	514
Not Applicable	75	8	83
OBUS Certificate	98	21	119
Undeclared	197	40	237
<b>GRAND TOTAL</b>	<b>5683</b>	<b>1019</b>	<b>6702</b>

As of September 26, 2017

Figure 4: Enrolment by Age-Band and Gender

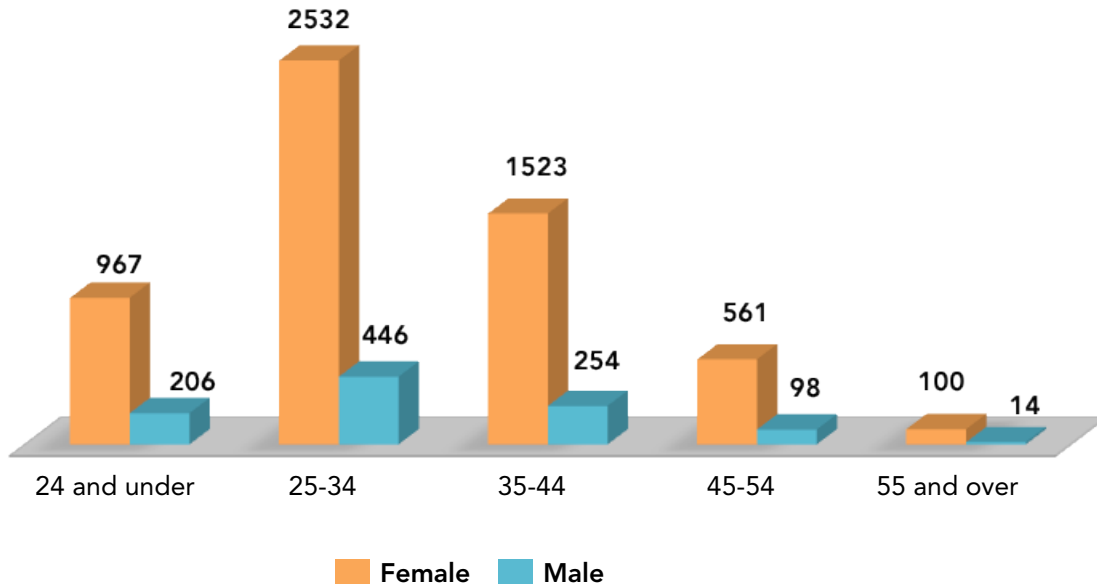


Figure 5: Enrolment by Programme Level

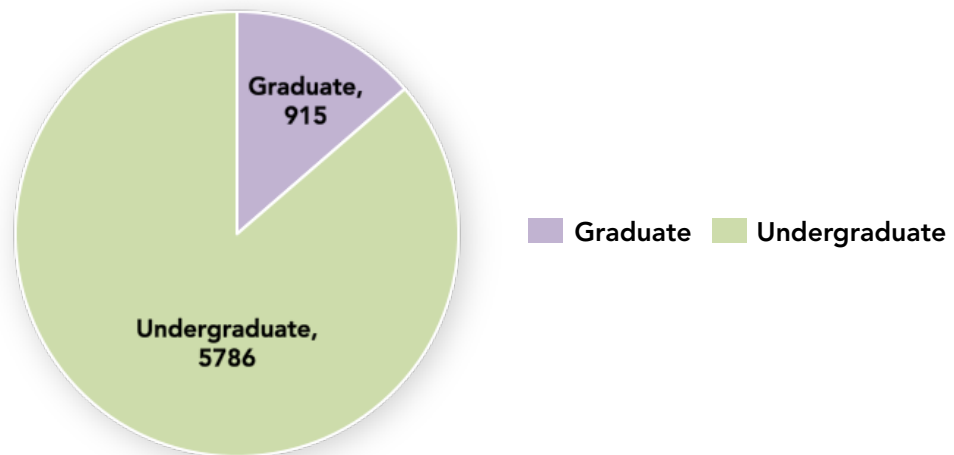


Table 8: Face to Face Enrolment 2016-2017

UWI-12 Countries	One/Multiple Semester Duration		Total	Workshops/Seminars		Total	TOTAL
	Male	Female		Male	Female		
Anguilla	26	69	95	12	47	59	154
Antigua and Barbuda	19	32	51	0	0	0	51
Bahamas	17	72	89	0	0	0	89
Belize	79	187	266	52	122	174	440
British Virgin islands	19	59	78	0	0	0	78
Cayman Islands	23	127	150	0	0	0	150
Dominica	123	272	398	0	0	0	398
Grenada	45	183	228	0	0	0	228
Montserrat	0	10	10	0	0	0	10
St. Kitts & Nevis	29	100	129	14	2	16	145
St. Lucia	52	121	173	0	0	0	173
St. Vincent & the Grenadines	37	120	137	2	10	12	149
<b>Total UWI-12 Countries</b>	<b>469</b>	<b>1,352</b>	<b>1,804</b>	<b>80</b>	<b>181</b>	<b>261</b>	<b>2,065</b>
Barbados	121	335	456	0	0	0	456
Jamaica Eastern	279	962	1241	0	0	0	1241
Jamaica Western	111	305	416	17	27	44	160
Montego Bay	44	181	225	0	0	0	225
Trinidad and Tobago	1949	3289	5238	0	0	0	5238
<b>Total Campus Countries</b>	<b>2,504</b>	<b>5,072</b>	<b>7,576</b>	<b>17</b>	<b>27</b>	<b>44</b>	<b>7,320</b>
<b>GRAND TOTAL</b>	<b>2,973</b>	<b>6,424</b>	<b>9,380</b>	<b>97</b>	<b>208</b>	<b>305</b>	<b>9,685</b>

# STAFF MATTERS 2016/2017

## NEW PERMANENT APPOINTMENTS

**Mr. Julien Athanese**  
Data Entry Operator  
Gordon Street, Trinidad and Tobago

**Ms. Donna Foster**  
Administrative Assistant  
Savanna-La-Mar, Jamaica

**Ms. Rushawn Engleton**  
Administrative Assistant  
Antigua and Barbuda

**Mr. Kevin Raphael**  
Technical Assistant  
San Fernando, Trinidad and Tobago

**Ms. Cassandra Arthur**  
Office Attendant  
Open Campus St. Lucia

**Dr. Roger Nesbeth**  
Human Resource Officer  
Human Resource Department, Jamaica

**Mr. Everold Finnikin**  
Site Technician  
Savanna-La-Mar, Jamaica

## APPOINTMENTS OF STAFF

**Dr. Sharmayne Saunders**  
Programme Officer  
Belize

**Dr. Florence Gilzene-Cheese**  
Instructional Development Coordinator  
Course Delivery Department, APAD Jamaica

**Dr. Denise Gaspard-Richards**  
Head, Course Delivery Department  
Academic Programming and Delivery  
Division, Trinidad and Tobago

**Mrs. Claudia Halley**  
Programme Officer  
Grenada

**Mrs. Elia Grant-Fraser**  
Programme Manager  
APAD, Trinidad and Tobago

**Ms. Shernette Luke**  
Clerical Assistant  
Mandeville, Jamaica

**Ms. Renee Swaby**  
Learning Support Specialist  
Programme Delivery Department, APAD, Jamaica

**Mr. McCollin Fontenelle**  
Database Administrator  
Computing and Technology Services Department,  
Trinidad and Tobago

**Mrs. Natricia Goodwin-Brown**  
Administrative Assistant  
Mandeville, Jamaica

**Mr. Kareem Benjamin**  
Office Attendant  
St. Kitts & Nevis

**Ms. Kamille Newman**  
Clerical Assistant  
Camp Road, Jamaica

**Ms. Michelle Rochester**  
Stenographer/Clerk  
Assessment, Awards and Records, Barbados

**Ms. Lovy Siewah**  
Clerical Assistant  
Libraries Information Services,  
Trinidad and Tobago

**Mrs. Charlene Jackson-Cain**  
Cleaner  
Gordon Street, Trinidad and Tobago

## TEMPORARY APPOINTMENTS OF 1 YEAR OR MORE

### Mr. Donald Roberts

Head,  
Hugh Lawson Shearer Trade Union  
Education Institute, Jamaica

### Mr. Kirk Campbell

Network Engineer  
Computing and Technology Services Department,  
Trinidad and Tobago

### Mrs. Jada-Lee Lewis

Course Editor  
Course Development Department,  
APAD, Global Affairs Canada,  
Trinidad and Tobago

### Mr. Kumar Hinds

IT Training Coordinator  
Computing and Technology  
Services Department, Barbados

### Mrs. Janet Stoddart-Allen

Treasury Manager  
Office of Finance, Jamaica

### Mr. David Mayers

Programme Manager  
Office of the Deputy Principal,  
CPE, Barbados

### Mrs. Juliana Lendor

Business Analyst  
Computing and Technology Services,  
Trinidad and Tobago

### Mr. Pravin Singh

Network Engineer  
Computing and Technology  
Services Department, Trinidad and Tobago

### Dr. Wanjira Kinuthia

Course Delivery Supervisor  
Programme and Delivery Department  
APAD, Global Affairs Canada, Kenya

### Mrs. Michelle Wooley

Course Delivery Supervisor  
Programme and Delivery Department  
APAD, Global Affairs Canada, Canada

### Ms. Janika Hall

Administrative Assistant  
Junction, Jamaica

### Mrs. Cecelia Batson-Rollock

Tutor/ Coordinator  
Women and Development Unit,  
Barbados

### Mrs. Jo-Ann Granger

Senior Librarian I  
Open Campus Libraries and  
Information Services, Trinidad and Tobago

### Dr. Jason Marshall

Programme Manager  
Academic Programming and Delivery  
Department, Global Affairs Canada, Barbados

### Mr. E. Maxim James

Project Manager  
Civil Works, St. Vincent and the Grenadines

### Mrs. Sarah Bailey-Belefonte

Research Assistant,  
Social Welfare and Training Centre,  
CSDR Jamaica

## TEMPORARY APPOINTMENTS OF 1 YEAR OR MORE (ATSS)

### Ms. Azaria Prescott

Stenographer/Clerk  
The Pine, Barbados

### Ms. Petrine Clarke-White

Library Assistant  
St. Kitts and Nevis

### Ms. Antoinette Spencer

Production Assistant  
Academic Programming and  
Delivery Division, Jamaica

### Mr. Michael Stewart

Site Technician (Part-time)  
Camp Road, Jamaica

### Ms. Oneka Francois

Clerical Assistant  
Registry-Recruitment, Admissions and  
Registration, Trinidad and Tobago

### Ms. Romana Brown

Clerical Assistant  
Camp Road, Jamaica

## TEMPORARY APPOINTMENTS OF 1 YEAR OR MORE (ATSS)

**Mrs. Aneela Sanichar**  
Clerical Assistant  
San Fernando, Trinidad and Tobago

**Ms. Maedica Mc David- Allen**  
Clerical Assistant  
Registry-Recruitment Admissions  
and Registration, Trinidad and Tobago

**Ms. Angela Hamilton**  
Administrative Assistant  
Office of the Deputy Principal,  
Jamaica

**Mr. Floyd Malcom**  
Ground Assistant/ Attendant  
Montego Bay, Jamaica,  
Jamaica

**Mr. Brian Chance**  
Clerical Assistant  
Registry-Recruitment, Admissions  
& Registration, Trinidad and Tobago

**Mr. Anthan Solomon**  
General Maintenance Assistant  
Signal Hill, Trinidad and Tobago

**Ms. Sati Maharaj**  
Clerical Assistant  
Course Delivery Department

**Mr. Cenus Hinds**  
Technician  
St. Vincent and the Grenadines

**Mr. Reshead Stanislaus**  
Clerical Assistant  
Registry-Recruitment, Admissions  
and Registration, Trinidad and Tobago

**Mrs. Savita Ramdath**  
Office Attendant  
Carapaichaima West,  
Trinidad and Tobago

**Mr. Sherwin Rollins**  
Programme Assistant  
The Pine, Barbados

## PROMOTIONS

**Mrs. Kareen Guscott**  
from Programme Manager, Assistant  
Lecturer Level to Programme Manager,  
Lecturer Level Academic Programming  
and Delivery Division, Jamaica

**Ms. Claudia Halley**  
from Programme Officer Assistant  
Lecturer to Programme Officer  
Lecturer Level, Grenada

**Mrs. Marlene Francis**  
from Administrative Officer I to  
Administrative Officer II  
St. Lucia

**Ms. Latoya Jordan**  
from Clerical Assistant I Grade 3 to  
Clerical Assistant III Grade 6  
Gordon Street, Trinidad and Tobago

**Ms. Latoya Joseph**  
from Clerical Assistant I Grade 3 to  
Clerical Assistant II  
Grade 5  
Austin Street, Trinidad and Tobago

**Mrs. Sandra Griffith-Carrington**  
from Marketing and Communications  
Assistant Assistant Lecturer to Campus Office of  
Alumni Relations Lecturer Level  
Office of the Pro-Vice Chancellor and Principal, Barbados

**Mr. Reeve Ramharry**  
from Systems Engineer Lecturer Level to Systems  
Engineer Senior Level I Computing and Technology  
Services, Trinidad and Tobago

**Ms. Kadine Mohammed**  
from Data Entry Operator to  
Clerical Assistant Academic Programing  
and Delivery Division

**Mrs. Susan Williams-Chamberlin**  
from Office Attendant II to Office  
Attendant III Junction, Jamaica

**Ms. Avion George**  
from Clerical Assistant I Grade 3 to  
Clerical Assistant II Grade 5  
Gordon Street, Trinidad and Tobago



## PROMOTIONS

**Mrs. Alecia Walters-Archie**  
from Course Delivery Supervisor to  
Assistant Registrar Student Support  
Services, Jamaica

**Dr. Emily Dick-Forde**  
from Head Programme Planning Department to  
Manager, Special Initiatives.  
Office of the Principal, Trinidad and Tobago

**Ms. Keisha Campbell**  
from Programme Manager, Assistant Lecturer  
Level to Programme Manager, Lecturer Level  
Academic Programming and Delivery Division,  
Trinidad and Tobago

**Mrs. Elizabeth Sinclair**  
from Programme Manager, Assistant Lecturer  
Level to Programme Manager, Lecturer Level  
Academic Programming and Delivery  
Division, Jamaica

**Ms. Ngozi Liburd**  
from Stenographer/Clerk II to  
Stenographer Clerk I  
Assessments, Awards and Records,  
Barbados

**Ms. Seana De Freitas**  
from Clerical Assistant to Data Entry Operator  
Gordon Street, Trinidad and Tobago

**Mrs. Lee-Anna Calliste-Toussaint**  
from Clerical Assistant I Grade 3 to  
Clerical Assistant III Grade 6  
Gordon Street, Trinidad and Tobago

**Ms. Nesha Yearwood**  
from Stenographer/Clerk to  
Administrative Assistant  
Office of the Director of APAD, Barbados

**Ms. Kayon Dean**  
from Course Delivery Assistant to Course  
Delivery Supervisor  
Programme Delivery Department/APAD, Jamaica

**Mrs. Alana-Mari Richards-Lett**  
from Clerical Assistant I Grade 3 to  
Clerical Assistant II Grade  
Gordon Street, Trinidad & Tobago

**Mr. McCollin Fontenelle**  
from Database Administrator Lecturer Level to  
Database Administrator Senior Level I  
Computing and Technology  
Services Department, Trinidad and Tobago

## REASSIGNMENTS

**Mrs. Claudia Halley**  
from Open Campus Grenada to ERP Project  
as Subject Matter Expert for the period 1. Dec. 2016  
to 31. March. 2017, Grenada

**Ms. Marion Joseph**  
from Open Campus St. Augustine to the  
Human Resource Department,  
Trinidad and Tobago

**Mr. David Brown**  
from Open Campus St. Vincent and the Grenadines  
to ERP Project as Assistant Subject Matter Expert  
for the period 3. Oct. 2016 to 4. Nov. 2016,  
St. Vincent and the Grenadines

**Mrs. Lisa Roche**  
from Open Campus Belize to ERP project as  
Assistant Subject Matter Expert, for the period  
3. Oct. 2016 to 4. Nov. 2016, Belize

**Mr. Lisle Bruney**  
from Open Campus Dominica to ERP Project  
as Subject Matter Expert for the period 1. Dec. 2016  
to 31. March. 2017, Dominica

**Mrs. Rhonda Small-Charles**  
from Registry- Recruitment, Admissions and  
Registration to ERP project as Administrative Assistant,  
Trinidad and Tobago

**Mrs. Eulampia Polius-Springer**  
from Open Campus St. Lucia to ERP Project  
as Subject Matter Expert for the period 3. Oct. 2016  
to 4. Nov. 2016, St. Lucia

**Ms. Adessa Francis**  
from Open Campus Camp Road to ERP Project as  
Subject Matter Expert for the period 1. Dec. 2016  
to 31. March. 2017, Jamaica

## RESIGNATIONS

**Ms. Shelly-Ann Jackson**  
Administrative Assistant  
Savanna-la-Mar, Jamaica

**Ms. Karen Nora**  
Clerical Assistant  
Gordon Street, Trinidad and Tobago

**Ms. Asha Claxton**  
Administrative Assistant  
Open Campus Library and Information Services,  
Trinidad and Tobago

**Ms. Tashaine Morrison**  
Clerical Assistant  
Programme Delivery Department,  
APAD, Jamaica

**Dr. Margaret Nicholson**  
Programme Manager  
Programme Delivery Department, APAD  
Global Affairs Canada, Trinidad and Tobago

**Mr. Glenn Brown**  
Site Technician  
Savanna-la-Mar, Jamaica

**Ms. Venice Smith**  
Administrative Assistant  
Programme Delivery Department, APAD, Jamaica

**Mr. Sacha Beharry**  
Software Developer  
Computing and Technology Services Department,  
Trinidad and Tobago

**Mrs. Alexia Williams-Graham**  
Administrative Assistant  
Programme Delivery Department, APAD

**Ms. Lesley-Ann Blackburn**  
Learning Support Specialist  
Programme Delivery Department, APAD,  
Global Affairs Canada, Trinidad and Tobago

**Mr. Rolan Robinson**  
Site Technician  
Junction, Jamaica

**Mrs. Souzanne Fanovich**  
Assistant Registrar (Secretariat) Registry,  
Administration, Trinidad and Tobago

**Mr. Omar Davis**  
Office Attendant  
Consortium for Social Development  
and Research, Jamaica

**Mr. Sheldon Cardoza**  
Learning Support  
Programme Delivery Department,  
APAD, Jamaica

**Mr. Sheldon Cardoza**  
Learning Support  
Programme Delivery Department,  
APAD, Jamaica

**Ms. Evette Bennett**  
Clerical Assistant  
Human Resource Unit, Jamaica

## RETIREMENTS

**Ms. Eugenia Daniel**  
Office Attendant  
St. Lucia

**Dr. Judith Soares**  
Tutor/Coordinator  
Consortium for Social Development  
and Research, Barbados

**Mrs. Carmen Webb**  
Office Attendant  
WAND, Barbados

**Ms. Claudia Hagley**  
Office Attendant  
Grenada

**Mrs. Heather Marshall**  
Administrative Assistant  
Office of the Director of APAD, Barbados

**Ms. Blossome Fagan**  
Chief Office Attendant  
Mona, Jamaica

**Ms. Donna Dixon**  
Clerical Assistant  
Camp Road, Jamaica

## TRANSFERS

**Mr. Johnathan Archie**  
Assistant Registrar, Student Support  
Services from The UWI Open Campus  
to the UWI Mona Campus

**Mr. Felix Wilson**  
Programme Officer from Open Campus  
Dominica to the Human Resource Department

## END OF SABBATICAL

**Ms. Stephanie Hunte**  
Curriculum Development Specialist, Curriculum  
Development Department- APAD, Barbados

## POST RETIREMENT CONTRACTS

**Ms. Beryl Cunningham**  
Production Assistant  
Course Delivery Department,  
APAD, Jamaica

**Ms. Blossome Fagan**  
Chief Office Attendant  
Mona, Jamaica

**Ms. Claudia Hagley**  
Office Attendant  
Grenada

## TERMINATION ON MEDICAL GROUNDS

**Ms. Carolyn Jenkins**  
Administrative Secretary  
Open Campus Country Site, Antigua and Barbuda

## DEATHS

**Mrs. Jennifer White-Clark**  
Human Resource Officer  
The Human Resource Department, Jamaica

# PUBLICATIONS 2016/2017

## Books

**Martin, J.A., Phillip-Dowe N.** (2017). (eds) *Perspectives on the Grenada Revolution 1979 -1983*. Newcastle on Tyne: Cambridge Scholars Publishing.

## Journal Articles

**Charles, C. & Roberts, D., Marsh, L. & Reid, G.** (2017). Political Trust, Workers and the Jamaica Labour Party Government's 2016 Tax Plan. Submitted to *Journal of Eastern Caribbean Studies*.

**Ferguson, G. M., Muzaffar, H., Iturbide, M. I., Chu, H., & Meeks, J. M.** (2017). *Feel American, Watch American, Eat American? Remote Acculturation, TV, and Nutrition among Jamaican Adolescent-Mother Dyads* Child Development, 2017, Volume 88, Issue 6, Pages 1–18.

**Marsh, L., O'Connor, C. and Roberts, D.** (2017). *A Living Wage for Jamaica: Considerations for Calculation and Implementation*. *Social & Economic Studies (SES)*, vol. 66, Nos. 1&2.

**Marsh, L. and Roberts, D.** (2016). *'Minimum Wage Bargaining in Jamaica: Perspectives from private sector management and trade unions.'* *Caribbean Annals*, 4 & 5, 26-49.

**Minott, C and Leo-Rhynie, E.** (2016) Transition from pre-primary to primary: How ready are Caribbean girls and boys? *Caribbean Journal of Education*, Vol. 37 No. 1&2.

**Minott, C and R. Tortello.** (2016) Make time to play. *Caribbean Journal of Education*, Vol. 37 No. 1&2.

**O'Sullivan, C. and Minott, C.** (2017) Parent Support Programmes and Policies in the Caribbean. *Special Caribbean Edition, Early Child Development and Care*. Vol.187.

**Orcutt, Janice, & Dringus, Laurie.** (2017). Beyond Being There: Practices that Establish Presence, Engage Students and Influence Intellectual Curiosity in a Structured Online Learning Environment. *Online Learning*, 21(3), 15-35. doi: <http://dx.doi.org/10.24059/olj.v21i3.1231>.

**Roberts, D. & Marsh, L.** (2016). *Labour Education in the Caribbean: A Critical Evaluation of Jamaica, Barbados and Trinidad and Tobago*, *International Labor and Working-Class History*, No. 90, Fall 2016, pp. 186–195.

**Roberts, D. & Charles, C.** 2017. Labour Market Legislation and Labour Market Outcomes (completed for submission)

**Roberts, D. (Oct. 2016).** *Overcoming the Challenges of the 21st Century: A Guide for the Caribbean Trade Unionist*. In *CCL Today, Trade Unions in Evolution*, volume 1, number 1.

**Roberts, D., and Cowell, N.** 2017. The Changing Patterns of Industrial Disputes in Jamaica (completed for submission).

**Roberts, D.** (2017). The Exciting New Phase of Public Sector Transformation, *MSBM Business Review*, volume 3, Issue 4: April/May 2017, pp. 32-35.

**Roberts, D.** (Oct. 2016). *Trade unions and the new global environment*. *UCASE News*, Issue 1, October 2016, Fanon Publishers Limited.

### Conference Papers

**Buchanan, C.** (2017, June). *Finding a Niche and Developing a Competency-based Standard for Paraprofessional Social Workers*. Presented at the Association of Caribbean Social Work Educators 13th Biennial Conference.

**Hull, D.** with **Williams, L., & Thomas, C.** (2016, October). *Unattached Youth in Jamaica: The effect of the career advancement Programme (CAP) in Supporting Positive Youth Development*. Public Lecture for Department of Social, Psychology and Social Work

**Roberts, D.** (2016, September). Presentation on 'The trade union movement: challenges, prospects, future' at the Union of Clerical Administrative and Supervisory Employees (UCASE) pre-congress seminar.

**Roberts, D.** (2017, January). Presentation on 'the challenges to Public Sector Transformation, Economic Growth Council, Jamaica House.

**Roberts, D.** (2017, January). Presentation 'The new phase of Public Sector Transformation' to the Senior Managers Retreat of the Office of the Prime Minister, Terra Nova Hotel.

**Roberts, D. & Marsh, L.** (2017, January). Joint presentation on 'Unemployment Insurance for Jamaica: Forecasting Implementation Gains and Challenges'. UWI/STATIN/PIOJ/UNFPA/SALISES Conference on 'Population Planning for Development in Jamaica: Theory, Practice and Policy for the Post-2015 Development Agenda', Jamaica Conference Centre, Kingston.

**Marsh, L.** (2017, March). Paper presented on 'Women Employed in traditional male occupations in Jamaica. Mix Methods Research in the Caribbean Regional Conference.

**Miles, D.** (2016, November). "Aging" a presentation to bring awareness of this inevitable fact at The Salvation Army Allman Town Corps Over Sixty Club, Kingston 4, Jamaica.

**Nesbeth, R.** (2017, June). Presented Paper on Higher Education Today and the Rise of Neoliberalism at The School of Education, UWI Biennial Conference.

**Nesbeth, R.** (2017, July). Presented Paper on The Role of Government in Higher Education in Jamaica, at The Association of Caribbean Higher Education Administrators (ACHEA) Conference, Barbados.

**Orcutt, J.** (2016, October). Beyond Being There: Practices that Establish Presence, Engage Students and Influence Intellectual Curiosity in a Structured Online Learning Environment. Research Presentation, OLC Accelerate.

**Orcutt, J. and Yusuf-Khalil, Y.** (2016, October). Beyond Competency: Engaging Faculty through Authentic Training Experiences. Poster session at OLC Accelerate.

**Orcutt, J.** (2016, October). In the Zone: Instructors' Experiences of Teaching Presence Practices in Structured Online Environments. Poster Session at OLC Accelerate.

**Roberts, D.** (2017, March). Presentation on "Organisational Management: Merging different perspectives to create competitive, innovative and environmentally friendly organisations." University of Technology, Jamaica Annual General Management Student Conference, Jamaica Conference Centre.

**Conference Papers cont.**

**Roberts, D.** (2017, April). Presentation on ‘The Manager’s Role in Public Sector Transformation influencing Organisational Culture and Impact’, at the 8th Middle Managers’ Conference, Make Your Mark Consultants, Jamaica Pegasus Hotel.

**Roberts, D.** (2017, June). “*Conflict at Work: The Changing Patterns of Industrial Disputes in Jamaica*”. Paper presented at the 69th Annual Conference of the Labor and Employment Research Association, Anaheim, CA, USA.

**Sinclair, E.** (2017, April). A Case Study on the Importance of Peer Support for E-Learners. 9th International Conference on Computer Supported Education (CSEDU 2017). Porto, Portugal.

**Williams, L., Thomas, C., & Hull, D.** (2016, September). *Unattached Youth in Jamaica: Impact Evaluation of the Career Advancement Programme (CAP) in Supporting Positive Youth Development*. Presented at Open Campus PPD-APAD Research Forum.

**Williams, L., Hull, D., Tindigarukayo, J., Powell, M., Thomas, C., Atkinson, U., & Hobbs, C.** (2017, February). *Unattached Youth in Jamaica: The Effect of the Career Advancement Programme (CAP) in Supporting Positive Youth Development*. Poster session presented at UWI Mona Campus Research Day.

**Williams, L., Buchanan, C., & Bailey-Belafonte, S.** (2017, June). Community Sustainability through the Activist University. Presented at the Association of Caribbean Social Work Educators 13th Biennial Conference.

**Williams, L., Buchanan, C., & Bailey-Belafonte, S.** (2017, June). History of Social Work in Jamaica: Oral History of Social Work Pioneers. Presented at the Association of Caribbean Social Work Educators 13th Biennial Conference.

**Williams, L., Thomas, C., & Hull, D.** (2016, September). *Unattached Youth in Jamaica: Impact Evaluation of the Career Advancement Programme (CAP) in Supporting Positive Youth Development*. Presented at Open Campus PPD-APAD Research Forum.

**Williams, L., Hull, D., Tindigarukayo, J., Powell, M., Thomas, C., Atkinson, U., & Hobbs, C.** (2017, February). *Unattached Youth in Jamaica: The Effect of the Career Advancement Programme (CAP) in Supporting Positive Youth Development*. Poster session presented at UWI Mona Campus Research Day.

**Williams, L., Buchanan, C., & Bailey-Belafonte, S.** (2017, June). Community Sustainability through the Activist University. Presented at the Association of Caribbean Social Work Educators 13th Biennial Conference.

**Williams, L., Buchanan, C., & Bailey-Belafonte, S.** (2017, June). History of Social Work in Jamaica: Oral History of Social Work Pioneers. Presented at the Association of Caribbean Social Work Educators 13th Biennial Conference.



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