



**ANNUAL REPORT
AUGUST, 2007 – JULY, 2008**



**THE UNIVERSITY OF THE WEST INDIES
OPEN CAMPUS
ANTIGUA & BARBUDA**



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Officers of the University of the West Indies

Chancellor	Professor Sir George Alleyne OOC, MD, FRCP, RACP (Hon.), Hon. D.Sc.
Vice Chancellor	Professor E. Nigel Harris M.Phil, MD, DM
Pro Vice Chancellor & Principal of the Open Campus	Prof. Hazel Simmons-McDonald BA, Dip. Ed., MA Int'l Dev. Ed., MA Ling., Ph.D.

Staff: UWIOC Antigua & Barbuda

Head:	Ian H. Benn, B.Soc.Sc., Grad. Dip., M.A.
Programme Officer	Allison Hull, B.A., MBA
Senior Administrative Assistant	Heatheran Buckley, B.Sc.
Administrative Secretary	Carolyn Jenkins
Administrative Assistant	Esther Samuel
Technical Assistant	James Jonas

Description

The University of the West Indies Open Campus - Antigua was inaugurated and commissioned to offer Associate degree level courses in January of 2008. It occupies a 5-acre campus with approximately 3,000 square feet of accommodation allocated to 3 classrooms, 1 dual teleconference/classroom, a 12-computer lab, a library, an open-air performing arts stage and administrative offices. A multimedia projector and a transparency projector are available with prior notice, to instructors to aid the instructional process. The campus was refurbished at the cost of approximately EC\$2M in 2003 and is now outfitted with burglar bars and a standby generator.

Vision

UWI Open Campus - Antigua will be the pace setter for tertiary level education in Antigua by providing programs relevant to the local, regional and global market place. The campus will do this by providing our students with opportunities for life long learning in a supportive and professional environment.

Mission

UWI Open Campus - Antigua is committed to fostering academic access, scholarship and excellence as it builds a cadre of human resources with the skills, knowledge and attitudes that are current and relevant for the Antiguan and global job markets and for accessing higher studies.

Executive Summary

My tenure as Resident Tutor and Head of Centre, University of the West Indies Open Campus – Antigua commenced on September 17, 2007. The process of orientation was boot-camp-like and therefore entailed that significant experiential learning was going to be necessary.

The process of understanding and performing the many “hats to be worn” and the concomitant manifold roles to be played has been greatly assisted by current Antiguan staff, the former Resident Tutor of Open Campus – Antigua who continues to lend support, fellow RTs and the Acting Director and staff of the Open Campus (formerly SCS), Mona, Jamaica.

The launch of the new Open Campus, effective August 1, 2008, has brought several changes ranging from the cosmetic (titular changes and campus colors) to the substantive and weighty (cash flow). Much more germane to the operations than the titular change from Resident Tutor to Head of the Open Campus is the need for more stringent financial management which typically calls for increasing ways and means of cash inflows and eliminating sources of cash outflows.

Over the next five years UWI Open Campus - Antigua will strive to position itself as the pacesetter for tertiary level education in Antigua and Barbuda by elevating its visibility through aggressive marketing and promotion activities and by emphasizing professionalism in the delivery of instructional and support services.

Staff Matters

(Staff training, staff movements, staff concerns etc.)

The activities of the year clearly identified the critical need for manpower help at a higher level of planning, organizing and initiating.

During the academic year 2007-2008, the UWIOC, Antigua and Barbuda staff complement consisted of five (5) full time employees and three part-time employees. A summative macro appraisal of staff is as follows: cohesiveness – excellent; performance on assigned tasks – good; team orientation – very good; independent performance – very good; academic aptitudes – fair; initiative – very poor, higher level planning/organizing/initiating – very poor.

A training opportunity arose for the Head of Centre to pursue a one-day seminar on the latest version of Moodle, an open source Course Management System (CMS). This 6-hour seminar was sponsored by the Antigua and Barbuda Department of Teacher Education with co-sponsorship from the Caribbean Knowledge and Learning Network (CKLN) and aimed at making participants conversant with the development of content for open and distance learning. Participants were exposed to the operation of various elements of Moodle CMS. It is obvious however, that functional proficiency requires continuous access to a web server for practice purposes.

There has been no movement of staff attributable to transfers, resignations or retirement during this reporting period.

One member of staff - Senior Administrative Assistant, Mrs. Yvonne Bayrd - was due to proceed on retirement effective the end of July, 2008. Her employment will be terminated at the end of January, 2009. This will allow adequate time for her replacement, Mrs. Heatheran Buckley, to learn the operations as her under-study.

Additionally, a competent IT technician is needed to serve as network administrator capable of managing a local area network and course management system.

A full-time qualified library assistant is also need to facilitate maximum student access to reading/research resources. Conversations with known librarians in the community reveal that there is an acute shortage of such skills for recruitment.

Student Matters

(Student services, complaints, student facilities, student related activities etc.)

During this reporting period there has been a reduction in the amount of time devoted to writing e-mail on behalf of students who have grievances of one form or another. While there have been complaints, the frequency of these was definitely less that in term I. Two critical issues still remain though. 1) Acceptable [current and accessible] library facilities are a crucial necessity. The current stock of texts consists of outdated volumes that are not abreast with current thinking and are therefore poor reference sources. 2) There is a need for texts with more web resources or accompanying web resources in conjunction with instructional aids such as PowerPoint presentations. These tools/resources assist the learning process particularly for those who are visual learners, as many persons tend to be.

During this period, students gave commendable support to the University of the West Indies Open Campus – Antigua’s Sixtieth Anniversary events – a commemorative church service and an Open Day. Both events were run successfully as students rallied to perform various promotional and participatory roles. During open day for example, a select group of students donned UWI t-shirts and canvassed the streets in the immediate vicinity of the Centre to distribute UWI literature, applications and trinkets.

Programmes

(Distance and local programmes, i.e. all programmes offered in the Centre)

The breakdown of students by programme and sex for the 2007/2008 academic year follows. Corresponding figures for the previous academic year are provided for comparison.

B.Sc. Management Studies

Year	Male	Female	Total
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2006/2007	9	83	92
2007/2008	11	94	105

B.Sc. Accounting Level 1 and Economics

Year	Male	Female	Total
2006/2007	6	27	33
2007/2008	7	26	33

B.Ed. Administration

Year	Male	Female	Total
2006/2007	2	13	15
2007/2008	2	11	13

A.Sc. Degree in Public Sector Management

Year	Male	Female	Total
2006/2007	7	20	27
2007/2008	3	16	19

A.Sc. Degree in Business Mangement

Year	Male	Female	Total
2006/2007	2	5	7
2007/2008	1	2	3

A.Sc. Degree in Administrative Professional Office Management

Year	Male	Female	Total
2006/2007		6	6
2007/2008		4	4

A.Sc. Degree in Paralegal Studies

Year	Male	Female	Total
2006/2007		8	8
2007/2008		6	6

B.Sc. in Banking and Finance

Year	Male	Female	Total
2006/2007	1	1	2
2007/2008	1	1	2

Certificate in AgriBusiness and Management

Year	Male	Female	Total
2006/2007		1	1
2007/2008		1	1

Certificate in Gender Studies

Year	Male	Female	Total
2006/2007		1	1
2007/2008		1	1

Summarily, the programmes offered by the UWIOC, Antigua and Barbuda are:

- Three (4) programmes or parts thereof at the bachelor's degree level – Management Studies, Level 1 Accounting and Economics, Education Administration and Banking and Finance
- four (4) associate degrees - Public Sector Management (PSMA), Business Management (BUMA), Administrative Professional Office Management (APOM), and Paralegal Studies (PALS).
- One (1) post-graduate level programme - M.Sc. Counselling

Infrastructure issues

(Buildings, equipment and grounds)

Refurbishing of perimeters by painting

Minor projects aimed at enhancing the physical plant have been undertaken.

1. The edges that define the walk ways and the boundaries of the parking lot have been painted white. Prior to this exercise the edges had never been previously painted.
2. Temporary fluorescent lights (albeit inadequate) were installed on the stage in preparation for hosting a reception for the University Singers following their arrival in Antigua in early April.
3. A powerful 1000 watt manually controlled spot light was installed to provide illumination for students as they leave for the vehicles at night. Prior to this initiative, there was no illumination in the parking lot.
4. The services of a known gardener were engaged to help boost the arboreal aesthetics. This activity has however, not proven to be as satisfactory as was anticipated.

Outreach and Research Activities

(Conferences attended, lectures given, other outreach, publications etc.)

Featured Speaker: During the month of November, 2007, Ms. Gracelyn Cassell, Head, UWIOC Montserrat invited yours truly to be the featured speaker at the ceremony for the conferral of degrees and diplomas. This was singularly a great honour for me and I was delighted to participate in the memorable and brilliantly planned/executed event.

Radio Discussion: I was asked by Mr. Albert Lockhart, Liaison Officer of the Eastern Caribbean Central Bank, to be one of the panelists on a radio programme hosted by the bank to discuss the topic: What is the role of education in economic Development? This programme was moderated by the Speaker of the House of Assembly, Mrs. D. Giselle

Isaacs-Arrindell. The public participation was good and there is to be a second segment to this discussion subsequently.

Creation of a rubric of best practices for online course delivery: I am currently a doctoral student in the Ph.D. in Technology Management Programme Offered by Indiana State University. In partial fulfillment of the degree requirements I conducted independent research on best practices in the delivery of online educational services and created a rubric of best practices for this purpose. This rubric was created in response to what was found to be a lack of similar guidelines for benchmarking online educational service delivery. The rubric seeks to devise and specify guidelines for transforming traditional face-to-face classroom instruction into a web-based Internet driven mode while retaining content, rigor, collaborative, evaluation and feedback integrity. A rubric is a marking system used by evaluators, consisting of a chart of criteria for evaluation of performance. It allows for standardized evaluation according to specified criteria, making grading/rating simpler and more transparent. The specific areas of rubric applications identified were:

- i. Learner and support services (Access to online academic information sources like databases, interlibrary links, ERIC, etc.).
- ii. Online organization and design (Web site functionality, course/site navigation guidelines, aesthetics and user-friendly navigation, link Integrity, site access).
- iii. Instructional design and delivery (Collaboration (student/student & student/instructor), Alignment of course goals with learning objectives, Alignment of course activities/assignments/assessments with learning objectives, Incorporation of learning styles (Visual, auditory and kinesthetic), Incorporation of Bloom's taxonomic principles).
- iv. Assessment and evaluation of student learning (general principles as to what would entail an exemplary evaluation model, appropriate modes of online evaluation, class size, Bloom's taxonomy in assessments, [recall, comprehension, application, analysis, synthesis, evaluation], instructor specification of anticipated learning outcomes and the extent to which the assignments given prove the anticipated learning).
- v. Innovative integration of technology (hardware and a software components, enterprise server technology, speed, storage capabilities, Internet transmission bandwidth, reliable power supply, collaborative software technologies with text, voice, video and student management capabilities, policies on student privacy, security issues (antivirus, firewalls, administrator privileges, etc.), data backup systems (both on and off location), policies on future adoption of technology to accommodate future changes).
- vi. Use of feedback for continuous improvement (methods and prototypes of exemplary course evaluation, instructor evaluation, evaluation of resources [texts, websites, software, library databases], evaluation of ease and availability of access to course provider's/instructor's site [down time/uptime issues], cost effectiveness of online versus face-to-face contexts, evaluation of the extent to which the needs of various learners are served – adults, youths,

those with learning disabilities and those living overseas in different cultures/countries).

SWOT analysis: I conducted a SWOT analysis on the operations of the Parham Wesleyan Holiness Church: In a bid to contribute higher order analytical skills to the development of the local church community in the town of Parham, Antigua, I conducted a SWOT with recommendations for the Pastor of the above named church which records a peak attendance of about one hundred and thirty (130).

Student Loan Advisory Committee (SLAC): I was invited by the Minister of Finance to be a member of the Student Loan Advisory Committee which is mandated to manage and disburse the National Student Loan Fund (NSLF) of initial outlay EC\$3M. This is a new government initiative aimed at widening access to tertiary education for the underprivileged. This committee is charged with creating policies and procedures for funds administration, vetting of applicants, loan disbursement, loan repayment and student counseling, among other tasks.

Antigua State College Conference: I was invited to participate in a conference aimed at drafting a document that identifies all of the critical success factors necessary for making the Antigua State College a degree granting institution. This conference was facilitated by an external facilitator from the University of Technology, Jamaica, and was comprised of a mixture of academics, academic administrators and Ministry of Education officials.

Career Planning Discussion: I was invited by the Principal of the Antigua State College to address a contingent of about thirty (30) work-study students on the general theme of career planning and continuing education.

Other Issues/Activities

(Miscellaneous matters to be highlighted)

1. College fair: UWI Open Campus – Antigua participated in the annual college fair in Antigua held for two days (November 21 and 22, 2007) at the Perry Bay Multipurpose Centre. Over 400 brochures prepared in-house were distributed. Additionally, several students and parents were spoken to on a one-on-one basis and a specially prepared PowerPoint feature with photographs of student life at the Antigua Campus and information on SCS programs was run continuously at the fair using a multimedia projector.
2. UWISTAT Visit: The UWISTAT Ambassadors' visit coincided with that of representatives of UWI Admissions Department. The two groups worked excellently together. The admissions folk were able to provide crucial answers to questions posed on the applications process, facilities, programs, fees, etc. Dr. Monica Davis of St. Augustine and Dr. Gibbs of Cave Hill provided excellent insights on their respective disciplines (Medicine and Physics), for example. The Ambassadors dealt with specific current affairs topics. They were able to have an audience with the Minister of Education, to visit two secondary schools and to

- participate in a radio talk show. An impressive array of booklets and souvenirs was distributed to fifth formers and other interested parties.
3. *Dramatic Production*: Drama returned to the campus after a very long hiatus. An excellent rendition of The Christmas Story-Caribbean Style was presented by a group from the Antigua Girls High School spearheaded by teacher Miss Zahra Airall. This production was run over two nights and played to a full (open air) house. There was a glowing newspaper review of the production.
 4. *Sixtieth Anniversary Service*: A grand sixtieth anniversary commemorative service was held on January 27 at the Cathedral of St. John the Devine. Specially invited guest at this service was the Governor General of Antigua and Barbuda, Dame Louise Lake-Tack. The sermon was presented by Dr. Kingsley Lewis with special music contributed by UWI alumni, supportive citizens and a SCS choir comprised of current and past students and one member of staff. This event was video-recorded and later replayed on the national television station.
 5. *Concert*: The University Singers of the Mona Campus, Jamaica, visited Antigua. This experience was dually glorious and consuming. There were multiple issues to deal with – some endogenous, some exogenous. At one point planning the concert assumed the magnitude of being my full time job. The following incident summarizes the nature of the planning stage: The concert was held on April 5 to a packed (sold out) house complete with all ancillary support including a standby generator. The promotional material for the concert, including music and video footage, arrived on April 15 – two weeks after the show. Special thanks are extended to Dr. George Roberts, Dr. Gwendolyn Fevrier-Roberts, Dr. Lester Simon and Mrs. Norma Simon, Dr. Ermina Osoba, Mrs. Evie Sheppard and Mr. John Cole for invaluable support in making this visit the great success that it turned out to be. This event was also subsequently featured in the press. We were creative. All’s well that ends well.
 6. *Open Day*: The open day exercise held on April 18 was more of an outreach type activity. Staff and volunteer students took to the streets surrounding the Centre (three streets) and shared UWI and Open Campus literature on programs and activities tenable at the UWI. The media was invited to do footage on this event and a video taped interview with the Head of Centre was recorded and later featured in the evening televised news.
 7. *SLWCDC*: Refurbishing works in an amount in excess of EC\$18,000 was done to the Sir Luther Wynter Child Development Centre over the four-month period October 2007 – February, 2008. This consisted of the repainting of all buildings, the replacement of broken doors, the replacement of the vinyl floor covering, the installation of burglar bars and the sprucing up of the yard. Unfortunately, the good progress was harshly interrupted by the lunacy of a vagrant who set fire to the building that served dually as administrative office and sleeping room for the children. This unfortunate incident served to interrupt the commencement of a UNICEF sponsored programme that included the SLWCDC in a pilot project seeking to test a particular teaching method using UNICEF donated teaching tools. The fire at the Sir Luther Wynter Pre-school in February of 2008 caused the school to be temporarily relocated to the University’s residence. This was a temporary move pending the dissipation of the smoky-smell on the original

premises which was deemed to be inimical to the health of asthmatic children. Now that the smoky scent is no longer a menace, the school has once again returned to its original location.

8. Parent Volunteers: The parents of the children were remarkable in volunteering time and effort to organizing fund raising activities and to soliciting assistance from organizations, places of work and businesses. They have also used the media to make appeals to the public. As a result, a new refrigerator, a new stove and two powerful perimeter lights have been procured as a gift and at cost price. Additionally, a parent who has been trained as a draughtsman has designed a replacement building in accordance with the specifications defined by the early childhood education authorities in Antigua. The premier sticking point pertinent to this fire is the fact that the only fire officer certified to write the official fire report has been extremely tardy and elusive in presenting the report. This has forestalled all attempts to procure funds from the insurers and from the UWI's Office of Finance. A discussion with the Personal Assistant of the Minister of Education on the fire and the suggestion that he might intervene to expedite the report has not yet yielded the desired results.

Financial matters

The Training division (through the Treasury) was found in arrears to the OC in the amount of approximately EC\$50,000 for the academic year 2007-2008. (It is to be noted however, that at the time of writing, this amount has been paid up by the debtor).

The OC was notified by Barclays of London that there was a bequest of approximately £67,000 to be claimed. The issue is currently being researched for veracity by the legal office of the UWI.

The average monthly revenue for the year was EC\$39,982.34 and the average monthly expenditure for the year was EC\$52,973.60. The shortfall is an average of EC\$12, 991.26

It is to be noted that the UWIOC, Antigua and Barbuda hosted several sixtieth anniversary activities during academic year 2007-2008. Consequently, expenditure during this year is atypical.