



THE UNIVERSITY OF THE WEST INDIES
OPEN CAMPUS



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

Annual Report

2010/2011

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The University of the West Indies Mission

The enduring mission of the University of the West Indies is to propel the economic, social, political and cultural development of West Indian society through teaching, research, innovation, advisory and community services and intellectual leadership.



UWI Open Campus



UWI Open Campus Guiding Principles

The Open Campus of the University of the West Indies is based on the idea that the high-quality university education, research and services available at our institution should be open and available to all people who wish to reach their full potential inside and outside of the Caribbean region.

The Open Campus will utilise quality teaching and learning experiences, innovative pedagogic design, relevant research and community partnerships to deliver face-to-face, blended and online learning.



Overview of the Past Year

We once expressed the hope for the Open Campus to float like a butterfly, and if not to sting like a bee, at least to make a noticeable impact on the social, cultural, and economic development of our main constituencies: the communities in the 'UWI-12' (now 12 + 1) and the considerable populations in the campus countries that are unable to access the physical campuses.

Our Campus' birth came just before the most recent economic tsunami hit the world; we have reported in previous years on our attempts to create a new organisation and to begin to expand our activities in the face of desperate shortages and the absence of key start-up funding. We hope that, in retrospect, the 2010–2011 academic year will be seen as the time when we started to turn around, to see a glimpse of the achievements we had wished to provide at our inception.

Not that there was a magic wand bestowing gifts, or even promised support, on the Campus. In general the Campus soldiered on, not achieving much of the growth it had confidently anticipated earlier but thankful that numbers were maintained and that it could meet its obligations. The slow process of negotiating funding from the Caribbean Development Bank (CDB) and Canadian International Development Agency (CIDA) continued positively, while internally the eventual appointment of a Director for Academic Programming and Delivery (APAD) gave promise of more focussed work from that crucial sector. There and elsewhere steps were taken to begin restructuring for more effective achievement of the shared goals of the Campus.

Professor Hazel Simmons-McDonald
Pro Vice-Chancellor & Principal,
UWI Open Campus

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1. Teaching and Learning

Our aim is to put students at the centre of our work and service. Our on-line students benefited from the deployment of software to provide a more integrated Helpdesk and the introduction of Elluminate Live! (now Blackboard Collaborate) for interactive sessions; Library and Information Services continued to work with the other Campuses in giving access to a wide range of electronic resources. Our face-to-face students and those who rely on sites to provide Internet access found, in a few locations, upgraded facilities. All potentially benefited from the efforts to strengthen Guilds and Alumni Associations.

Teaching

In terms of numbers, registrations did not alter much from the previous year. Face-to-face continuing education programmes declined somewhat, catering to just over 19,000 persons, the vast majority, as always, being in Trinidad, though somewhat less than in the previous year (c. 11,350) and with a considerable number in Jamaica (just under 5,000). The number of students attending the Social Welfare Training Centre (SWTC) remained over 100. On-line programmes attracted 6,181 students, an increase on the previous year's enrolment. 3,724 of these (60%) were resident in the campus coun-

tries, and 81% were female. 620 persons graduated from degree programmes in 2011. (See Appendix III, Table 6 for detailed data on enrolment and graduates.)

Service to students in the on-line programmes was given a significant boost through the purchase of a full helpdesk ticketing software solution called *Webhelpdesk*. The software was chosen based on four criteria: support, ease-of-use, flexibility and cost. *Webhelpdesk* does not require recurrent annual costs and the capital outlay was a one-time payment. Ideally the Campus needs at least 50 user licences but due to financial constraints the initial system was provided with 15 user licences. *Webhelpdesk* was deployed from January 2011 with an initial focus on the Learning Support Team in Academic Programming and Delivery (APAD) and with helpdesk queries in general.

New programmes

APAD worked on undergraduate programmes in *Youth Development Work*, in collaboration with SWTC, and *Early Childhood Development and Family Studies* in collaboration with Caribbean Child Development Centre (CCDC), while rolling out new courses for the *Educational Leadership and Management* programme and the *Banking and Finance* degree.

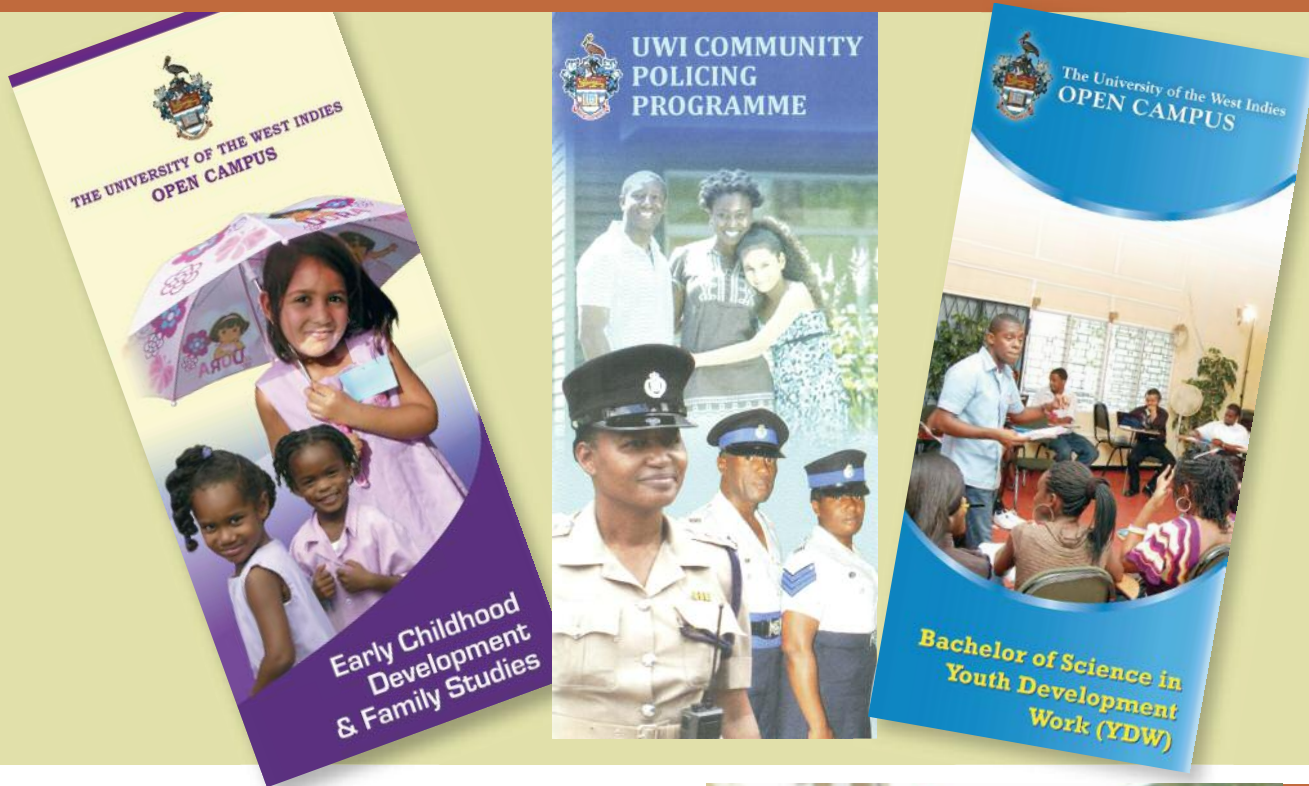
Our aim is to put students at the centre of our work and service. Our on-line students benefited from the deployment of software to provide a more integrated Helpdesk and the introduction of Elluminate Live! (now Blackboard Collaborate)



Increasing enrolments steadily 2007–2011

Category/ Programme	2007/2008	2008/2009	2009/2010	2010/2011
Continuing Education at OCCS	17,819 (UWI-12 = 984)	19,972 (UWI-12 = 1,283)	19,646 (UWI-12 = 1,822)	19,169 (UWI-12 = 2,017)
In CSDR Programmes	152	163	134	166
Online Programmes	4,449	4,712	5,616	6,182
Total	22,420	24,847	25,296	25,517

Online programmes responding to Caribbean needs



Elsewhere in the Campus new programmes were offered. The CCDC developed a course for *Training of Trainers in Child Rights Education*, which was delivered using a face-to-face mode primarily to guidance counsellors in the Ministry of Education Guidance and Counselling Unit in Jamaica. WAND, and the Catadupa School Complex, St James, Jamaica, introduced a trainer of trainers pilot project on Community Disaster Management.

Several sites in the Open Campus Country Sites (OCCS) responded to an increased demand for workforce development programmes, and saw a growth in partnerships with local, regional and international entities to design and develop training programmes at the local level. In Belize, the signing of a Memorandum of Understanding (MOU) with the Belize Chamber of Commerce and Industry in November 2010 led to a series of training programmes and courses for member companies. Another MOU with UNICEF also led



Thirty-nine front line employees successfully completed training sessions in the a series of professional development workshops at the University of the West Indies Open Campus, Paraquita Bay, BVI, 23 March 2011.

to the offering of training courses in *Media and Youth and Grant Proposal Writing*, among others in Belize.

Similarly in Barbados, the Pine won the bid to provide training for senior public servants and this started with a programme of workshops, the first of which was *Finance for Non-Financial Managers*. In Jamaica, the site at Camp Road was also successful in winning the bid to offer the *Employee Development, Training and Certification Programme* for the Ministry of Finance and the Public Service. More generally, the Open Campus signed an MOU with the Community College in Anguilla for collaboration on programming as well as research projects.

Another MOU with UNICEF also led to the offering of training courses in *Media and Youth and Grant Proposal Writing*, among others in Belize. The postgraduate *Diploma in Instruc-*

component of the taught Masters' programmes that it offers. This involved developing training materials and conducting training sessions for supervisors. It also developed manuals for both supervisors and students and a schedule to guide the activities of both students and supervisors in a structured manner.

These activities included seminar presentations with small groups of students (4–6) using Blackboard Collaborate. These arrangements seem to have yielded some success as far as submission rate is concerned; there were 62 out of 71 research project submissions by the due date of January 2012. Student satisfaction with postgraduate

“Several sites . . . responded to an increased demand for workforce development programmes . . .”



UWI Open Campus Principal and Professor Gordon Shirley, Mona Principal, meet at the regional launch in Jamaica of the OC's community policing certificate programme.



UWI Open Campus students at work

tional Design was added to the offerings at postgraduate level. The Postgraduate Department designed and implemented a structure for co-ordinating and monitoring the research

programmes in the Open Campus exceeds that at the other campuses, though we recognise that there is still much to be done to improve the student experience.



Quality Assurance Processes

During the course of the year, several members of staff, with the enthusiastic support of the Quality Assurance Officer assigned to the Open Campus, Ms Pamela Dottin, began work on the self-study required for accreditation of the Campus with the Barbados Accreditation Council. The final submission is intended to be made by March 2012.

The Campus was also in discussions with the Accreditation Council of Trinidad and Tobago with respect to the recognition of several of its programmes in the twin island state. This process was successful and all programmes approved by the Board for Undergraduate Studies (BUS) and the Board for Graduate Studies and Research (BGSR) have been recognised by that Council. The Campus also sought continued registration with the Accreditation Council of Trinidad and Tobago, asking specifically for the period of registration to be aligned with that granted by the Barbados Accreditation Council. This process has been successful. The Campus is currently registered with national accreditation agencies in Trinidad and Tobago, Barbados, Dominica, Jamaica, and Antigua and Barbuda.

The Campus has conducted over 15 quality evaluations of its programmes and it is implementing an appropriate mechanism for the quality reviews of its online programmes.

Alumni

Sites continued to provide support to the local UWI alumni Chapters and played a more proactive role in promoting the UWI Alumni as a partner in the development of the Open Campus and the UWI in general. In the year under review, the Antigua and Barbuda Chapter of the UWI Alumni Association (UWIAA) was re-launched with the assistance of the Head of Site, Mr Ian Benn.

The St Lucia Alumni Association in collaboration with the UWI Open Campus Site brought cheer to dozens of children of the Bexon Infant and Primary School in St Lucia who had been displaced by the devastation caused by Tropical Storm Tomas. In early December, staff and alumni visited the children and gave them donations of school supplies and toys.

In June 2010, the Open Campus engaged the services of Mrs Karen Ford-Warner as Consultant on a one-year contract to undertake various tasks relating to the development and promotion of alumni relations within the Open Campus. Working closely with the Alumni Rela-



Karen Ford-Warner (left), then the Open Campus Alumni Relations Consultant, happily accepts a BlackBerry Gemini telephone from Lloyd Distant (Jnr), LIME's General Manager – Enterprise, Corporate and Government, on behalf of Natalie Jarrett, a 2009 Bahamian graduate of the Open Campus.



2011 President UWIAA Belize Chapter, Mr Paco Smith

tions (AR) office of the Institutional Advancement Division (IAD) of the Vice-Chancellor, as well as the management and staff of the Open Campus, significant progress was made in a number of core areas to encourage our Open Campus students and alumni to enjoy a lifelong, mutually-beneficial relationship with their alma mater.

The Consultant received some training in the use of the Raiser’s Edge Central Alumni Database system and, working along with the AR Office, the Open Campus Registrar’s Office and the Sites, she was able to provide and/or input data, particularly personal email addresses which are critical for communication via the UWI Alumni Online web and social network site,

for over 450 Open Campus graduates of the classes of 2009 and 2010, as well as dozens of other UWI alumni.

During the year, the Open Campus was also able to provide its first set of UWI STAT ambassadors. Another important development to give the Campus its place in UWI affairs was an agreement at the 2010 meeting of the Central Executive Committee of the UWIAA that International Chapters in the US, Canada and UK would “adopt” Open Campus Sites and Chapters, as follows:

International Chapters	Adopted Sites/ Chapters
Washington DC	Grenada, St Kitts and Nevis
New York	Belize, Cayman, Turks and Caicos
Toronto	Dominica, St Lucia
Florida	Bahamas, Antigua & Barbuda, Anguilla
UK	BVI, St Vincent & the Grenadines, Montserrat



UWISTAT Ambassadors with school children (middle) on a visit to the British Virgin Islands

UWI Open Campus Scholar Ship

The first Scholar Ship cruise

After several months of research and planning, which included a market survey conducted of over 10,000 alumni in the Alumni Online database, the Open Campus, with the support of the UWI Alumni Relations Office, launched a new initiative, the UWI Open Campus Scholar Ship programme. Designed to target UWI alumni, staff, their family and friends as well as other interested persons, this “cruise and learn” adventure was an innovative way of advancing the Open Campus’s mandate of encouraging lifelong learning.

The first Scholar Ship cruise, on which The Chancellor and Lady Alleyne were Special Guests, was a seven-day journey on the Caribbean Princess during the Easter period, 17–24 April 2011. The voyage began and ended in San Juan, Puerto Rico, with stops in St Thomas, USVI, Tortola, BVI, Antigua and Barbuda, Barbados and St Lucia. In addition to the Open Campus programme of on-board lectures delivered by noted Caribbean anthropologist and Honorary UWI Research Fellow, Dr Lennox Honychurch, and customised in-country tours organised by the relevant Open Campus sites, cruisers were able to enjoy all the amenities of an elegant cruise ship. The programme garnered considerable interest from many quarters, but, for several reasons, the conversion to bookings rate was low and so the profits were not as high as projected. It is anticipated that the interest gained and relationships developed through the promotion of this exciting new product will, with sufficient lead time and the incorporation of “lessons learnt”, produce a considerably larger number of bookings for the next sailing.





UWI Alumni enjoy the first Scholar Ship cruise from the UWI Open Campus with lectures and special tours to several different Caribbean Islands

Infrastructure

Physical

Despite the financial crisis, the OCCS was still able to garner funds to improve Sites. In particular this led to the equipping of a new Site in Port Antonio through funding received from the Jamaica Universal Access Fund Ltd in March of 2011 and the commencement of project work on the refurbishing of eight other Sites in Jamaica. Elsewhere, discussions were held with governments on possible developments.

In the Bahamas, the Open Campus continued to have discussions with the Government to identify a suitable alternative location to the promised school complex for an Open Campus/UWI facility. Planned developments for upgrading the school complex to accommodate the Open Campus as well as selected facilities of the Mona Campus were stalled when the government determined that the school complex would be needed to house students. It is hoped that a suitable arrangement will be brokered during the course of the year.



Open Campus Jamaica, Port Antonio Site

New building in Tobago for Open Campus students



Improving access to online learning



Newly refurbished computer labs at the Mandeville and Port Antonio Sites in Jamaica

In Grenada, discussions have continued on the promise of a large plot of land to allow for relocation from Marryshow House. Open Campus was informed that the Cabinet had approved the acceleration of the arrangements to hand over the land to the University in October 2011 but this is still pending.

In Jamaica, discussions have been conducted on developing a new site in Kingston, in honour of Sir Philip Sherlock and Professor Rex Nettleford. The Rex Nettleford Foundation accepted the Open Campus proposal for this new Centre and is pursuing discussions with the Government of Jamaica to identify a suitable location for it. The expectation is that it is now likely to be located in Caymanas and thus easily accessible for the large population of Portmore.

In St Lucia, it was verbally agreed to swap the old Resident Tutor's house for some six acres at

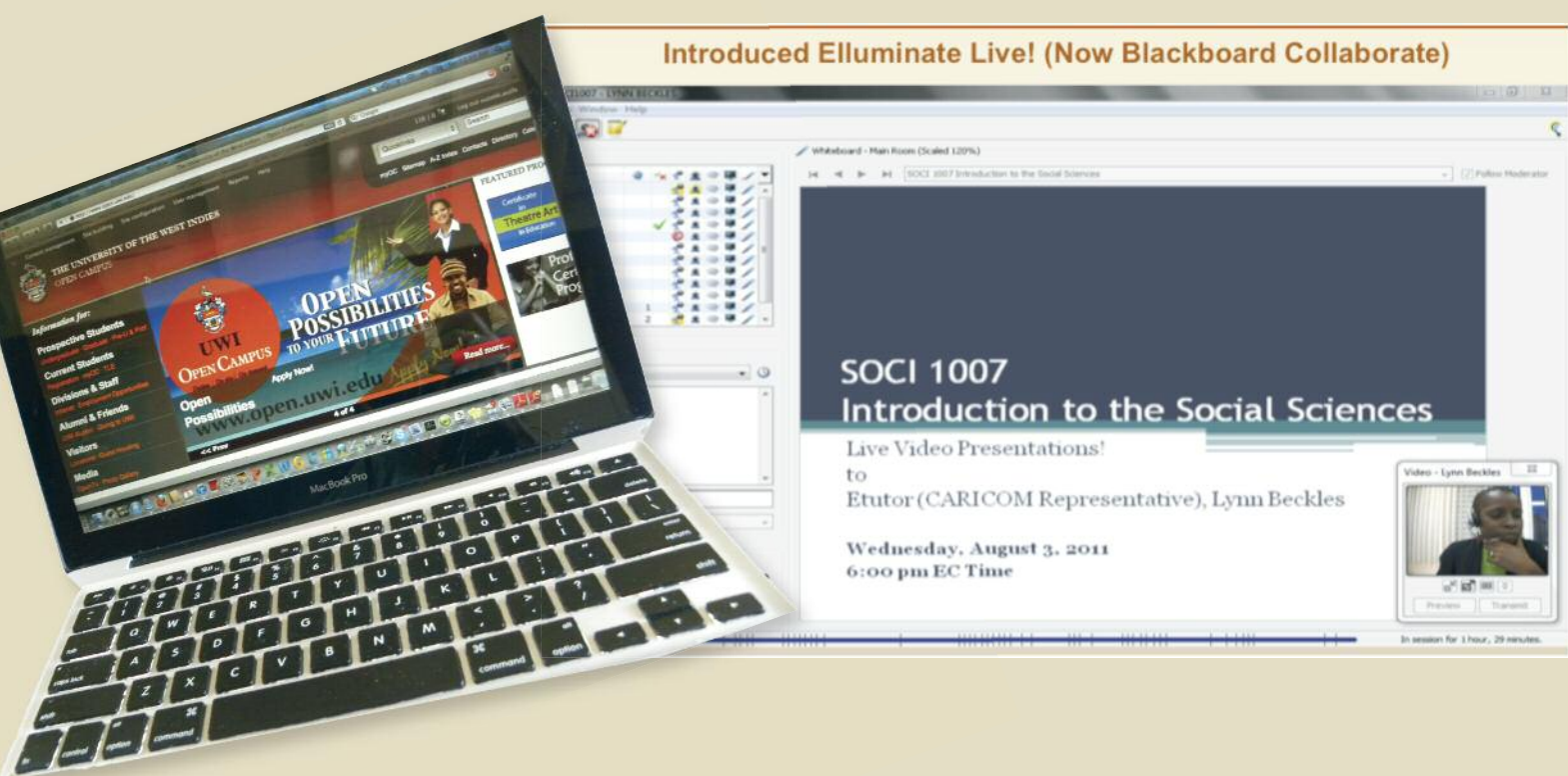
Coubrail that would permit greater service to the north of the island. More recently, an agreement has been reached to allow the Chamber of Commerce to purchase the Resident Tutor's House for a sum to be determined. The Government also committed to giving the Campus some 60 acres in Vieux Fort as part of a plan for an educational park to be established there.

In Trinidad and Tobago, agreement was reached on refurbishing a building in Port of Spain so that the Open Campus could relocate from rented premises elsewhere in the city and resume offering its lifelong learning and continuing studies programmes at this site which it had used for over forty years. The government also agreed to designate a large plot of land on the former Caroni estate in Chaguanas that would permit consolidation of Open Campus activities in Central Trinidad.

Technological

There were several important developments on the technological front, though lack of resources often forced the Campus to make less provision than is required for reliable operations.

- The Open Campus Management System was upgraded in various respects.
- A complete transition was made from Moodle 1.8 which is no longer supported to Moodle 2.0. The latter was placed in production on 13 August, incorporating all the functions and other resources currently in use.
- The finance system for Sites in Trinidad was significantly upgraded.
- Exploratory work was done on the best location for a secondary data centre, as well as some upgrading of the primary centre.
- The consolidation of Open Campus staff at the three other campuses into the one Open Campus network was almost completed.
- Further improvements were made to the University-wide voice inter-connectivity project.
- In addition to earlier agreements with Microsoft, Symantec and Adobe, in March the Open Campus enrolled in the VMware Academic Program (VMAP) that offers free academic licenses and training in a wide range of VMware products.
- *WebHelpDesk* was installed with an initial 15 licences.
- Computer and Technical Services (CATS) created an interim solution for Human Resource's need to track employees by creating a Google spreadsheet that can be used to populate various other utilities.
- CATS also worked along with the webmaster on designing a staff Intranet which was launched at the start of the following academic year.
- Extensive training of all categories of staff in the use of Elluminate Live! was offered throughout the campus. This catalysed considerable use of the technology throughout the Campus and sparked interest on the part of the other Campuses.
- Various upgrades were effected to the technology at OCCS Sites throughout the region.



Library

For the year under review, the Libraries continued building the library function to support the teaching and learning goals of the UWI Open Campus. The *Aleph* (integrated library system) entered the production stage in February 2011, and a test environment for the remainder of the 2010–2011 academic year. Activities in the Section focused on configuring *Aleph* for use by the Open Campus Libraries, with the considerable training required for this, implementing centralized technical services, rationalization of the e-resources and the implementation of Primo® as a single point access to resources on-line.

Work was conducted with CATS to develop a procedure for extracting student records from the Open Campus Student Management System (OCSMS) for uploading into the *Aleph* patron database in time for the Circulation to go live in March 2011. However, the libraries had to manually create *Aleph* user records for students who are not in the OCMS (the large majority, many of whom are still not adequately served by the system).

Technical services have been centralised at the Open Campus Library located on the St Augustine Campus. This allows for materials to be acquired, processed and sent shelf ready to the Open Campus destination sites from the St Augustine site. As part of the rationalisation of technical services, an e-first collection development policy was developed. This will allow the libraries to acquire material in electronic format and make provisions for print only when no e-copy is available or there is intrinsic value in a print resource. Centralised acquisitions are currently in place for degree pro-

grammes only, and shelf ready items have been acquired, catalogued, processed and delivered to sites for these programmes. This is to be expanded to all programmes offered in the near future.

In February 2011, centralised cataloguing was initiated allowing for a single database to catalogue all Open Campus print and electronic resources. From February to July 31, 2011, 737 title records were added to the database. As part of the rationalisation and centralisation of cataloguing services, the libraries adopted several cataloguing standards for the period under review. These included AACR2, the use of MARC for all title and holdings records, the Library of Congress Classification Scheme and the Library of Congress Subject Headings.



In October 2010 the process of rationalising the electronic resources of the libraries began. The libraries established the core of their e-resources collection by formally agreeing to share the cost of subscriptions with the other UWI campuses.

The Campus Librarian also assisted APAD with obtaining permission for use of print and on-line resources in course development and delivery. An account with Copyright Clearance Center and procedures were established accordingly.

2. Research and Innovation

As an academic institution, our contribution, besides promoting student learning, is to produce or facilitate research that leads to a better understanding of problems for the region or for enquiring humanity.

The Consortium is an arm dedicated to socially valuable research and development. In 2010/2011, its units continued to pursue several research projects and other interventions:

- CCDC continued a UNESCO-funded research project on stigma and school achievement of children infected and affected by HIV and a Baseline Study on the Situation of the Promotion and Protection of Children's Rights in Jamaica, funded by IIN/OAS;
- CCDC also received UNESCO funding for a short project on Strengthening Early Childhood Care and Development in the Caribbean;
- Hugh Lawson Shearer Trade Union Education Institute (HLSTUEI) prepared a Framework document for Public Sector Wage negotiations for the medium term: April 2010–March 2014;
- HLSTUEI offered consultancy service to the Joint Health Sector Group on the Health Sector Job Evaluation and Reclassification Exercise in the Public Service in Jamaica, and to the Association of Government Medical Consultants;
- The Head of HLSTUEI was also consulted by the Government of Jamaica on matters relating to wage negotiations and industrial relations in the public sector;
- SWTC conducted a dissemination of findings exercise in December 2010, of the Impact Evaluation of the National Youth Service which had been funded by the Inter-American Development Bank. Several papers were written by the investigators which will be published locally and internationally;
- SWTC began a new programme of research on an Impact Evaluation of Youth Programme in Jamaica: Career Advancement Programme and National Youth Service, funded by IDB/Ministry of Education



HLSTUEI launch of the Workplace Productivity Champions

As an academic institution, our contribution, besides promoting student learning, is to produce or facilitate research that leads to a better understanding of problems for the region or for enquiring humanity.



Dr Judith Soares, WAND, addresses the Jamaica Confederation of Trade Unions (JCTU) panel discussion on International Women's Day 2011

(US\$200,000). The time frame for completion is June 2013;

- Women and Development Unit (WAND) and the Catadupa School Complex entered into an arrangement to introduce a trainer of trainers pilot project on *Community Disaster Management* in academic year 2010/2011. The ongoing project, which was spearheaded by the Principal of the Primary and Junior High School, and a select group of teachers, was guided by Ms Audrey Mullings, Disaster Risk Management Specialist who conducts training of teachers and updating disaster plans on an ongoing basis;
- In June 2011, earthquake drills were conducted with teachers and students in response to the recent earthquakes experienced in Jamaica. Follow-up work will continue in October 2011;
- WAND's Tutor/Coordinator, Judith Soares, was invited to the University of Guyana by Vice-Chancellor, Professor Lawrence Carrington, to advise on upgrading, guiding and strengthening that institution's Women's Studies Programme (17–21 January 2011). Co-operative arrangements have been established with the Women's Studies Unit;

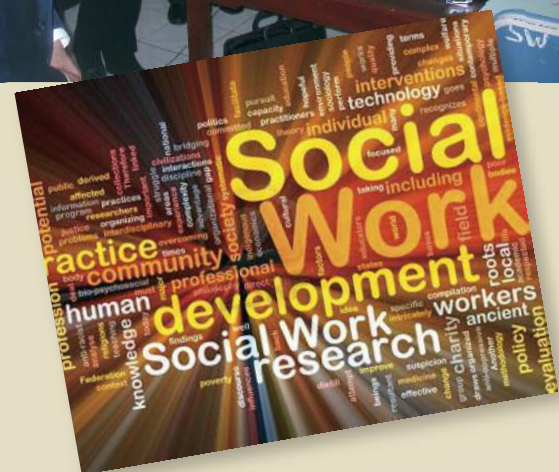


- Many staff in the OCCS were engaged in a research project on a *Situational Analysis on Sexuality Education in the Caribbean*, funded by UWI/UNICEF and coordinated through the UWI Consulting Company, which was concluded in early 2011. This project involved OCCS staff and students in 15 countries.

HLSTUEI seminar on "The IMF, The Budget and The Workers"



Chinese delegation visits the HLSTUEI



Conferences/Lectures/Seminars

Dissemination of knowledge and ideas relevant to the region was facilitated by a number of conferences organised within the Campus:

- Country conferences were organised in Belize (part of a week of UWI education activities in November 2010 – papers are now available on-line at www.open.uwi.edu/belize), and in Anguilla in April 2011.
- The inaugural Rex Nettleford Annual Lecture was given in Antigua, by Professor Sir Hilary Beckles, February 2011: *Rex, Rastafari, Reparations and Reconciliation*.

Sites promoted a number of other public lectures by Professor Sir Hilary Beckles, Professor Carolyn Cooper and others.

- The regular monthly lectures promoted by the Open Campus (the Pine) and the Central Bank of Barbados continued.
- The Consortium organised a Continuing Education conference on 5 June 2011 with 30 participants from nine countries.
- HLSTUEI conducted a large number of workshops and other activities throughout Jamaica.
- WAND in collaboration with Hillcrest Diocesan Retreat Centre of the Anglican Church of Jamaica and Grand Cayman hosted its 4th “Theologising Women” conference under the theme, “Theologising Women: Women, Spirituality and Healing” on 18 March 2011 at the Hillcrest Diocesan Retreat Centre, Brown’s Town, Jamaica.

Full details of these lectures as well as of scholarly publications and presentations by members of the Campus are contained in Appendix II.



Sir Hilary Beckles greets audience members after his public lecture in Belize



Professor Emeritus George Eaton (seated) with Principals at the First HLSTUEI Rex Nettleford Symposium



CCDC at stakeholders meeting



CCDC International Study Visit in Trinidad & Tobago



As an academic institution, our contribution, besides promoting student learning, is to produce or facilitate research that leads to a better understanding of problems for the region or for enquiring humanity.

3. Outreach to the UWI-12, and other under-served communities

Bermuda as Associate Member

During the year, moves were made to consolidate the inclusion of Bermuda among the governments responsible for the University of the West Indies. Bermuda signed on as an Associate Contributing Country on 25 August 2010. During the year, the Principal and other staff visited Bermuda and its tertiary college to explore how the relationship could be operationalised. Given the impossibility of the UWI owning land, the Campus intends to use Bermuda as a test-case for its purely virtual existence, but it has agreed to rely in part on services offered at the Bermuda College.

Responses to Emergencies

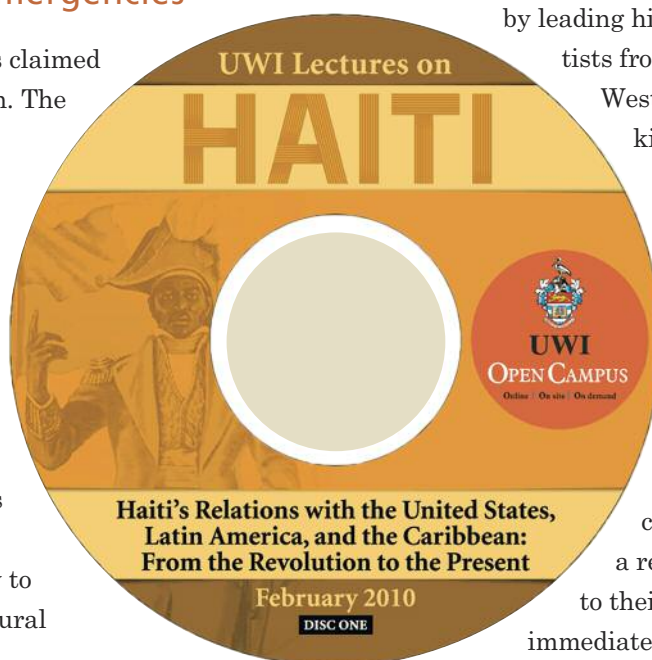
Two natural disasters claimed the Campus' attention. The Campus continued to seek ways in which to assist Haiti. The Campus submitted a proposal to the Leadership Development for Higher Education Reform (LEADHER) and received 10,000 Euros to facilitate visits to Quisqueya University to assess the infrastructural

capacity for the preparation of on-line delivery of courses and programmes in teacher education and other areas. Dr Glenford D. Howe, Senior Research Officer and Mr Derrick Thompson, Country Sites Telecommunications Manager, visited Haiti during the period February 27 to March 2, 2011. A follow up visit from our Haitian counterparts is imminent. The Open Campus also offered four scholarships for students from Haiti to study on-line.

A DVD was produced by the UWI Open Campus to use at public lectures in the UWI-12 countries to promote public discourse about Haiti after the 10 January 2010 earthquake. The DVD is in two parts – the first is a panel discussion and the other includes two lectures on Haiti conducted

by leading historians and social scientists from the University of the West Indies and Johns Hopkins University.

Early in the academic year, several areas in St Lucia were devastated by Hurricane Tomas and many Open Campus students either lost their homes or experienced considerable hardship as a result of the damage done to their homes. The Campus immediately launched a drive for





Hurricane Tomas damage in St Lucia

donations of water – which was in short supply on the island – as well as other supplies for the relief of students and others in need. The Campus made several shipments of water and supplies with the aid of the Barbados Coast Guard. Supplies for children were also sent from Barbados and St Kitts & Nevis to the Head of Site in St Lucia for distribution to those in need. The Campus established an account with surplus funds for the purpose of building an emergency fund to help students in need.

The UWI Open Campus supported its adult students who were affected by Hurricane Tomas in Soufriere, The UWIAA, St Lucia Chapter, also brought some relief to the students of the Bexon Infant and Primary Schools.



Students of the Bexon Infant and Primary Schools.

Outreach

The Campus' routine training and outreach activities continued, for instance:

- CCDC organised a booth at the Dudley Grant Memorial Trust Early Childhood Expo 14–15 July 2011, at The Wyndham Kingston Hotel.
- HLSTUEI and CCDC co-operated to host a forum on “Protecting our children from violence and abuse”, HLSTUEI conference room, 26 July 2011.
- HLSTUEI organised a number of public activities in Jamaica and elsewhere:
- Launch of ‘Productivity Champions’, a programme to provide professional certification to workers to build a productivity culture at the workplace, 25 January 2011;
- Open Campus Forum on ‘Taking Care of your personal security’, with ACP Keith Gardener, Director of Security, Mona Campus, November 2010;
- Open Campus Forum in collaboration with the CSDR Director’s Office on “Planning for Retirement”, 3 February 2011, HLSTUEI lecture room;
- Open Campus Forum in association with CSDR’s Office on “Health and Productivity”, with Dr Hopeton Dunn, 24 March 2011;
- Open Campus Forum on “Public Sector Wage Negotiations”, Inter-Faculty Lecture Theatre, UWI, 16 June 2011;
- Open Campus Forum, in collaboration with CCDC on “Protecting our children from violence and abuse”, HLSTUEI lecture room, 26 July 2011;
- SWTC organised Seminars: “Working Effectively with Parents” 19–20 January 2011; “Gender Training Workshop” 25–26 January 2011 for participants in the *Four-Month Training Programme*.



Aunty Dale's group making pizza at UWI Open Campus Alpha East Early Childhood Care and Education (ECCE) centre

The Campus' commitment to cultural dissemination was expressed in various ways, including:

- the staging of the Alliouagana Festival of the Word by Open Campus Montserrat November 2010;
- the Open Campus St Lucia's involvement in Nobel Laureates' week;
- book launches in both Barbados and Trinidad and Tobago of books published by the Open Campus Press in Trinidad;
- the Malliouahana Poetry Festival sponsored by Open Campus Anguilla;
- a symposium in honour of the late Alfonso "Arrow" Cassell in Montserrat;
- the University Singers' Tour of Belize in celebration of Belize's 30th Independence, July 2011.

Other activities of note among the Sites were:

- hosting of the Vice-Chancellor's XI match by Open Campus St Lucia in April 2011;
- hosting of the Sir Frank Worrell Blood Drive in St Kitts and Nevis in May 2011;
- hosting of a seminar on Metabolic Syndrome Insulin Resistance and its impact on St Lucian Society by Open Campus St Lucia in March 2011;
- public lectures and seminars by Dr Aleric Joseph, Lecturer in History at the Faculty of Humanities and Education at Open Campus St Kitts and Nevis Sites in May 2011;
- hosting of the Nature Island Literary Festival by Open Campus Dominica;
- hosting of "Looking Inwards", an Exhibition of African Culture and Dance by Open Campus Antigua and Barbuda.



The 2010 Alliouagana Festival of the Word in Montserrat

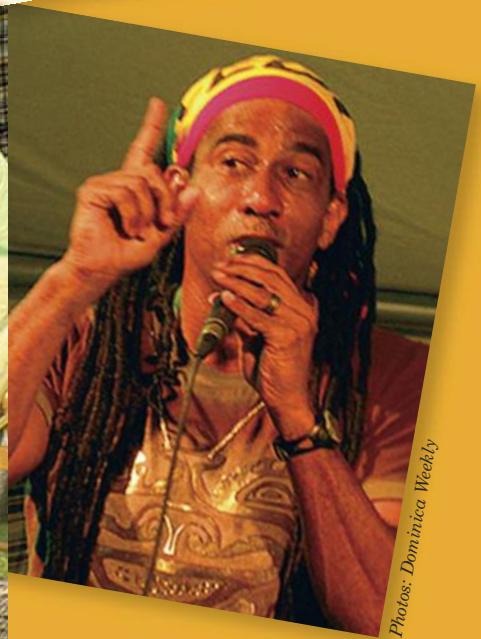


▲ The Honourable Sir Shridath Ramphal visited the UWI Open Campus Cayman on Wednesday, 16 March 2011. Sir Shridath was also updated on the technical advancements, including the use of the virtual platform Blackboard Collaborate for extending the reach of the University to the Cayman community. Representatives of both the alumni and the Student Guild addressed the gathering, after which Sir Shridath gave a brief response and autographed a copy of the book *Shridath Ramphal – The Commonwealth and the World*.

ERIIC's work with Tertiary Level Institutions

Three franchise arrangements were concluded during the year through the work of the External Relations and Intra/Inter-Institutional Collaboration (ERIIC). Work on a good number of other articulation and franchise possibilities relating to the four UWI campuses continued with Colleges throughout the region. Six hundred and seventy-five (675) students were registered in various franchised programmes throughout the region – more detailed data are in Appendix III, Table 7.

Scenes from the Dominica
"Nature Island Literary Festival"



Photos: Dominica Weekly

Marketing and Branding

The Open Campus Marketing and Communications unit has a key role in supporting the UWI's overall brand and its own commitment to securing its position as the academic online arm and non-traditional campus of the UWI. It works with the three traditional campuses of the UWI to position the institution locally, nationally and internationally as a world-class university, with the objectives of learning, discovery and outreach. The unit also works with the 42 sites and other Open Campus divisions and offices across the region. Over the year, the unit collaborated with them to achieve the strategic marketing objectives of the institution.

The Marketing and Communications Manager, Mrs Suzette Wolfe Wilson, was away for most of the calendar year on sabbatical leave; she was replaced by an *ad hoc* consultant, Mrs Marcia Erskine, and newly appointed Administrative Assistant, Mrs Sandra Griffiths-Carrington who filled the post of Marketing and Communications Assistant for the period in question.

However, the ongoing marketing plan activities continued to be implemented throughout the year across the region including: print, radio, television outdoor and web advertising; the development of an Open Campus social media presence on official Facebook, Twitter and Flickr pages; lunch-time lecture series in Barbados sponsored by the Central Bank of Barbados; a

bartering system in Belize between the Belize Open Campus site and two local radio/television stations for prime advertising spots in exchange for professional development training or short local courses customer service training in the BVI; monthly television programming and interviews in Dominica featuring the UWI Open Campus; college fairs and exhibitions; a promotional 'cycle-ton' in Jamaica; regular newspaper columns in St Lucia; mall and other high traffic area promotions in Trinidad & Tobago; production of marketing materials; and Open Campus documentaries in partnership with Government Information Services in Antigua, Barbados, Belize, BVI, Grenada, St Lucia, St Kitts & Nevis and Jamaica;

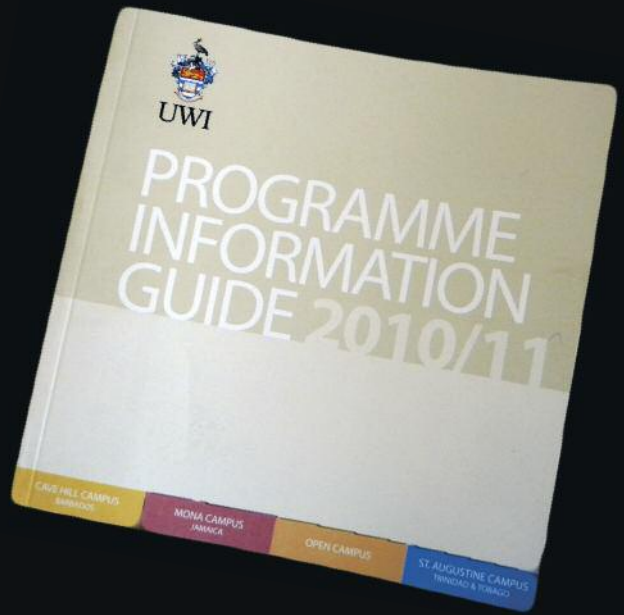
In addition, op-ed features were written by Open Campus personnel to feature monthly in partnership with some newspapers. These articles were shared across all 15 Open Campus countries, and in some cases, complemented with a 10-minute radio production. Considerable effort was put in to improving the website as one of the Campus' most prominent presences. 685,561 visits were recorded from 197,977 individuals during the year in review.

The Marketing and Communications unit also acknowledges with thanks the special contribution from the Vice-Chancellery which provided the financing for more marketing products like Flip video cameras, pens, pencils and other marketing paraphernalia for Sites across the region.



The screenshot shows the UWI Open Campus website interface. At the top, there is a search bar and navigation links like 'myOC Sitemap', 'A-Z Index', 'Contacts', 'Directory', 'Calendar', and 'Webmail'. The main content area is divided into several sections:

- Information for:** Prospective Students, Current Students, Divisions & Staff, Alumni & Friends, Visitors, Media.
- Featured Programmes:** Certificate in Theatre Arts in Education, Professional Certificate Programmes.
- 50th Anniversary Celebrations:** 50 Years of Building Social Welfare Training Centre, 50 Years of Building Social Capital in the Caribbean.
- Information about:** UWI Open Campus, Programmes & Courses.
- LATEST NEWS:** New Brown's Town Open Campus Location in Jamaica, Open Campus Jamaica announces the relocation of its Brown's Town site at Burlington Point, 2 Church Street, Brown's Town St. Ann.
- FEATURED ACADEMIC PROGRAMMES:** BSc Youth Development Work, Bed BEd Educational Leadership & Management (Major), BEd Educational Leadership & Management (Major).
- SELECT AN OPEN CAMPUS LOCATION:** A grid of flags representing various Caribbean countries.



4. Funding the Enterprise

The continuing uncertainty of the economic climate made the year in question a difficult one for the Open Campus. Every effort was made to contain expenditure and keep it in line with actual expenditure in the previous year of \$45m. In keeping with the decision to increase tuition fees gradually over a two year period, the Open Campus was able to improve its financial situation marginally through a 25% increase in tuition fees and income from other projects which together increased from \$17.5m in 2008/2009 to \$18.2m in 2009/2010 and \$25.2m in 2010/2011 (Figures 2–4). Despite the approval of the 2010/2011 budget request by the Technical Advisory Committee, the Campus suffered from a serious cash flow situation which made it difficult to meet basic recurrent expenditure.

From its inception, the Open Campus budget has been planned to meet the objective of less reliance on government contributions. It has managed to do so in a context in which government contributions received in each year have been less than 50% of the approved budget. This resulted in serious cash flow problems and growth in critical areas has been stymied. Planned improvements to the infrastructure across the jurisdiction have been slow as a consequence and the objective of expanding the

footprint of the Open Campus has been but a dream deferred thus far. The achievement of the second objective set for the Open Campus in the 2007–2012 Strategic Plan, namely, to “create a financially viable model for the Open Campus” has been compromised by the annual shortfall in government contributions.

This situation has created a significant acceleration of the annual decrease in the percentage of revenue funded by government contribution over the last three years in Figure 1 below.

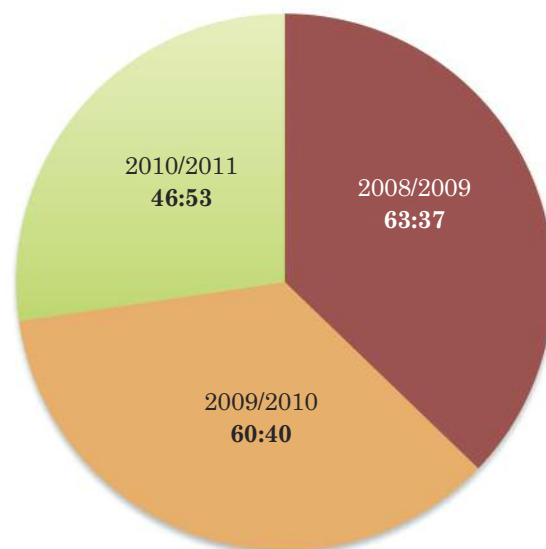


Figure 1: Government contribution over the last three years

From its inception, the Open Campus budget has been planned to meet the objective of less reliance on government contributions. It has managed to do so in a context in which government contributions received in each year have been less than 50% of the approved budget.

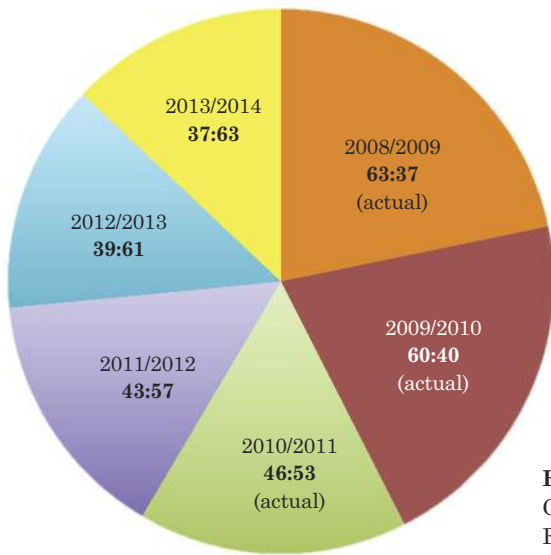


Figure 2: Government Contribution/Tuition Fee Ratio

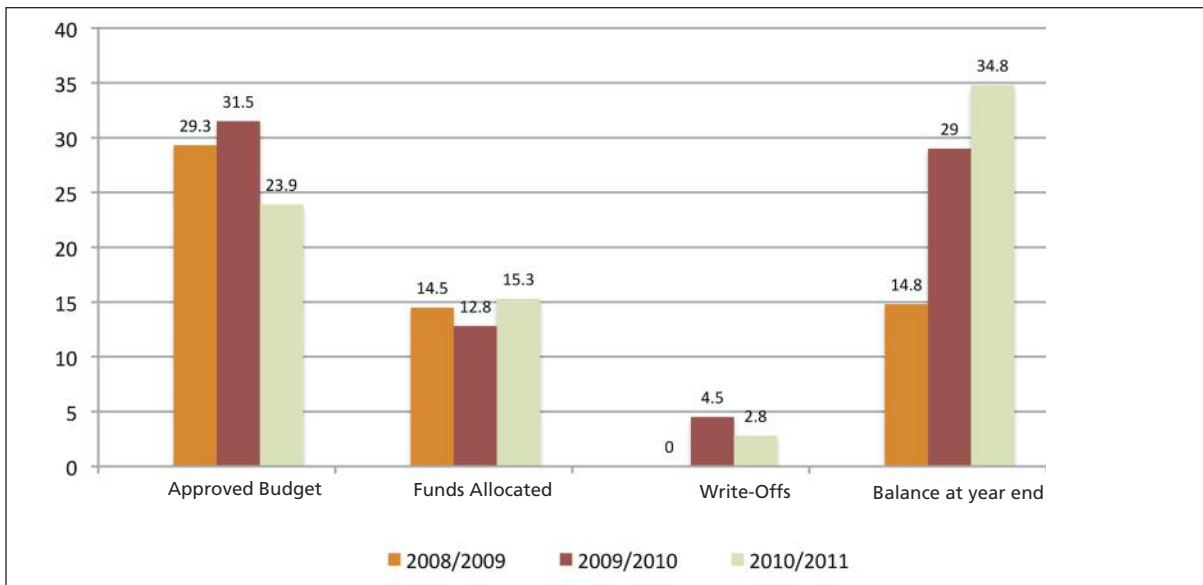


Figure 3: Status of Government Contributions to Open Campus at July 31, 2011 in BD\$M

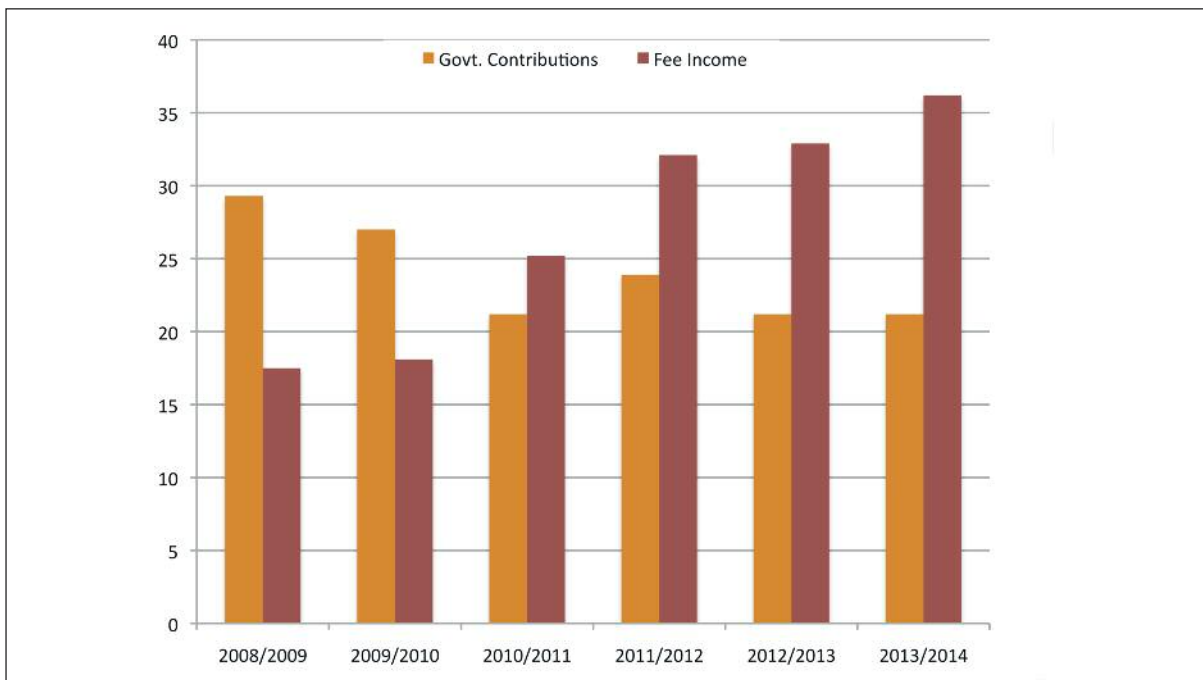


Figure 4: Government Contributions/Fee Income

Over the last three years and in the year of this report in particular, the Open Campus has sought ways of containing costs and realised savings from several measures that were implemented in this regard.

These include but were not limited to the following:

- all new appointments on hold except where absolutely necessary;
- restriction on temporary appointments;
- freezing of selected posts e.g., Heads of Sites in Anguilla, BVI and Bahamas; Head of IRU in Principal’s office, executive assistant to Principal;
- travel for business meetings approved by the Principal and supported by a comprehensive travel plan. Travel costs have been reduced by the increased use of technology for meetings e.g. tele-video conferencing, Blackboard Collaborate, Skype;
- multiple representation at University functions and reducing recognition ceremonies at Country Sites;
- conservation of energy by turning off electric lights, air conditioning and other equipment in offices before leaving at the end of the day;

- reduction in expenditure on long distance calls through Voice Over IP;
- closer monitoring of overtime assignments especially on weekends during which double pay applies in most jurisdictions;
- tight cash flow measures through the submission of monthly cash flow projections from all divisions.

The Open Campus also sought funding from agencies for several projects such as the redevelopment of physical facilities and technological infrastructure in the UWI-12 in particular, institutional strengthening and programming. Negotiations continue with both the Caribbean Development Bank (CDB) and the Canadian International Development Agency (CIDA) which accepted proposals from the Open Campus for projects.

In Jamaica, the Universal Access Fund approved funding for the Open Campus to upgrade the technological infrastructure in the majority of sites in rural Jamaica. Four sites were redeveloped through the use of this fund and required counterpart funding by Open Campus. A schedule for the redevelopment of other sites has been drawn up and work is in progress.



Current Open Campus sites in Jamaica

Benefactions

The OCCS benefited from the generosity of its communities in many ways. Some of the more tangible ways were:

- receiving a donation of USD15,000.00 from the Church of Jesus Christ of Latter Day Saints under an MOU for student scholarships and upgrade of equipment for Jamaican Sites;
- obtaining a donation of six computers from the Government of the Cayman Islands to the Open Campus. These computers would be put to use in the *PC Support and Maintenance* course;
- getting a donation of an LCD Projector to Open Campus St Kitts and Nevis from Alicia Yeates, a member of the UWIAA in New York;
- acquiring a donation of all of Caryl Phillips' literary works excluding his plays from a local lawyer and alumna of the UWI, who prefers to remain anonymous. Open Campus St Kitts and Nevis received this collection which includes his essays, several published commentaries about him and two framed photographs;
- receiving a donation of EC\$44,000.00 from the CDB to support the Alliouagana Festival of the Word in Montserrat;
- accepting a donation of books to Open Campus Montserrat from the Alma Jordan Library (St Augustine) and Alan Moss;
- collecting a grant of EC \$7,500.00 from First Caribbean International Bank, Antigua as sponsorship of the First Annual Rex Nettleford Memorial Lecture held in Antigua on 5 February 2011;
- support of the travel of Kenisha Thom-Selvon to the Biennial Inter-Campus Student Games in May by the sponsorship of Nicholls Baking Co. Inc. in Barbados, supported the Open Campus;
- bursaries and laptop computers to four Open Campus students in St Vincent & the Grenadines from the Mustique Charitable Trust;
- support of the Open Campus throughout the year by Divi Southwinds Barbados by sponsoring a lunch for the scholarship cruise, offering discounts on activities held there and a special rate for staff staying at the resort.



Donations

Four Open Campus students from St Vincent & the Grenadines receive laptop computers from the Mustique Charitable Trust.

5. Strengthening Regionality

The Open Campus continued to serve the University across the region by facilitating public lectures and visits by colleagues from sister campuses and hosting country conferences that presented papers and research reports by participants from across the region. Participation by Open Campus representatives on regional Boards and committees such as the Caribbean Knowledge and Learning Network (CKLN), the Caribbean Examinations Council (CXC), the OECS Tertiary Education Commission; the Association of Colleges and Tertiary Institutions (ACTI) among others, ensured continuing University involvement and participation in the discourse on education and other developmental issues in the Caribbean as well as leveraging contributions from across the entire University to provide support and expert help in areas required by countries served by UWI.

Partnerships

Partnerships forged by the Open Campus in the years of its formation continued to be strengthened and new relationships forged for mutual benefit. Collaboration on selected course development for the Open Education Resources repository continued with the Commonwealth of Learning (COL) and the Principal was made an Honorary Advisor of COL; the campus continued to work with Athabasca and the consortium of Canadian Universities to manage the CARICOM/Canadian Virtual University programme which is primarily a scholarship initiative for Caribbean students.

Partnership with UNICEF continued with a

focus on collaborating to establish the Open Campus as a centre of excellence and a children's observatory to collect and make available the findings of research on children in the region. Partnership with the OAS continued in the area of course development. The Open Campus also agreed to be a member of a consortium of agencies and institutions that would coordinate efforts to assist Caribbean countries in inclusive child-centred and gender-sensitive education reforms to bring their education systems into the 21st century. This consortium is coordinated by UNICEF and involves other agencies and organisations such as the OAS, CXC and USAID.

The Open Campus further cemented its relationship with the CXC through an agreement to offer training courses via its platform for secondary teachers in various subjects offered by CXC.

The Campus also continued as a member of the International Council of Distance Education (ICDE) and the Principal continued to represent the Open Campus on the Standing Conference of Presidents (ICDE/SCOP) and provided responses to various requests. Open Campus participated in selected activities organised by the Council.

Transforming the Administrative Culture and Process

As it approached the end of its fourth year of operation and prepared for another strategic planning session for the period 2013–2017, the Open Campus undertook a comprehensive review of all aspects of its operations and determined to implement a transformation and



. . . ensured continuing University involvement and participation in the discourse on education and other developmental issues in the Caribbean . . .

change programme to position itself more strategically for future success.

A change management exercise had not been possible at its inception when the various outreach sectors had been brought together to form the Open Campus and it was determined that the future survival of the Campus would depend upon the implementation of certain changes that would make it more efficient and better able to respond to the varying regional and international demands for its programmes and services.

The transformation and change programme commenced with leadership and staff workshops under the guidance of a facilitator and this effort which is implementing a broad-based staff engagement exercise is in progress.

The transformation and change programme will focus, among other things, on the business and

operational transformation of the campus. The former will involve a review and rationalisation of the core product suite – its programmes and services – in an effort to ensure that the Campus is responding appropriately to varying client needs.

The operational transformation will involve the review, streamlining and bolstering of the operational structures to ensure that the core business of the Campus is adequately supported.

The engagements with staff have led to several specific outcomes such as the affirmation of the core values of the Campus which are:

- | | |
|---------------------------|--------------------|
| 1. Student-centred | 2. Agile |
| 3. Accessible | 4. Enabling |

as well as the identification of the actions and behaviours that will demonstrate these values.

The Campus confirmed the identity of its key stakeholders and reaffirmed the importance of building effective customer relationships in all aspects of its operation as being critical to its survival. In addition, the following three strategic objectives that had been identified were refined and the rationale for each elaborated.

Strategic Option 1: Develop a consistent and effective approach to product management and rationalisation.

Rationale: This will allow the UWI Open Campus to make better product decisions, and to make more effective use of limited resources. This will lead to the integration of divisions that have functioned as silos thereby allowing the Open Campus to create balanced, articulated programmes. This will be supported by a clear integrated marketing strategy and improved customer relations framework.

Strategic Option 2: Expand the UWI Open Campus footprint.

Rationale: The UWI Open Campus will continue to expand and further develop its footprint first regionally and later globally to increase its competitiveness and overall contribution to the development of the region thus ensuring its overall viability. This will be done through products and services, including programmes offered through varying modalities.

To facilitate this growth, the Open Campus will seek improvements in its level of customer relations both internally and externally, ensuring that its products and services are of the highest quality and are delivered with a client centred focus. The Open Campus functions will also be continuously enhanced and strengthened and strategic alliances with its Alumni and other contributors from both private and public sectors as well as NGOs will be pursued and built.

Strategic Option 3: Promote and undertake research as a vehicle for Caribbean development especially within UWI-12.

Rationale: The Open Campus has responsibility for identifying the research requirements of the countries within its jurisdiction and facilitating the conduct of research in critical areas of need to impact the social, economic, political and cultural development in the region. Research conducted or facilitated by the Open Campus will exemplify its principles of collaboration with all relevant stakeholders. In addition to its social development outreach, research will be complemented by cultural enrichment and opportunities for intellectual engagement for local communities.

In the context of the continuing economic crisis in the region, the Open Campus identified core opportunities for revenue generation which will be focused in the Divisions of Academic Programming and Delivery (APAD), Open Campus Country Sites (OCCS) and the Consortium for Social Development and Research (CSDR). The focus is to build better synergies among these and to streamline their operations to allow for greater alignment that is necessary for the delivery of the required programmes and services demanded by Open Campus students and other stakeholders.

The proposed redesign takes into account all levels of the Open Campus and this is driven by what is fit for purpose. All Open Campus organisational structures have been reviewed as well as the processes in the organisational functions.

The transformation and change programme will continue with intense staff engagements for approximately three to six months and communication strategies that have been agreed to will continue to be implemented regularly as the Campus moves into the next strategic period.

Saluting Champions

The first recipient in the Open Campus of the Vice-Chancellor's Award for Excellence was Professor Julie Meeks. The Campus honoured Dame Pearlette Louisy, Governor-General of St Lucia, and Mr Alwyn Bully of Dominica at its 2011 Graduation. The Campus was pleased also to recognise the award of a Doctorate to the Head of OCCS, Dr Luz Longworth. In October the title of Professor was conferred upon Mr Edwin Brandon. During the year, the Principal was awarded the O.B.E. for educational leadership and services to education. The insignia was presented to her at a ceremony in St Lucia in October 2011.



▲ Professor Julie Meeks, recipient of the Vice-Chancellor's Award for Excellence 2011 for All-round excellence – Research & Public Service receives her award from UWI Vice-Chancellor Professor E. Nigel Harris.

- ▶ Principal and Pro Vice-Chancellor Professor Hazel Simmons-McDonald, and Governor-General of St Lucia, Her Excellency, Dame Pearlette Louisy share a light moment after receiving her O.B.E. in St Lucia.



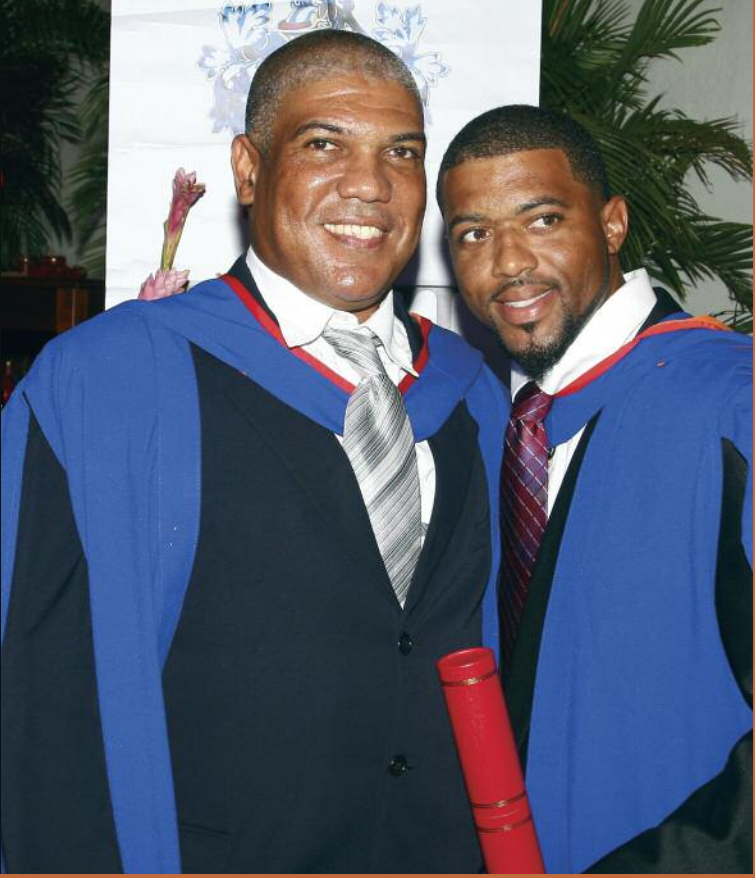
▲ Dr Louisy (left) was awarded an honorary degree of Doctor of Laws, *Honoris Causa*, and Dr Alwyn Bully was awarded an honorary degree of Doctor of Letters, *Honoris Causa*.



UWI Open Campus Graduates from the Caribbean

THE THIRD ANNUAL GRADUATION CEREMONY OF THE UWI OPEN CAMPUS WAS HELD IN ANTIGUA & BARBUDA. SIX HUNDRED AND TWENTY STUDENTS FROM AROUND THE CARIBBEAN WERE AWARDED CERTIFICATES, DIPLOMAS, ASSOCIATES, BACHELORS AND MASTERS DEGREES. 65 RECEIVED FIRST CLASS HONOURS IN UNDERGRADUATE DEGREES.



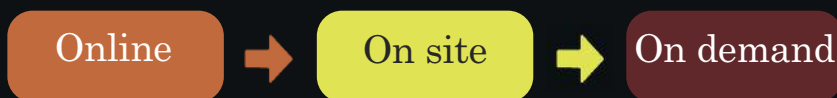




Priority Imperatives

— *for the* —

Open Campus



- Transforming of the operational structures of the Open Campus to ensure better fitness for purpose.
- Shaping a distinct Open Campus identity that focuses on excellent service to all stakeholders.
- Increasing products, programmes and courses and ensuring a high quality of product.
- Improving the delivery of programmes and courses and foster a culture of prompt and helpful response to students and other customers.
- Improving the quality of service across all Divisions, departments and units.
- Continuing to implement and improve quality assurance processes in all aspects of Open Campus endeavour.
- Using Open Campus Self-Study for accreditation and to guide the campus effort to improve its services across the jurisdiction.
- Increasing income-generating initiatives through higher enrolments and special projects.
- Continuing to build business model as a goal to achieve financial viability and sustainability that will result in less reliance on government contributions.
- Pursuing opportunities for research and facilitate or collaborate with colleagues on campuses and in countries to conduct needed research projects.
- Improving staff engagement and participation in the life of the Open Campus.

Open Campus Administrators



Professor E. Nigel Harris
Vice-Chancellor



Professor Hazel Simmons-McDonald
Principal & Pro Vice-Chancellor



Professor Vivienne Roberts
Deputy Principal



Mrs Karen Ford-Warner
Campus Registrar



Miss Sheryl Whitehall
Chief Financial Officer



Mrs Jasmine Babb
Human Resources Director



Dr Luz Longworth
Director, Open Campus
Country Sites



Dr Gary Hepburn
Director, Academic Program-
ming & Delivery



Mr Tommy Chen
Chief Information Officer



Miss Karen Lequay
Campus Librarian



Mr Lincoln Williams
Director, Consortium for
Social Development Develop-
ment & Research



Professor Ed Brandon
Senior Officer, Planning and
Innovation



Dr Christine Marrett, ERIC
Officer-in-Charge, Jamaica and
the Northern Caribbean



Dr Louis Whittington
Officer-in-Charge, ERIC, Barbados,
Eastern and Southern Caribbean

Heads of Open Campus Sites and Centres



Miss Gracelyn Cassell and Mrs Cheryl Sloley (oversight)
Anguilla



Mr Ian Benn
Antigua & Barbuda



Mr Earl Alfred
The Bahamas



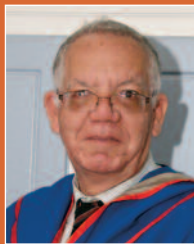
Dr Ian Austin
Barbados



Mrs Jane Bennett
Belize



Mrs Carla Johnson-Brown (oversight)
British Virgin Islands



Mr Robert Geofroy (Actg)
Cayman Islands



Dr Francis Severin
Dominica



Dr Curtis Jacobs
Grenada



Ms Vilma Clarke
Montego Bay, Jamaica



Mrs Gillian Glean-Walker
Eastern Region, Jamaica



Dr Jerome Miller-Vaz
Western Region, Jamaica



Miss Gracelyn Cassell
Montserrat



Mrs Susan Sarah Owen
St Kitts & Nevis



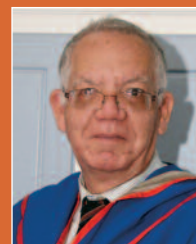
Mrs Veronica Simon
Saint Lucia



Mrs Deborah Dalrymple
St Vincent & The Grenadines



Mrs Joan Bobb-Dann
Trinidad & Tobago



Mr Robert Geofroy (oversight)
Turks & Caicos



Mr Lincoln Williams
Social Welfare Training Centre



Prof. Julie Meeks
CCDC (on sabbatical for 2011/2012)



Mrs Ceceile Minott (Actg)
CCDC (for 2011/2012)



Mr Donald Roberts
HLSTUEI



Dr Judith Soares
WAND

APPENDIX I

*Staff Matters 2010/2011***Resignations****Dr Dianne Thurab-Nkhosi**

Curriculum Development Specialist,
Graduate Programmes, resignation with
effect from 1 December 2010

Miss Simone Augier

Campus Registrar, resignation with
effect from 31 July 2011

Retirements**Miss Marva Phillips**

Head Hugh Lawson Shearer Trade Union
Education Institute, retirement with effect
from September 2010

Professor Stewart Marshall

Director Special Initiatives, Office of the
Pro Vice-Chancellor and Principal,
retirement with effect from 31 July 2011

New Appointments**Mrs Jennifer White-Clark**

Administrative Officer, Office of the Director
Open Campus Country Sites, appointment
with effect from 1 November 2010

Miss Imogene Williams

Administrative Officer, Social Welfare
Training Centre, appointment with effect
from 1 December 2010

Mr Donald Roberts

Head – Hugh Lawson Shearer Trade Union
Education Institute, appointment with effect
from 1 October 2011

Mrs Susan Sarah Owen

Head OCCS St Kitts and Nevis, appointment
with effect from 1 November 2010

Mr Renee Jones

Assistant Systems Engineer, Computing and
Technological Services Department, appointment
with effect from, 1 August 2010

Mr Ronald Marcano

Programme Officer, Programmes, appointment
with effect from 1 August 2010

Dr Gary Hepburn

Director, Academic Programming and Delivery
Division, appointment with effect from 11 April
2011

Dr Rohan Jowallah

Programme Coordinator, Graduate Programmes,
Academic Programming and Delivery Division,
appointment with effect from 1 June 2011

Miss Jo-Anne Granger

Senior Librarian, Open Campus Libraries,
appointment with effect from 1 January 2011

Temporary Appointments**Mrs Sandra Griffith-Carrington**

Temporary Marketing and Communications
Assistant, Office of the Deputy Principal,
appointment with effect from 1 August 2010

Dr Marguerita Alleyne-Whittington

Temporary Curriculum Development Specialist,
Pre-University and Professional Programmes,
Academic Programming and Delivery Division,
appointment with effect from 1 November 2010

Staff Matters 2010/2011

Miss Melissa Alleyne

Temporary Research Assistant, Institute for Research and Development Unit, The Office of the Pro Vice-Chancellor and Principal, appointment with effect from 2 February 2011

Mrs Florence Gilzene-Cheese

Temporary Curriculum Development Specialist, Academic Programming and Delivery Division, 1 August 2010

Dr Emily Dick-Forde

Head, Special Projects, Academic Programming and Delivery Division, 1 September 2010

Promotions

Dr Francis Severin

Head Open Campus Dominica, promotion to Senior Lecturer with effect from 1 August 2010

Miss Stephanie Hunte

Assistant Curriculum Development Specialist, Course Development Department, Academic Programming and Delivery Department, promotion to Level II / Lecturer level with effect from 1 August 2010

Miss Cerita Buchanan

Programme Officer, Social Welfare Training Centre, promotion to Lecturer Scale with effect from 1 October 2010

Dr Louis Whittington

Programme Officer/Officer-in Charge (Ag.), ERIIC, promotion to Senior Lecturer with effect from 1 August 2010

APPENDIX II

*Staff Publications & Papers***Lectures at Sites**

Reparations from Britain for Slavery, Native Genocide and Military Colonization by Professor Sir Hilary Beckles (Belize, November 2010).

Political Parties: Instruments of Development or Agents of Divisiveness by Dr Livingston Smith, UCCI (Cayman, November 2010).

The Instrumentalities of Democratic Governance under the Constitution of Dominica by Sir Brian Alleyne (Fifth Annual Dame Eugenia Charles Lecture, Dominica, November 2010).

Cursed with Freedom?: Haiti and the Politics of Emancipation by Professor Carolyn Cooper (Montserrat, January 2011).

'Is a African Ting': Cultural Politics in Jamaican Dancehall Music by Professor Carolyn Cooper (Anguilla, January, 2011)

The Rise, Decline and Fall of the Belize Economy before Independence 1800–1980 by Dr. Victor Bulmer-Thomas, University of London (Belize, January 2011).

Sir Frank Worrell and the Rise and Fall of West Indies Cricket by Professor Sir Hilary Beckles (St Kitts and Nevis, May 2011).

Islands Beyond Envy: Liberating Nation Language in the Caribbean by Professor Carolyn Cooper (2nd Annual Patricia Charles lecture, St Lucia, May 2011).

No Matter Where You Come From: Pan-Africanism in Caribbean Popular Culture by Professor Carolyn Cooper (St Vincent and the Grenadines, May 2011).

Management and responsibility: Redefining accountability for the contemporary Common-

wealth Caribbean corporation by Dr Derrick McKoy (July 2011, St Kitts and Nevis).

HLSTUEI workshops and other activities throughout Jamaica:

Round-Table Forum on “Whither the Trade Union Movement? Looking at the next decade” in tribute to Professor the Hon. Rex Nettleford, 7 February 2011.

Presentation by Danny Roberts at a SALISES 50/50 Seminar hosted by the Jamaica Employers’ Federation in collaboration with the University of the West Indies on ‘Mistrust – Confronting the Issue – the Key to Success,’ 16 February 2011.

Two-day Workshop on Pension & Social Protection Benefits in an Era of Crisis, 23–24 February 2011 at the HLSTUEI Classroom.

Two-day Delegates Training Initiative training course, Montego Bay, 9–10 March 2011 and again in Mandeville, 20–21 July 2011.

Social Networking Training Initiative for delegates and Trade Union Officers, 22–23 March 2011, and again 11–12 May 2011.

Panel Discussion on “The IMF, the Budget and the Worker”, Friday, 29 April 2011.

Four-day workshop on Professional Conduct and Protocols for the Workplace, 17–20 May 2011.

Two-day Conference on A Road Map for Trade Unions: Relevance and Sustainability, Mona Visitors’ Lodge & Conference Centre, 26–27 May 2011.

One-day training of trade union leaders on “The Making of Labour Laws”, in collaboration with FES, 28 July 2011.

Staff Publications & Papers

Publications by members of staff

Austin, I., Dottin, P. (2011). *Capacity Development for Education in Barbados in Anthology on Quality Higher Education*, edited by Hardik B.Vachhrajani, Jaipur, Shree Niwas Publications.

CCDC Baseline Study on the Promotion and Protection of the Rights of Children and Adolescents in Jamaica. Printed to CD-ROMs and shared with 160 partners to date.

Guerra, N.G., Williams, K.R., Meeks Gardner, J., Walker, I. (2010) Case study: The Kingston Youth Development Programme: An effective anti-violence intervention for inner-city youth. In: Serra Hoffman, Knox, L. and Cohen, R. (Eds.) *Youth Violence Prevention Around the World*. Praeger International Press.

Henry-Lee, A. & Meeks Gardner, J. (Eds.) (2010) *Promoting Child Rights Through Research* Vol. 2. Sir Arthur Lewis Institute of Social and Economic Studies, University of the West Indies: Kingston, pp. 183.

Meeks Gardner, J., Williams, K.R., Guerra, N.G., Walker, I. (2011) The Jamaica Youth Survey: Assessing core competencies and risk for aggression among Jamaican youth. *Caribbean Quarterly*, 47 (1): 35–53.

Phillips, Marva (2010). Pearl McCatty: Service above self – a brief on a quiet union woman. *MaComère* 12 (2).

Phillips, Marva, Danny Roberts & Lauren Marsh (2011). Gender and Trade Union Development: A situational analysis of Jamaica, *Social and Economic Studies*, 60 (2): 145–166.

Rapetti, E and Marshall, S. (2010). Observing ICTs in learners' experiences around the world. *QWERTY*, 5 (2), 61–88.

Richards, G., Marshall, S., Elias, T., Quirk, D., Ives, C. & Siemens, G. Developing University Courses with OERs. In *Proceedings of World Conference on Educational Multimedia, Hypermedia and Telecommunications 2010* (pp. 1069–1073). Chesapeake, VA: AACE.

Roberts, Vivienne (2010). Opening Doors to Bachelor's Degrees: Partnerships in the Caribbean and the United States. *Journal of the New Comprehensive College*, 2 (1): 27–34.

Soares, Judith and Cecelia Batson-Rollock, (2010) *Rethinking Patriarchy in a Rural Context*, Barbados: Women and Development Unit, (mimeo).

Taylor, Wallace J., Marshall, Stewart and Shahram Amiri (2010) The e-evolution of the i-society in the delivery of e-government *AI and Society* 25 (3) 359–368.

Thomas J., Lipps, G. (2011). Subjective well-being of adults with homozygous sickle cell disease in Jamaica. *West Indian Medical Journal*, 60: 181–87.

Professor Stewart Marshall, in collaboration with Wal Taylor, edited four more issues of the on-line journal, *Ijedit*.

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Campbell, M. "Participation in the YMCA Programme predicted youth aggression". Social Welfare Training Centre, 17 December 2010.

Cassell, Gracelyn. "Libraries and Disasters in the Caribbean: Response and Recovery. The Role of Libraries and Archives in Disaster Preparedness, Response and Research". ACURIL. May 30–June 3, 2011. Tampa, Florida.

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Hickling, Daniella and Marlene Saunders-Sobers. "Student Support in Action: Improving the University Student Experience". Higher Education Research and Development Society of Australasia Conference, Gold Coast, Queensland, Australia, 4–7 July 2011.

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APPENDIX II (cont'd)

Staff Publications & Papers

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Meeks Gardner, J. “Social Literacy Training: Examples from Jamaica”. Presentation with K. Dodge, N. Guerra: How to develop behavioral skills for the labor market. HDN Forum, World Bank, Washington, D.C., USA. February 28–March 2, 2011.

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Roberts, Danny. “Doing Business: Structural Change and Labour Force Adjustment – Examples from across the Caribbean”. Prepared for the Caribbean Development Bank/International Labour Organisation, Labour Market Symposium, in Barbados, 25–26 January 2011.

Sawyers, K. “Flood, hurricanes, fires and storms. A look at disaster preparedness at the University of the West Indies Open Campus

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Simmons-McDonald, Hazel. “The transformative role of teachers in Caribbean Development”. Keynote address – Caribbean Union of Teachers Conference. Accra Beach Hotel, 9 August 2011.

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APPENDIX II (cont'd)

Staff Publications & Papers

Caribbean Governments/UNICEF End Cycle and Multi-Country Programme Action Plan 2012–2016 Meeting – “Equity: Ensuring the Rights of All Caribbean Children”. At Accra Beach Hotel, Barbados, 10 November 2011.

Simmons-McDonald, Hazel. “Education for capacity building and regional sustainability”. Education the Gateway series of lectures, Community College, St. Vincent, 24 November 2011.

Thomas, J. “The Research Process”. Caribbean Child Research Conference Teacher and Student Workshop on Research in Child Rights, UWI Mona, 20 April 2011.

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Thomas, J. “Essay Writing and Presentation Skills”. Presented to primary school teachers and students at the Preconference Activity for the Caribbean Child Research Conference, UWI Mona, 26 May 2011.

Thomas J., Wright A, Meeks Gardner J., Simon V, Hicks A., Babb J & Boaf K. “HIV Stigma and School Outcomes in Guyana”. Consortium for Social Development and Research Teleconference, 21 June 2011.

Thomas J., Meeks Gardner J., Guerra N., Williams K. & Walker I. “Participation in the YMCA programme predicted youth aggression”. Caribbean Child Research Conference, Kingston, Jamaica. 20–21 October 2010.

Thomas J., Meeks Gardner J. & Wright A. “Children infected and affected by HIV: school experi-

ences and stigma and discrimination”. Caribbean Child Research Conference, Kingston, Jamaica. 20–21 October 2010.

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Williams, L. “Building Bridges towards Caribbean Integration and Social Development – Why are Jamaican Youth so Normal?” 10th Biennial Conference of Caribbean and International Social Work Educators, 11–15 July 2011, Fort de France, Martinique.

Williams, L. “Young People, Crime and Violence in Jamaica”. Young People and Violence 2010, 9 September 2010, Brunel University West, Uxbridge Campus.

Williams, L. “Preparing Unattached Youths for the Labour Market”. ACTI 2010 Conference, 17–19 November 2010, British Virgin Islands.

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APPENDIX III

*Student Statistics 2010/2011***Table 1:** Student numbers by Centre 2007/2011 in continuing education programmes*

Centre	2007/2008	2008/2009	2009/2010	2010/2011
UWI-12 Countries				
Anguilla	12	0	0	24
Antigua & Barbuda	29	13	46	43
Bahamas	8	100	23	0
Belize	102	87	385	504
British Virgin Islands	26	40	78	75
Cayman Islands	0	30	51	86
Dominica	6	30	108	75
Grenada	79	0	9	9
Montserrat	44	166	225	51
St Kitts & Nevis	83	150	146	112
St Lucia	571	650	698	975
St Vincent and the Grenadines	24	17	95	50
Total UWI-12	984	1,283	1,855	2,004
UWI Main Campus Countries				
Barbados	850	789	660	809
Jamaica	3,636	3,900	5,331	4,974
Trinidad and Tobago	12,349	14,972	11,800	11,369
Total Campus Countries	16,835	19,661	17,791	17,152
Grand Total	17,819	20,944	19,655	19,156

* Figures for 2007/2008 include, while those for later years do not, students taking Associate Degrees. The figure for Trinidad in 2008/2009 has been corrected.

*Student Statistics 2010/2011***Table 2:** Associate of Science (ASc) Degree Enrolment 2007/2011

Programme	2007/2008	2008/2009	2009/2010	2010/2011
ASc Admin Professional Office Management	135	114	106	101
ASc Business Management	440	261	330	285
ASc Paralegal Studies	241	139	168	188
ASc Public Sector Management	60	36	27	13
ASc Social Work	–	–	69	15
Total	876	550	700	741

Table 3: Enrolment in all on-line/blended programmes 2010/2011

Programmes	Enrolment
ASc in Administrative Professional Office Management	101
ASc in Business Management	285
ASc in Paralegal Studies	188
ASc in Public Sector Management	13
ASc in Social Work	154
BEd Educational Administration	51
BEd Educational Leadership & Management (Major)	101
BEd Educational Leadership & Management (Special)	67
BEd Literacy Studies	21
BEd Literacy Studies Model A	394
BEd Primary Education	274
BEd Secondary Chemistry Education (A)	4
BEd Secondary Chemistry Education (B)	3
BEd Secondary Computer Science Education (A)	10
BEd Secondary Computer Science Education (B)	7
BEd Secondary English/Literature Education (A)	85
BEd Secondary English/Literature Education (B)	49
BEd Secondary History Education (A)	20
BEd Secondary History Education (B)	4
BEd Secondary Maths Education (A)	118
BEd Secondary Maths Education (B)	48
BEd Secondary Spanish Education	19
BEd The Teaching of Primary School Mathematics and Science	40
BSc Accounting	428
BSc Agribusiness Management	10
BSc Banking & Finance	21

Table 3 continues

APPENDIX III (cont'd)

*Student Statistics 2010/2011***Table 3:** Enrolment in all on-line/blended programmes 2010/2011 (cont'd)

Programmes	Enrolment
BSc Banking and Finance (Compliance and Corporate Governance Minor)	1
BSc Banking and Finance (Law for Banking and Finance Minor)	1
BSc Banking and Finance (Special) – ECIB	6
BSc Economics	28
BSc Management Studies	2,778
BSc Management Studies (Economics Minor)	108
BSc Management Studies (Major)	132
BSc Nursing – Post RN	10
BSc Banking and Finance (Special)	107
Certificate in Criminology	17
Certificate in Entrepreneurship	13
Certificate in Entrepreneurship (Original)	11
Certificate in Human Resource Management	27
Certificate in Human Resource Management (Tier 1)	1
Certificate in Public Administration	3
Certificate in Tourism and Hospitality Management in the Caribbean	19
Cross Campus	71
Dip in Gender & Development Studies	13
Dip in Public Sector Administration	23
Dip in Social Services	41
Graduate Diploma in Instructional Design	27
M.Ed. in Literacy Instruction	124
Masters in Adult and Continuing Education	70
Post Graduate Diploma in Adult and Continuing Education	1
Post Graduate Diploma in Literacy Instruction	4
Specially Admitted Programme	30
Grand Total	6,181

*Student Statistics 2010/2011***Table 4:** On-line and blended registrations by country 2010/2011

UWI-12 Countries	Enrolment
Anguilla	101
Antigua	219
Bahamas	68
Belize	159
British Virgin Islands	63
Cayman Islands	35
Dominica	343
Grenada	390
Montserrat	73
St Kitts and Nevis	172
St Lucia	530
St Vincent	297
Turks and Caicos	7
Total UWI-12	2,457
UWI Main Campus Countries	Enrolment
Barbados	187
Jamaica	1,499
Trinidad and Tobago	2,038
Total Campus countries	3,724
Grand Total	6,181

*Student Statistics 2010/2011***Table 5:** Graduates by site 2010/2011

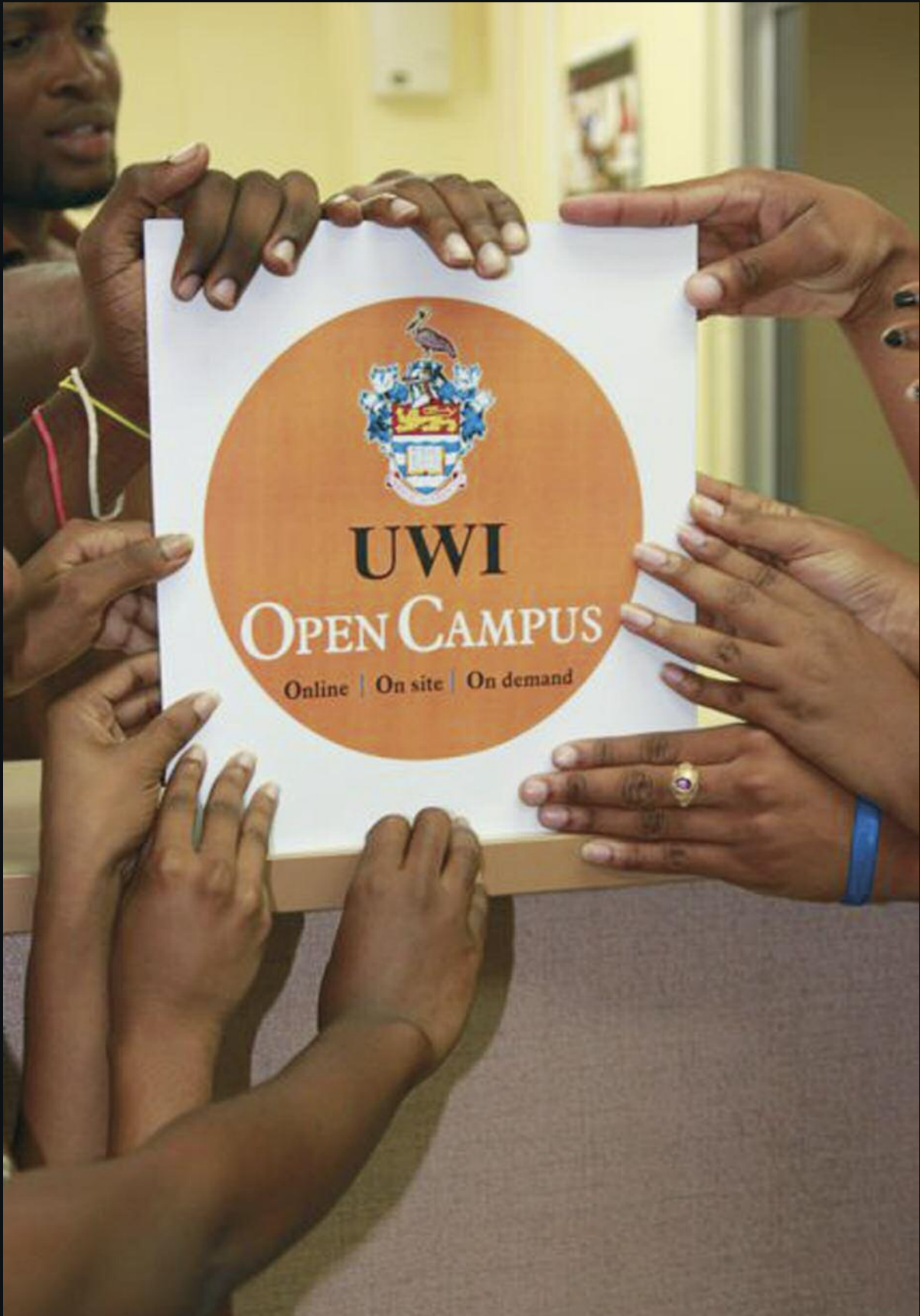
Country	Graduates
Anguilla	7
Antigua and Barbuda	27
Bahamas	5
Barbados	28
Belize	17
British Virgin Islands	3
Cayman Islands	1
Dominica	27
Grenada	79
Jamaica	149
Montserrat	3
St Kitts and Nevis	14
St Lucia	54
St Vincent and the Grenadines	26
Trinidad and Tobago	179
Turks and Caicos	1
Total	620

Table 6: Graduates by level of Award

Awards	Graduates	Per cent
First Class Honours	65	10.96
Upper Second Class Honours	165	27.82
Lower Second Class Honours	265	44.69
Pass	123	20.74
Distinction (ASc.)	2	0.34
Total	620	100.00

*Student Statistics 2010/2011***Table 7:** Students in franchised programmes

Institution	Programme	Campus	Total number of students
Antigua State College	FHE Level I	Cave Hill	4
Antigua State College	FPAS	Cave Hill	10
Antigua State College	FSS	Cave Hill	99
Antigua State College	Grad Dip in Education	Cave Hill	13
Brown's Town Community College	BSc Nursing	Mona	112
CFBC	FSS	St Augustine	5
Dominica State College	Grad Dip in Education	Cave Hill	10
Excelsior Community College	BSc Nursing	Mona	188
HLSCC	BEd	Cave Hill	20
Jamaica Constabulary Staff College	BSc Public Admin.	Mona	25
Knox Community College	BSc Nursing	Mona	76
MIND	BSc Public Admin.	Mona	51
MIND	CPA	Mona	5
Moneague College	BSc Social Work	Mona	11
SVGCC	BEd	Cave Hill	6
SALCC	FHE	St Augustine	14
SALCC	FSS	St Augustine	26
SALCC	BEd	Cave Hill	32
Total			675



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