



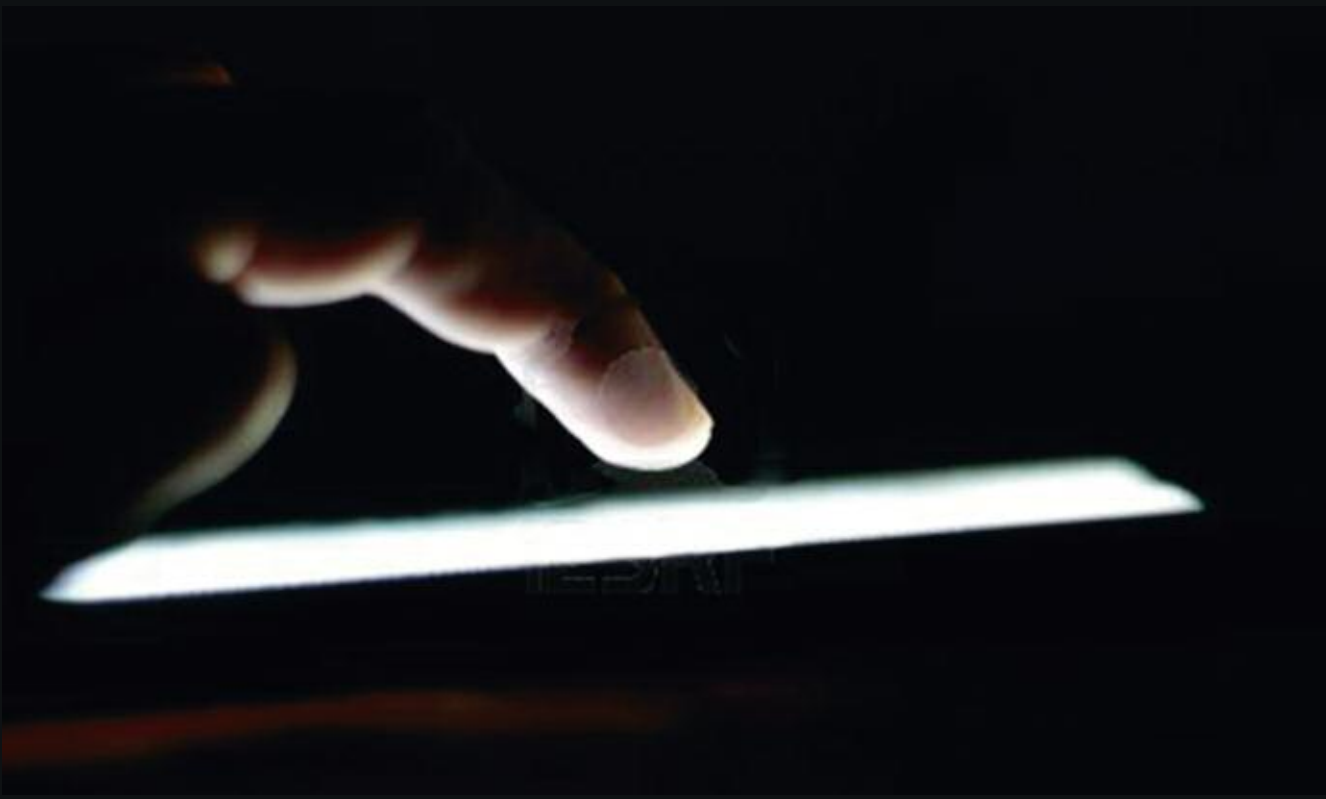
THE UNIVERSITY OF THE WEST INDIES

Open Campus

STUDENT-CENTRED | AGILE | ACCESSIBLE | ENABLING

2011/2012

Annual Report





THE UNIVERSITY OF THE WEST INDIES

Open Campus

Annual Report 2011/2012



STUDENT-CENTRED | AGILE | ACCESSIBLE | ENABLING

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

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UWI MISSION

To advance education and create knowledge through excellence in teaching, research, innovation, public service, intellectual leadership and outreach in order to support the (social, economic, political, cultural and environmental) development of the region and beyond.

UWI VISION

By 2017, the University will be globally recognised as a regionally integrated, innovative and internationally competitive university deeply rooted in all aspects of Caribbean development and committed to serving the diverse people of the region and beyond.

UWI CORE VALUES

Integrity, Intellectual Freedom,
Excellence, Civic Responsibility,
Accessibility, Diversity and Equity

A CAMPUS FOR THE TIMES . . .

A CAMPUS FOR THE FUTURE

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UWI OPEN CAMPUS

Guiding Principles *and* Core Values

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

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

Core Values

- ▶ Student-centred
- ▶ Agile
- ▶ Accessible
- ▶ Enabling

Our OCCS have provided essential services in the respective countries and many have been able to expand the range of services despite the shortfall in financial support from contributing governments.

Overview

FOUR YEARS AFTER THE OPEN CAMPUS opened its doors, we undertook a comprehensive review of its operations. As we approached the end of the 2007–2012 Strategic Plan period it was important for us to assess the performance of the Campus against the aims and objectives that had been set for it in that plan. It was also important for us to gather as a community to reflect, reconnect and collectively visualize the future we wished for our campus. While it is true that the elation we had experienced during our first campus retreat in 2009 had subsided somewhat in the face of having to deal with the harsh reality of a regional economic downturn, we were nevertheless buoyed by the impact that our campus was already having on the lives of those particularly in underserved communities. We have remained resolute in our determination to forge ahead with improving the quality of services and OC products and we have made strides in this regard.

We ended the year with optimism, having received assurance from CIDA that our grant proposal was being given attention. We invested many hours working with the team to reshape the document so they would conform to the changed format required by the new CIDA administration. We were encouraged that our undergraduate student online enrolment had increased at a steady 6% annually during the first four years and new postgraduate programmes had attracted over six hundred students in a semester at the first offering. With the restructuring of the Academic Programming and Delivery Division completed we began to see a steady increase in the production of online courses. We gratefully accepted the support given by the UAF in Jamaica which allowed us to begin the much needed upgrading of the technological infrastructure of our sites there. We also began to explore avenues for redeveloping our sites in the OECS and we expect this project to

OPEN CAMPUS

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get underway on a phased basis with support from funding agencies as well as our initiative to pursue other funding options for these developments. We received considerable gifts of land from the Grenada and Trinidad and Tobago Governments which will allow us to further develop our enterprise in these countries.

Our OCCS have provided essential services in the respective countries and many have been able to expand the range of services despite the shortfall in financial support from contributing governments. The CSDR departments increased the scope of community research and were able to partner with international agencies as well as attract funding for research projects. We completed the very important task of preparing a self-study in preparation for an accreditation assessment and have gone through this exercise in just four years after inception. We have learned much from that self assessment which has enabled us to identify the actions we must take to address areas that require improvement.

Our efforts to improve staff engagement and build morale continue and we are poised to build further in the next five years. Better times are ahead.

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

We have remained resolute in our determination to forge ahead with improving the quality of services and Open Campus products and we have made strides in this regard.



PUS

1. Teaching and Learning



- ▶ One of the goals we gave much thought to during the year was that of repurposing for online delivery some of the courses of excellent quality that have been developed by the Open Campus Country Sites (OCCS) so that they will be more widely available. Some sites have a wealth of courses that will be made available to other sites with fewer courses, as soon as they have gone through the normal quality review processes.



Teaching

As a campus which offers programmes in various modalities, we continued to work on improving the delivery of our online, blended and face-to-face programmes. The Academic Programming and Delivery Division (APAD) was able to focus on increasing its production of online courses and programmes and to train the coordinators and e-tutors who interact with our students. We increased the number of our Learning Support Specialists and Course Delivery Assistants who regularly scan the system to ensure that our students are receiving support from their tutors. We continued to emphasise and strive towards improvement in the quality of service given to our students.

One of the goals we gave much thought to during the year was that of repurposing for online delivery some of the courses of excellent quality that have been developed by the Open Campus

Country Sites (OCCS) so that they will be more widely available. Some sites have a wealth of courses that will be made available to other sites with fewer courses, as soon as they have gone through the normal quality review processes. Central development and review of all courseware make available to OCCS a wider pool from which they can select for delivery based on demands in respective locations.

The OCCS offered new face-to-face courses as well as reaching out to organisations by offering custom-made training courses, workshops and seminars. With the strength of the UWI brand, organizations feel confident that these programmes offered by the Open Campus will serve their workforce well and have immediate practical results. Hence, at several sites there was an increased demand for the offer of workforce development programmes as the financial crisis encouraged businesses and individuals to improve training prospects and re-tool.

Trinidad and Tobago

The Trinidad and Tobago sites again tipped the 8,000 student number scale. For the period under review the sites offered numerous face-to-face (F2F) programmes at various levels; Further Education, Continuing Programmes, Externals and Pre University (CAPE, Pre-Science, Pre-Engineering, and Pre-Health.

During the months of July and August applications increased from 481 to 985 representing a 100 per cent increase over the period. The Continuing Programmes maintain their dominance in the portfolio of offerings at OCCS Trinidad and Tobago (OCCSTT). An increase over last year, 62 per cent, of the OCCSTT's student population was located in these skills based courses.

Jamaica

The sites of the Jamaica Western Region through the offering of *short developmental and professional courses* generated sufficient income to offset day to day expenses of the sites. Of note, is the fact that the Montego Bay site reported a 125 per cent increase in enrolment over the previous year for local certificate programmes.

The Brown's Town Site also delivered six different 10 week professional courses:

- Capacity Building Training for Fisher-folk (Junction)
- Supervisory Management Certificate (Ocho Rios Site)
- Capacity Building Training for Fisher-folk in St. Mary (Ocho Rios Site)
- Supervisory Management (Savanna-La-Mar)
- Marketing and Sales (Savanna-La-Mar)
- Events Management (Savanna-La-Mar)

The following include but are not limited to the number of courses and workshop topics offered through the OCCS:

St. Kitts and Nevis

- Supervisory Management
- Business Communications
- Events Management and Customer Service.

St. Vincent and the Grenadines

- Certificate in Music Theory I and Certificate in Theatre Arts
- Understanding Music Theory and Practice & Theatre Arts (SVG)
- Care Givers: Caring for Vulnerable Persons (SVG)
- Pre-Nursing (SVG)
- Advanced Counselling Skills: Working with the Adolescent (SVG).

Belize

Workshops were conducted in the following:

- New Teacher Appraisal System
- Motivational Speech
- Professionalism and Confidentiality in the Workplace
- Leadership, Roles and Responsibilities
- Strategies for Critical Thinking.

Antigua and Barbuda

- Supervisory Management Supervisory Management
- Human Resource Management and French for CXC
- Workshops were also conducted on Grant Proposal Writing and Accounting & Financial Management for NGOs.

St. Lucia

- Advanced Events Management
- Introduction to Events Management



The Learning Experience



- CISCO IT Essentials
- Supervisory Management
- Introduction to Customer Service
- Effective Public Speaking and Presentation Skills.

British Virgin Islands

- Certificate in Community Policing

Cayman Islands

- PC Support and Maintenance

APAD, in collaboration with the Caribbean Child Development Centre (CCDC) also contributed significantly to teaching and learning through the development of the Bachelors in Education degree programme in Early Childhood Develop-

ment and Family Studies for online delivery. The Child Rights course, which was developed by CCDC, will be offered as a core course for this degree programme.

Of equal note is the role played by The Social Welfare Training centre (SWTC) which continued its tradition of offering quality continuing education programmes. In this regard the following courses were offered.

- Diploma in Social Service
- Associate of Science Degree in Social Work
- Certificate in Social Service (CSS)
- Principles and Practice of Social Work (four months).

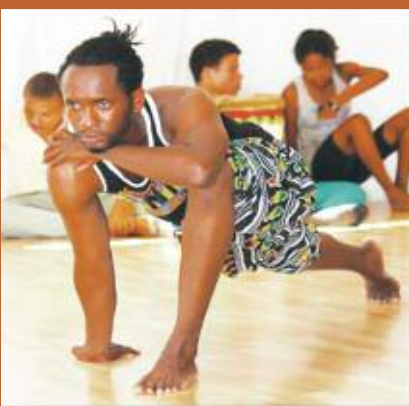
Table 1: Enrolment in SWTC Continuing Education Programmes, 2011–2012

Programme	Semester I	Semester II	Summer	Total
Certificate in Social Service	5	0	0	5
Associate in Social Work	44	43	13	100
Diploma in Social Service	21	21	5	47
Principles and Practice of Social Work	36	–	–	36
Total	106	64	18	188





» enhancing the student experience



New Programmes

The Academic Programming and Development Division (APAD) developed and delivered a number of new online programmes. Similarly, the Open Campus Country Sites (OCCS) and the Consortium for Social Development Research (CSDR) also presented a wide slate of professional development courses.

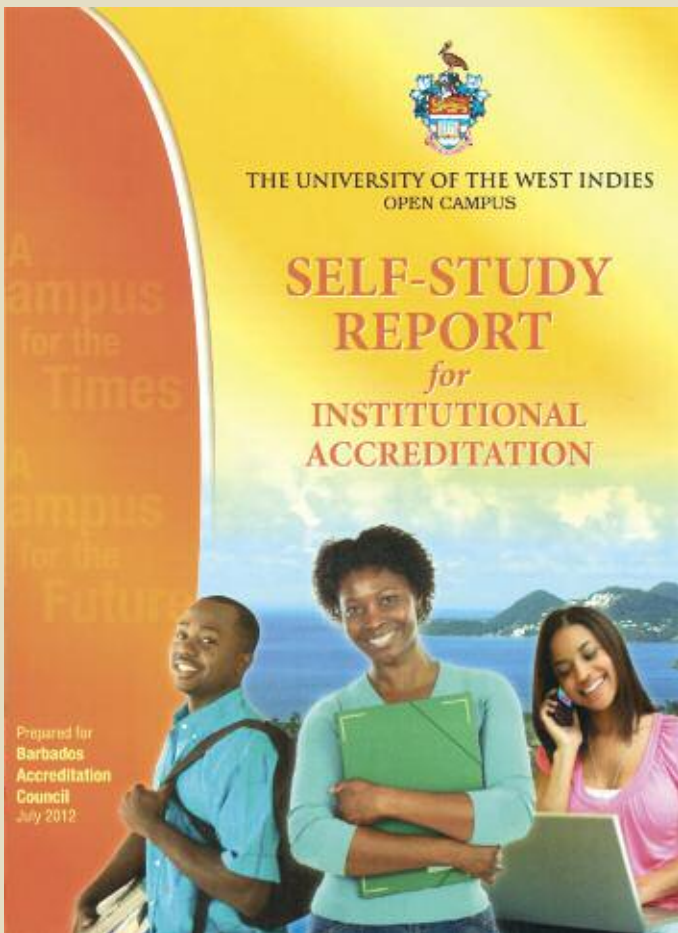
One of the goals of APAD is to develop and deliver a wide cross section of programmes which will contribute financially to the Open Campus and create new options for students throughout the region. In this regard, three new programmes were developed and the first intake began in September, 2012. These are:

- Early Childhood Development and Family Studies; (Certificate, Diploma and Bachelors)
- Youth Development Work (Diploma and Bachelors); and
- Masters in English Language

In addition, the Diploma Health and Family Life Education Instruction programme has been authorized by the Board of Undergraduate Studies (BUS) and the development of the related courses is ongoing.

Each of these programmes is expected to address important regional needs as well as to contribute to the financial viability of the Open Campus. Features of the programme designs, such as ladder certificate, diploma and Bachelors programmes, are implementations of the ways in which APAD is addressing the special needs of the Open Campus students. It is important that we offer our students flexible programming pathways that allow them to balance their desire for education with other priorities in their lives, such as work and family.





Quality Assurance

The UWI Open Campus, led ably by Quality Assurance Officer, Pamela Dottin, and the various committee members worked assiduously to complete the accreditation self-study report, and they did so on schedule and met the deadline for submission to the Barbados Accreditation Council.

As part of the accreditation process a number of Open Campus Country sites were visited and various staff members from across the Campus interviewed. The sites visited were Open Campus Antigua and Barbuda, Barbados, St. Lucia, and selected sites of the Jamaica Eastern Region and Trinidad & Tobago. In preparation for the evaluators' visits the OCCS staff ensured that all requested documents were readily available. The staff of the Open Campus must therefore be commended for their hard work towards the close of the Academic Year 2011–2012 in preparation for the accreditation visits. The self-report was completed and submitted to the Barbados Accreditation Council on August 12, 2012

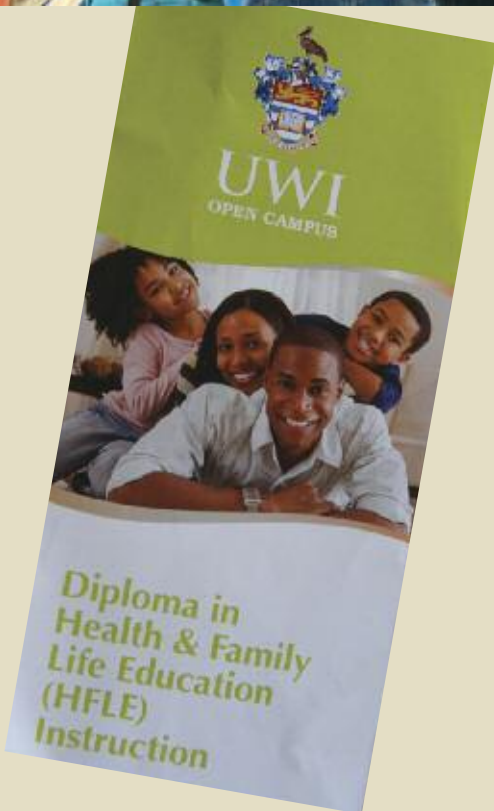
In keeping with the Open Campus' desire to deliver programmes of quality and relevance, a number of programme evaluations were conducted during the period under review. These included the evaluation of certificate, associate degree and undergraduate programmes. Of these, eleven (11) associate degrees and two (2) undergraduate programs were delivered by the OCCS (Trinidad and Tobago, Antigua and St. Lucia) and APAD.

The following are programmes which were evaluated.

Certificates

- Human Resource Management (Trinidad and Tobago)

Each of these programmes is expected to address important regional needs as well as to contribute to the financial viability of the Open Campus.



- Health Safety and Environmental Management (Trinidad and Tobago)
- English for Business Communications (Antigua)
- Advanced Excel (Antigua)
- Supervisory Management (St. Lucia)
- Theatre Arts Education (St. Lucia)

Associate Degrees

- Business Management (APAD)
- Paralegal Studies (APAD)

Undergraduate Degree

- B.Sc. Management Studies (APAD)

The Open Campus continues to strive for excellence in the sphere of teaching and learning and therefore continues to monitor and evaluate its courses and programmes regularly, to ensure quality programming.

Infrastructure

As a result of United Access Fund (UAF) funding new permanent sites emerged in Jamaica Eastern and Western Regions and major site improvements were undertaken during the Academic Year 2011–2012.

On August 2, 2011 the Open Campus Port Antonio opened its doors to its students and the public at its new location, on the first floor of Ramtulla Super Centre, at 34A Folly Road, Port Antonio. The relocation of the Port Antonio Site (part of Jamaica Eastern Region) has resulted in improved service to students and significant growth in student numbers. One Port Antonio student commented on the improvements thus:

“... The computer lab and information technology facilities at the site are now second to none. I proudly say that UWI Open Campus has the best equipped facility in the north eastern end of the





island. The environment is captivating and very conducive to learning . . . the University along with its partners have totally transformed the UWI Open Campus, Port Antonio”.

Further to the approval of the plans to relocate the Open Campus Denbigh Site to the Omni Plaza, Manchester Avenue, May Pen, renovation work began in May 2012 at the new location under the close supervision of Mrs. Paulette Ferguson, Site Coordinator, assisted by Mr. Leonard Granston, Site Technician assigned to the Open Campus Denbigh, Mandeville and Vere Sites.



Another success story was the relocation of the Open Campus site from the Brown’s Town Community College in December 2011, to Burlington Point. The site is now equipped with three IP phones, where contact can now be made with other sites both within and outside Jamaica. There are 17 new computers and 6 laptops and a newly furnished and equipped video conferencing room. The new look of the site has given students that sense of pride in being a part of an impressive institution. The new furniture, lab and aesthetics of the site have attracted many positive comments from visitors, students, and staff.

Funding from the UAF made it possible for the site to move to the larger facilities where two classrooms were erected. The classrooms can accommodate approximately 25 students each. For the first time the Brown’s Town Site was able to offer six different 10 weeks professional courses running concurrently, utilizing the bigger spaces.

In addition, a new site in Lititz started operating with an administrative presence, as a satellite of Ocho Rios, in February 2012. This development was facilitated through the energetic leadership of the Site Head, Dr. Jerome Miller-Vaz.



Overall, the many the many Site improvements have benefited significantly the Open Campus staff and its stakeholders. Such improvements include but are not limited to the following.

- Expanded and significantly improved tele-conference facilities with videoconferencing capability.
- A fully functional and up-to-date IT Lab allowing for classes in IT subjects.
- Space and technical facilities available for students and the public to utilize online research.
- Major upgrade of technical facilities for staff.
- Increased staff to better manage students' needs, and
- Improved interaction with lecturers and staff.

Trinidad, St. Augustine Site

Heads and Site Coordinators attempted to develop the sites incrementally. Facilities improvement at OCCSTT is illustrative of the types of projects undertaken at the OCCS which included:

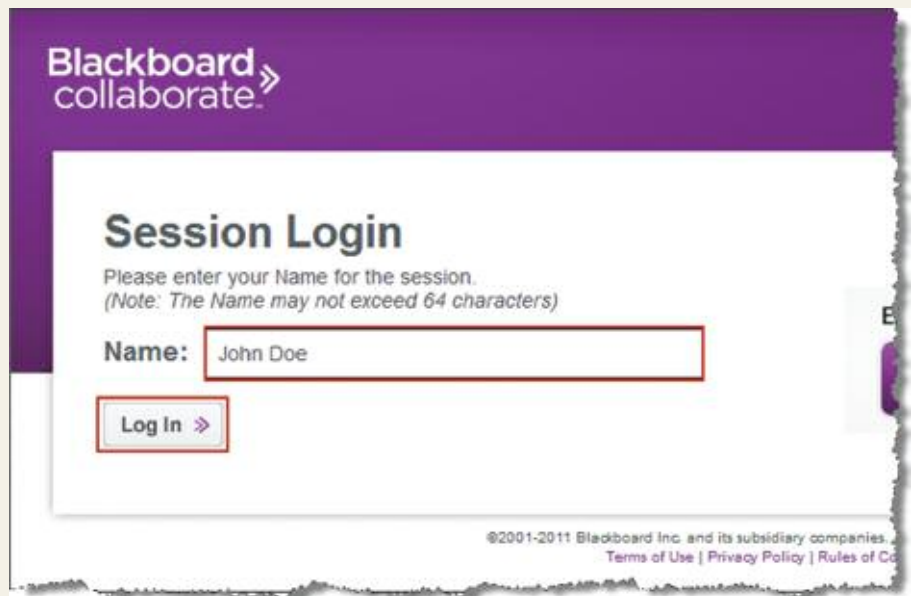
1. Tiling of the Examination Office at the St Augustine site;
2. Repainting of the wall at St Augustine site;
3. Painting of the offices at the St Augustine site;
4. Paving of the St Augustine Car Park;
5. Altering the paved walkway in front of the Alpha East in order to alleviate flooding;
6. Implementing a drop ceiling in the Facilities and Registration Department at the St. Augustine Site.

Technological

Major developments were undertaken to improve the existing technological infrastructure, which included a comprehensive Enterprise Resource Planning project (ERP). Through the ERP Project the Open Campus will realize improved efficiencies and services. Further, the ERP represents a comprehensive upgrading of the student management system to provide a supportive platform for the entire Open Campus population, support for financial records; integration of administrative systems; support and provision for the University's Single Virtual University Space (SVUS). Moreover, The Open Campus, recognizing the lack of alignment and integration among and within various divisions and departments, has initiated the ERP project with a view of enhancing other critical services which include but are not restricted to laddered programming; Prior Learning Assessment and Recognition (PLAR); rolling applications and counselling and advisory student services;

The ERP will facilitate a shift from manual operations that can be accommodated through the use of technology. In this regard, the ERP will allow for the automation of best practice business processes which span the major functional areas of the Campus. These include the Registry, Human Resources, the Academic Programming and Delivery Division, the Open Campus Country Sites, Marketing and Library. The introduction of the ERP will facilitate effective, efficient and timely delivery of services to students and other stake holders in a competitive environment.

Equally important are the technological upgrades to both Blackboard Collaborate and Moodle, which have primarily benefited students in the online programmes. The Learning Exchange was upgraded from Moodle version 1.8 to Moodle version 2.0 to facilitate. Further, the Elluminate Live version 10 was upgraded to Blackboard Collaborate version 11 with a much cleaner and friendlier user interface. In preparation for the change the Training Coordinator developed and trained staff and students on the new version which facilitated its use in September 2012.



To improve overall efficiency improvements were also made to the Open Campus Management System (OCMS). In this regard the OCMS admissions process was modified in June 2012 to include conditional offers for applicants who did not submit supporting documents. Additionally, exams processes, GPA calculation and graduation processes were implemented as well as the development of a tuition fee schedule to improve the process of assigning fees to courses in the Open Campus Management System (OCMS).

Alumni and Student Guild

Two major efforts were made to re-invigorate the local alumni association in St. Lucia. The first was the hosting of a visit by Chancellor Sir George Alleyne in February 2012, during which time he met with alumni and laid the foundation for a grand alumni re-union and the re-launching of the local chapter of the UWI Alumni Association (UWIAA). This took place subsequently in June 2012, under the patronage of Her Excellency the Governor General Dame Pearlette Louisy at her official residence. A large number of alumni (spanning all decades of UWI's existence) were in attendance. This occasion also saw the official St Lucia launch of the UWI/CIBCFCIB VISA credit cards. Following this event, a core of alumni undertook to plan regular events aimed at maintaining interest in the UWIAA and continuing to grow its database.

In the Cayman Islands, a fund-raising garage sale was organized which members of the civil service attended. This event also helped to raise the awareness of the UWI in the eyes of the public service. In August 2011, the St. Kitts and



▶ OPEN CAMPUS ANTIGUA & BARBUDA STUDENT WINS DELL INNOVATION AWARD

The Student Support department of the Registry continued to give support to the development of Guild Chapters and the Regional Guild of Students. The first Executive Committee of the Open Campus Guild of Students was elected during this period and the Constitution for the Open Campus Guild of Students was finalised.

Guild Executive member, Ruthlyn Matthias was awarded the 2012 People's Choice Award in Health in the 2012 Dell Social Innovation Challenge. Her project called "Duckweed: A Green Solution", which proposed a green solution to eradicating mosquitoes, ranked second out of 224 projects in Health and 20th overall out of 1,783 projects submitted by students from around the world.



Nevis (SKN) Site held the first annual Teen Vacation Programme (TVP). TVP targets students in secondary schools who are on their July-August break. The Programme is premised on the fact that young people require and desire avenues to express themselves while building self-esteem in a safe environment. The initiative was very successful in that it achieved the goals set out by the facilitator and provided an opportunity for UWI alumni to support the UWI by sponsoring participants.



Photo highlights of the UWI Alumni St Lucia Gathering 2012



Duckweed: A Green Solution

Mosquito eradication is important worldwide but specifically this project will greatly assist the poor in less developed countries that are affected most by life-threatening mosquito-borne diseases.



To Provide a Green Solution to Mosquito Eradication

It is said that mosquitoes cause more human suffering than any other organism. Over one million people die worldwide from mosquito-borne diseases every year, most of them young children in sub-Saharan Africa. Over the years, millions are killed and disabled by a host of mosquito-borne diseases, including malaria, yellow fever, dengue, encephalitis and others.

Duckweed (Scientifically known as Lemnaceae) is a stemless, aquatic floating plant. It grows on the surface of still or slow moving water in warm like areas. There is accumulating evidence that duckweed release

BADGES & AWARDS



Library

The Open Campus is dedicated to providing open and flexible learning to the Caribbean community and has extended the traditional reach of The University of the West Indies on three main residential campuses to the thirteen non-campus countries of the Caribbean Community viz Anguilla, Antigua & Barbuda, The Bahamas, Belize, British Virgin Islands, Cayman Islands, Dominica, Grenada, Montserrat, St. Kitts & Nevis, St. Lucia, and St. Vincent & the Grenadines, Turks and Caicos. Quality library and information services have always supported

libraries now focus on the transformation of our essential service units into full education and teaching units to teach users how to navigate this new knowledge environment.

As an institution of Higher Education, the responsibility of UWI Open is to ensure that Library resources and services meet the needs of all Open faculty, students, and academic support personnel, regardless of where they are located. This becomes a huge challenge for the Open Campus with its faculty, students and support personnel located in several countries and sites across the region. As a result, one major strategy

Need help acing that research paper?

Get improved access to UWI's Library resources via the new **UWIlinc** portal.

UWIlinc allows you to

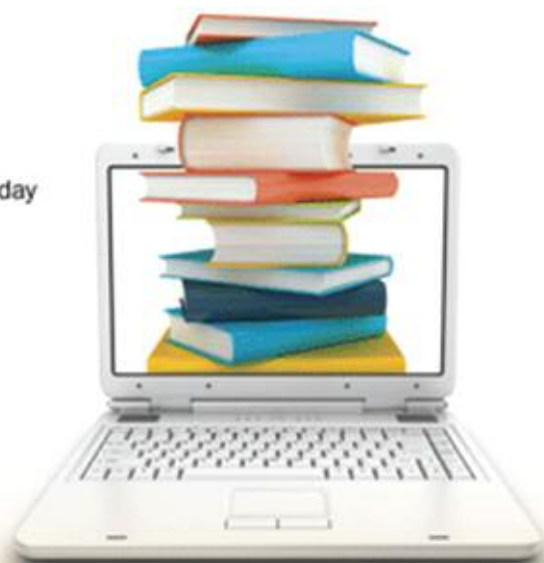
- Search the catalogues of all four UWI Campuses
- Access all UWI subscribed databases, e-journals and e-books
- Get instant delivery of resources to your desktop
- Contact a Librarian for research assistance

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UWI *linc*

UWI LIBRARIES' INFORMATION CONNEXION

a single virtual university library space



the academic goals of learning, teaching and research. In this digital age, however, it is clear that the environment in which academic libraries have pursued their activities has changed dramatically with steady advancements in technology and the Internet with its easy access to all kinds of information. Academic

is to deploy online services as far as possible to mitigate the disadvantages of our extensive distributed environment. We are going to the cloud to provide access to our print and electronic resources, and engagement with subject area specialist and personal librarians on a 24/7 basis but still maintaining on the ground access to

print resources across the region.

Out of the cloud and on the ground, UWI Open is also committed to building a physical library, a centre to accomplish the critical ‘back-room’ activities and operations of building and organizing collections, information delivery and ensuring that the rich heritage of the countries of the Open Campus is collected, preserved and for research by present and future generations. We expect that such a building will be situated in one of the OECS countries and funding is being sought for its design and construction.

Together with our physical sites, we plan to develop and establish integrated learning spaces that do not simply support but enact the education mission of the University. These new learning centres or Learning Commons recognize the library as place and provides an environment that enhances social interaction and cross



disciplinary learning outside the classroom and typically include Library, IT Services, Learning and Teaching Strategies, and Writing Centres.

UWI Open will continue to explore and engage in collaborative efforts with regional Governments who are interested in pursuing WSIS (World Summit on the Information Society) goals to develop their national and/or public libraries as essential infrastructure for

the Information Society. Such an undertaking would entail partnering to build, develop and sustain joint-use libraries in various Caribbean communities meant to serve not only academic institutional users but the public as well. Practices, shared values, clientele, and space would be integrated and leveraged to create places for life-long learning that would benefit each Caribbean country and their respective communities. In addition, joint-use would provide efficiencies of scale in technology services, collections, expertise and space for such civic activities as exhibitions, readings and music events.



2. Research and Innovation



- ▶ Research activities within the Open Campus (OC) have largely focused on the research interests of individual persons, units, departments or divisions, or on internal information important for monitoring and planning purposes within the Campus. The concentration has been on social research, utilizing mixed methods, both quantitative and qualitative and including electronic survey techniques and other more recent tools.



RESEARCH ACTIVITIES WITHIN THE OPEN CAMPUS (OC) have largely focused on the research interests of individual persons, units, departments or divisions, or on internal information important for monitoring and planning purposes within the Campus. The concentration has been on social research, utilizing mixed methods, both quantitative and qualitative and including electronic survey techniques and other more recent tools.

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

development of research across the Open Campus within the Strategic Planning cycle 2012-2017. This charge is conveniently supported by the recent appointment of the Head of one of the CSDR units (CCDC) to the post of Campus Coordinator for Graduate Studies and Research, with a remit to foster research programmes (and the development of graduate studies).

As a result of the preponderance of CSDR research, the research is largely in the respective title areas of children and families, labour, social work (and youth) and women’s issues. These, however, correspond with a number of the region’s priority areas for research. A list of recent research projects within the CSDR is shown in the Table on page 40. Of note is the range of international partner agencies and other funders for the research undertaken. The CSDR has undertaken projects in a number of

Caribbean countries, partnering with the Open Campus Country Sites, and also maintains a number of research partners within the UWI campuses and with many international institutions, and has undertaken projects with the UWI Consulting Company across the region, responding to international calls. As an example of the multiple partnerships within the Open Campus and UWI, the CCDC in partnership with UWI Consulting responded to a European Union call for proposals for a project, Review and Evaluation of ICT in Education Policy and Curriculum, and Institutional Strengthening and Capacity in St. Lucia in February 2012 and were successful in their tender (grant sum €595,000). The project is now being undertaken through the Open Campus St. Lucia site.

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

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

One of the major research initiatives of the Open

Campus is the formulation of a research agenda for the UWI 12+1 countries. As the report states, “The focus will be on the social development areas of research, as it is proposed that the Open Campus will collaborate with the relevant faculties on all campuses” (p. 4).

Further, “the research agenda for the UWI 12+1 countries, will identify gaps in social and developmental research being conducted in the Caribbean with specific emphasis on the Anglophone Caribbean. This research agenda will help in identifying and directing the focus of research that should be undertaken by the University” (ibid, p. 4).



Conferences/ Lectures/ Seminars/Workshops

During the period under review a number of collaborative activities were undertaken with other Open Campus sections, UWI campuses or departments, partner universities and institutions. These include but are not limited to the following.

- The CSDR collaborated with The McCam Child Development Centre to host the 4th International Conference on Attention Deficient Hyperactivity Disorder under the theme ‘Working Towards Positive Outcomes’ and shared with a number of the UWI OC Country sites.

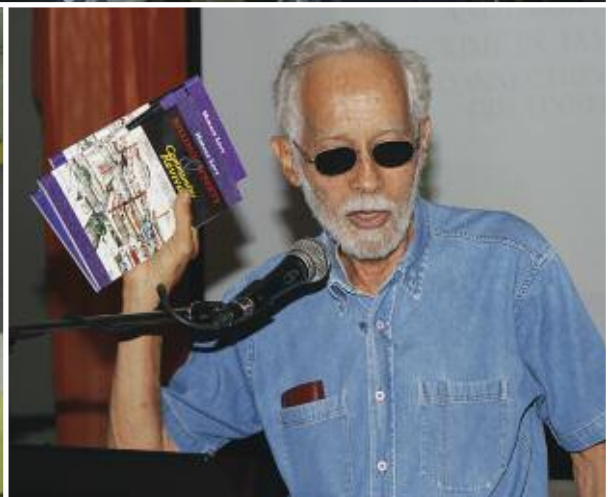
- Partnership with the Sir Arthur Lewis Institute for Social and Economic Research and other agencies in the hosting of the Caribbean Child Research Conference and continued to lead the pre-conference teacher and child training seminars in Research Methods and Child Rights.
- The Women and Development Unit in collaboration with Hillcrest Diocesan Retreat Centre of the Anglican Church of Jamaica and Grand Cayman hosted its 5th “Theologising Women” conference under the theme, “Theologising Women: Conversations on Female Embodiment” on March 2, 2012 at the Hillcrest Diocesan Retreat Centre, Brown’s Town, Jamaica.

The OCCS conferences continued unabated during the academic year 2011–2012. The fundamental purpose of these academic conferences was to share with a local audience the research done on the particular country and in so doing, disseminate results from pure and applied investigations, as well as essays/theoretical works, of nationals living in or outside of the country in question, and others with scholarly and research interest in the country.

- The Antigua and Barbuda Site held its Country Conference on January 16 and 17, 2012, under the theme, “The Role of Mathematics, Science & Education in Development.” The opening lecture on the topic: “Charles Ephraim’s Philosophy of Education” was presented by Professor Lewis Gordon, Laura Carnell Professor of Philosophy, Temple University, Pennsylvania.
 - The second Saint Lucia Country Conference was held in May 2012, under the theme, “Information sharing for Sustainable Development”. The Open Campus Saint Lucia teamed up with the Folk Research Centre on this venture. The Conference featured a keynote address by Dr. Didacus Jules, CXC Registrar and 33 presentations by participants on a very wide range of topics pertinent to St. Lucia.
- The OCCS were not short of lectures and seminars and indeed, the impact of the UWI as the Regional University was brought home literally through these outreach initiatives which epitomize the “beyond the walls” aspect of the University. The following is a selected list.
- “The Health of the Nation is the Wealth of the Nation. But what is health and how do we achieve it?” by Professor Emeritus Henry Fraser, former Dean of Medical Sciences, Cave Hill. The Fourth Annual Bernard A. Sorhaindo Memorial Lecture (Dominica, September 2011).
 - “Neo-liberalism, Primitive Accumulation and Generational Decline: The Crisis of Political Leadership in the Caribbean.” by Dr. Tennyson Joseph, Lecturer in Faculty of Social Sciences, Cave Hill. The Sixth Annual Dame Eugenia Charles Distinguished Lecture (Dominica, November 2011).
 - “Social Security and Caribbean Economic Development” by Professor Karl Theodore, Head, Health Economic Unit, St. Augustine. The Fifth Annual National Bank of Dominica and UWI Open Campus Dominica’s National Distinguished Lecture (Dominica, May 2012).
 - “Just Governance in Small Societies” by Dr. Scott Douglas (St. Kitts & Nevis, January 2012).
 - “Resistance in St. Kitts” by Ms. Victoria O’Flaherty, Director of Archives at the National Archives in St. Kitts and Nevis. Partnership between UNESCO, the Ministry of Education and Open Campus in the

OPEN CAMPUS

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

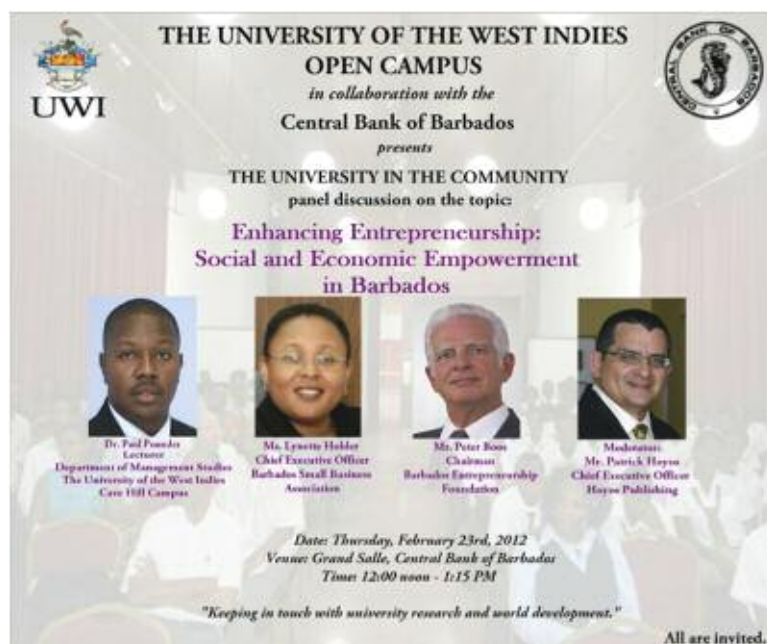




- UNESCO Slave Route Lecture Series (St. Kitts & Nevis).
- “A mental setting for Supportive Coaching towards Occupational Achievement/Skills: Breaking away from Professional Experience” by Mrs. Rosine Hamblet (St. Lucia, August 2011).
- “Negotiating a National Development Agenda: The Role of Culture” by Her Excellency, Dame Pearlette Louisy. The Third Patricia Charles Memorial Lecture Series (St. Lucia, May 2012).
- “A Model of Education Reform: What can the Caribbean Learn from Finland?” by His Excellency, Mikko Pyhälä, Finland’s Ambassador-at-Large to the Caribbean Community (St. Lucia, June 2012).
- “Rethinking Perspectives on Independence” by Dr. George Lamming (St. Vincent, October 2011).
- “Professionalism and Confidentiality in the Workplace” by Mrs. Jane Bennett (Belize, March 2012).
- “The Impact of the World Recession on the Economic Sectors of Antigua and Barbuda and a Structured Response to Stimulate Growth” by Mr. Donald Charles, General Manager of the Antigua and Barbuda Development Bank (Antigua, August 2011).
- “Common Eye Diseases” by Dr Krishna Mani, Ophthalmologist and collaborating faculty member of the UWI Mona (Cayman, 2012).

The monthly lunchtime lectures mounted by the Barbados Site in collaboration with the Central Bank of Barbados provided much intellectual discourse and underscored once again, the commitment of the Open Campus Barbados to taking the UWI beyond the walls of the University. The following list is therefore instructive.

- *How to Prevent the Spread of HIV/AIDS: A Reality Check.* by Dr. Elizabeth Pasani (August 19, 2011).
- *No Health without Mental Health: Why men need to cry?* by Dr. Ermine Belle a lecture (October 27, 2011).
- *Naming and Identity: Lineage and Heritage in the Afro-Barbadian Community* by Professor Pedro Welch (November 24, 2011).
- *Enhancing Entrepreneurship: Social and Economic Empowerment in Barbados.* (Panel discussion) Panellists were: Dr. Paul Pounder; Ms. Lynette Holder; Mr. Peter Boos and moderator, Mr. Patrick Hoyos. (February 23, 2012).
- *The Relevance of 1937 Today: The Struggle Continues* by Mr. Trevor Marshall, (April 26, 2012).
- *Enhancing Entrepreneurship: Social and Economic Empowerment in Barbados.* (Panel discussion) Panellists were: Dr. Paul Pounder; Ms. Lynette Holder; Mr. Peter Boos and moderator, Mr. Patrick Hoyos. (February 23, 2012).





St. Kitts and Nevis group meeting with CCDC, Acting Head, Ceceile Minott, on June 18, 2012.

- *The Role of Women in an Evolving Democracy* by Dr. Wendy Sealy (March 29, 2012).
- *Productivity and Workers Rights: Balancing Growth* (Panel discussion) Panellists were: Dr. Lawrence Nurse; Mr. Anthony Sobers and moderator, Mr. David Commissiong (June 5, 2012).
- *HIV: Money, Sex and Rights* by Dr. Ernest Massiah (June 26, 2012).
- *Tapping into the Diasporic Economy* by Dr. Keith Nurse (July 31, 2012).

Of note also, is the work undertaken by the CCDC as they partnered with other departments of the Open Campus as well as the sister campuses and entities external to the UWI. The following activities represent the collaborative efforts of the CCDC.

- Partnered with the Sir Arthur Lewis Institute for Social and Economic Research and other agencies for the sixth consecutive year to host the Caribbean Child Research Conference and continued to lead the pre-conference teacher and child training seminars in Research Methods and Child Rights.
- Pre-conference Workshop – Caribbean Child Research Conference University of the West Indies, Mona. June 13, 2012.
- Partnered with the Open Campus Academic Programming and Delivery (APAD) department to develop the Early Childhood and Family Studies Degree, Diploma and Certificate programmes, within which the Child Rights course developed by CCDC will be offered.
- Collaborated with The McCam Child Development Centre to host the 4th International Conference on Attention Deficient Hyperactivity Disorder under the theme ‘Working Towards Positive Outcomes’ and shared with a number of the UWI OC Country sites.
- In a new initiative the CCDC partnered with the Anglia Ruskin University, UK to successfully secure funding from the British Academy for a series of exchange activities aimed at developing a proposal for youth violence and gang research.

3. Outreach to the UWI-12 And Other Under-Served Communities



- ▶ The Open Campus in St. Kitts and Nevis played a significant role in the outreach activities surrounding the installation of Sir Dennis Byron, as President of the Caribbean Court of Justice (CCJ). The SKN Site facilitated and hosted the CCJ media workshop, press conference, principals' and teachers' seminar, schools seminar and the Basseterre Town Hall meeting. The event gave the site significant regional publicity and provided an excellent opportunity to show support for the CCJ.



Outreach

THE OCCS CONTINUED TO OFFER local communities cultural stimulation through its cultural outreach programmes. Several events were hosted by or in collaboration with the OCCS. The following list gives a flavour of what transpired over the academic year 2011/2012.

- *The Malliouhana Poetry Competition* was conceptualized as a collaborative effort between the University of the West Indies Open Campus, Summit Chambers, the Department of Youth and Culture and the National Library of Anguilla.
- *The Fourth Annual Nature Island Literary Festival and Book Fair*, August 5 to 7, 2011, Open Campus Dominica.
- Miss Athena Jeshua, in collaboration with the UWI Open Campus Dominica, hosted a film screening and rap session based on the film "The Wild Beast" in June 2012.
- Riddim & Booths, a trade show, fashion show and concert and was mounted by the Camp Road Site, and held at the Mona Campus in December 2011.
- The SKN Site participated in the History and Heritage Week of Activities 2012.
- Open Campus St. Lucia hosted the dual launches of publications by two St Lucian lecturers from the Cave Hill Campus. Dr Tennyson Joseph – "*Decolonization in St Lucia: Politics and Global Neo-liberalism 1945–2010*" and Ms Cynthia Barrow-Giles - "*Women in Politics*", tracing the history, experiences, challenges and successes of twenty outstanding Caribbean women. St Lucian author Lovely Sheridan also chose the Open Campus Saint Lucia Site to launch her first novel, '*A Girl Like Me*', a story of self-discovery.
- Open Campus St. Lucia in March 2012, hosted a small gathering of friends to witness the handing over of an EC\$50,000

- donation to Vice Chancellor, Professor E. Nigel Harris, in the name of deceased St Lucian UWI lecturer, Dr Patricia Ismond.
- The first ever Roderick Walcott Week of Activities was held at the St. Lucia Site.
 - The UWI Open Campus Montserrat and the Alliouagana Festival of the Word presented the Second Symposium in the ALPHONSUS “Arrow” Cassell Memorial Lecture Series on Thursday, November 10, 2011.
 - The Open Campus Dominica launched the Sir Frank Worrell Blood Donor Registration Drive on Thursday, June 14, 2012.
 - The Lenora Clarke Charity Fun Day was held on April 9, 2012 by the Open Campus Camp Road Site.
 - The Open Campus in St. Kitts and Nevis played a significant role in the outreach activities surrounding the installation of Sir Dennis Byron, as President of the Caribbean Court of Justice (CCJ). The SKN Site facilitated and hosted the CCJ media workshop, press conference, principals’ and teachers’ seminar, schools seminar and the Basseterre Town Hall meeting. The event gave the site significant regional publicity and provided an excellent opportunity to show support for the CCJ.
 - Outreach Officer, Mrs Lesley Crane-Mitchell, continued to spearhead the UWIAA Local Chapter’s efforts towards the post-Hurricane Tomas (November 2010) rehabilitation and maintenance of the Bexon Infant and Primary Schools through the administration of the Bexon Relief Fund. Apart from regular augmentation of the schools’ feeding programme, a new public address system was provided for the primary school, several classroom intercom speakers were replaced, a donation was made towards the purchase of a reprographic machine and a Christmas

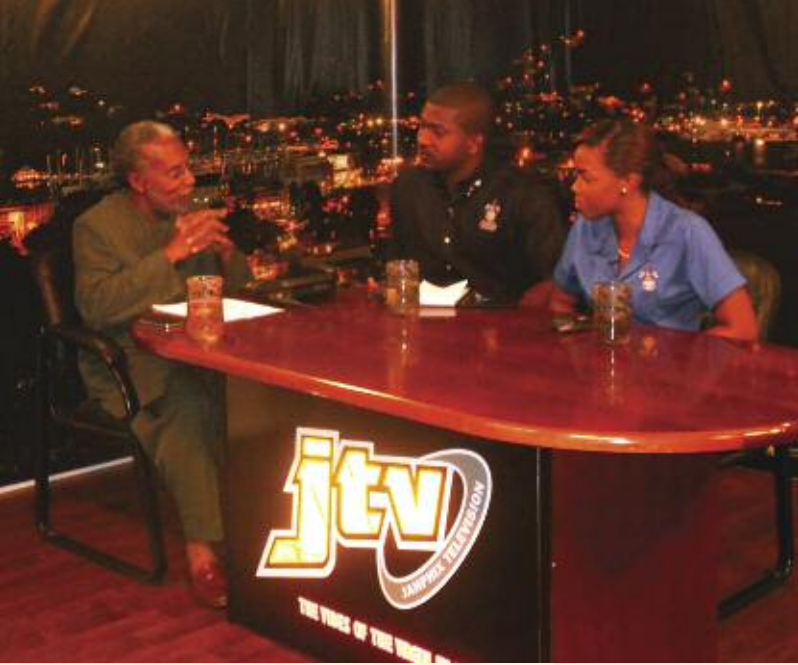
party was held for the Infant students.

- The SKN Site held its first free film screening in February 2012 with the screening of “Fire in Babylon.” This screening was the first in a series of screenings geared towards providing the people of St. Kitts with an opportunity to view films that would not necessarily be screened on cable television or at the cinema. The first screening was held after careful consultation with the UWI Cave Hill Film Society, the UWI Cave Hill Campus Librarian and the Chairman of the SKN Advisory Committee to ensure that this initiative was not in violation of any copyright laws.
- In July 2012, in support of the Ministry of Education’s commitment to improving the math skills of primary and secondary school students, the SKN Site hosted the Smart Moves Summer Camp. This camp was designed to introduce participants to board games such as Chess, Draughts, Chinese Checkers, and Jr. Monopoly as numerous studies suggest that board games help children to: develop and improve their cognitive skills; increase their focus and concentration; develop disciplined thinking; improve their problem solving skills and heighten their self-esteem. The camp was well attended and the feedback was very positive.

As a part of the Vice Chancellor’s outreach programme a number of Open Campus sites hosted the UWISTAT Ambassadors. These included:

- The British Virgin Islands,
- Antigua and Barbuda,
- Dominica,
- St. Kitts and Nevis,
- St. Lucia, St. Vincent and the Grenadines
- Montserrat





Marketing and Branding

The Open Campus Marketing and Communication team, supported by strategic partnerships, responded to a challenging year. The primary focus was on getting the message out to national and regional target audiences that the Open Campus is a quality choice for pursuing full online and blended degrees and continuing and professional education development programmes. The work of the Campus, especially in research and community development and outreach services was also promoted through many channels across the region.

The Department placed an increased focus on external institutional marketing, sub-branding, and imaging efforts intended to appeal to UWI alumni, current students and prospective students. The Department continued to work closely with the Recruitment and Student Support offices of the Registry to analyse and support recommendations/changes to the OC's Admissions policies and procedures, including the number, kind, and variation of touch points

in the OC's communication strategies with current and prospective students.

The Department also worked with other OC Divisions and Department to develop and meet the many marketing requests within the Department's standard responsibilities.

The marketing activities over the period primarily focused on increasing the OC's visual presence "in our own regional backyard," and increasing the OC's visibility in major markets throughout the region while promoting the "OC student experience." The former initiative was accomplished through the following external and internal promotional activities. These included the production of a 28 x 17 billboard for the proposed OC presence in Chaguanas in Trinidad & Tobago; the creation and distribution of artwork for flag banners, and three generic posters for printing; the continued installation of correct OC signage at site and office locations; the production of general print ads for regional print and electronic media; banner ads on the OC's website running in rotation; banner ad insertions for print and electronic media; production of

OPEN CAMPUS RECEIVES AWARD



The Open Campus, along with its sister campuses at Cave Hill, Mona and St. Augustine, received awards from the UWI Press for Outstanding Marketing and Communication of Caribbean Scholarship at the UWI Press Twentieth Anniversary and Author Awards Ceremony,

regional media information sessions, launches and fact sheets through videoconferencing and BBC channels; advertising the OC in regional hard-copy and online Yellow Pages telephone directories; getting free ads in the new RedBook; development and promotion of key dates and events on an online Calendar; offering face-to-face and online Webinars to internal and external audiences and designing and promoting online the OC 2010/2011 Annual Report.

With regard to the second initiative: increasing the OC's visibility in major markets throughout the region while promoting the "OC student experience," this was realized through producing 30-and 15-minute short documentaries in association with various Government Information Services across the region; the showing of :30 second video ads designed specifically for each OC country promoting the OC; the production of :30 second audio ads promoting the new and continuing programmes of the OC; producing and promoting programmes through direct marketing efforts with specialised student and graduate databases; and support to OCCS through their Open days and Houses.

The Open Campus Marketing and Communication team also completed a number of strategic website projects during the period under review. Website pages were developed for the Quality Assurance Unit, Institutional Accreditation, the

Open Campus Scholar Ship Cruise, The Staff Inter-Campus Games, UWI Student Games; re-design of the UWI Website Template;

upgrade of the Content Management System to Drupal 7; and the development of an Open Campus News and Media page.

Of note also is the development of an Intranet space for staff members. The OC Intranet was officially launched in August 2011 with the aim of providing OC

staff members with a centralised facility to communicate and share information.

The OC Intranet offers OC staff features such as: Blog, Notebook, Project Tracking, Document Repository, Calendar, Staff Directory and Forum.

The Marketing team utilized myriad marketing tools and strategies to effectively promote the UWI Open Campus. These include but are not restricted to Advertising (10 regional print ads, 17 TV ads, 5 radio ads/mp3, 4 outdoor ads, 2 Yellow Pages ads, 1 RedBook ad); Brochures (17 Programme Brochures); Public Relations (30 news releases; 12 op-ed pieces); Open Letter (12 issues); Promotional Material (2,500 OC bags, 2,000 new programme brochures); Market Research (5) customer surveys, 12 monthly web analytics); Social Media (1 official Facebook page, 1 Twitter account, 1 Flickr account).



4. Funding The Enterprise



- ▶ The Open Campus is currently funded by government contributions, tuition fees and other income generating activities. While the ratio of government funding to other sources of revenue is about 37% at present, the reality is this contribution is unpredictable so OC must look at increasing revenue from other existing sources and generating avenues for new sources of funds to meet recurrent expenditure.

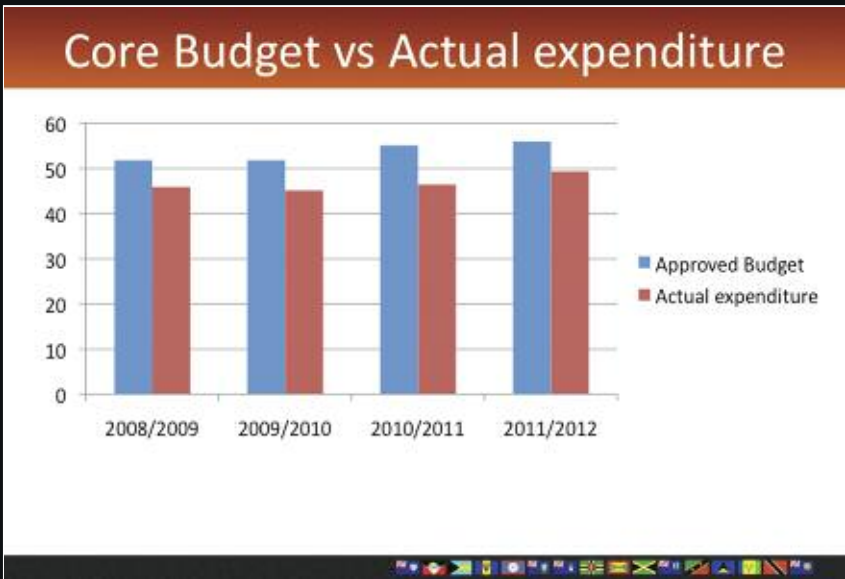


THE OC FINANCE DIVISION currently has offices in three locations, in Barbados, Trinidad and Jamaica and is responsible for the day to day finance operations in these locations for all OC units. In the UWI 12 locations, the finance function operates through a matrix structure where the finance office coordinates the finance activities at these sites through a dedicated staff assigned at each site. The finance staff at the UWI 12 sites report to the Head of Site.

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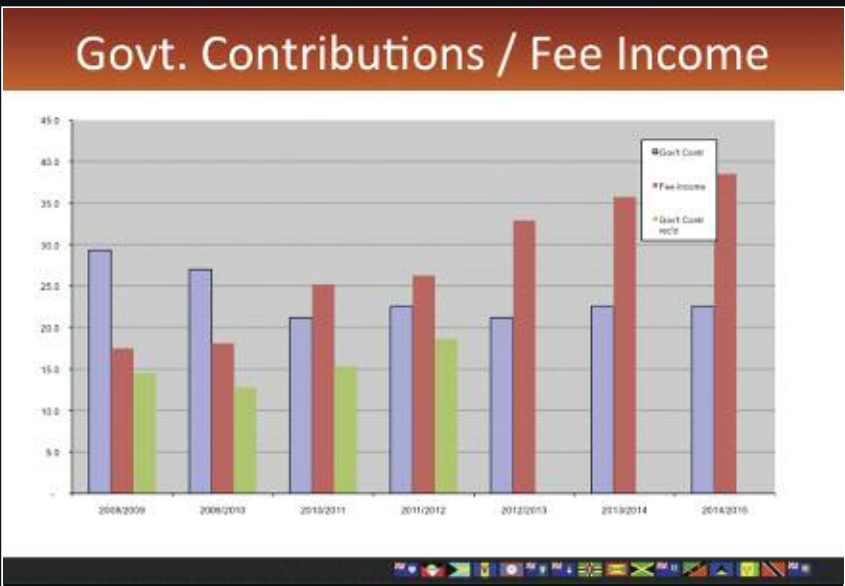
During 2011/12 Finance worked with CATS on a system to automatically upload receipts from students based in Jamaica unto the student system through a centralized function thus eliminating the need for sites staff involvement in the process. This reduced the reporting time significantly so student accounts are updated weekly with all stages of the process controlled by Finance. This is a short term measure until the ERP is implemented during the 2012/2017 period.

Another initiative in progress for implementation in January 2013 is the centralisation of the processing of the UWI 12 payroll, currently done at each Site, so that the process is under the direct control of the Finance Unit. This centralisation will streamline processes, improve internal controls, provide consistency, and at the same time allow the staff at the site currently performing this task to concentrate more on site specific student related functions. This function will be outsourced.



STATUS OF GOVERNMENT CONTRIBUTIONS TO OPEN CAMPUS AT JULY 31, 2012 IN BD\$M

BUDGET YEAR	APPROVED BUDGET	FUNDS ALLOCATED	WRITE-OFFS/ IMPAIRMENT	BALANCE AT YEAR END
2008/2009	29.3	14.5		14.8
2009/2010	31.5	12.8	4.5	29.0
2010/2011	23.9	15.3	2.8	34.8
2011/2012	23.9	18.6	6.5	33.6



The priorities for the 2012–2017 period will be:

1. Financing the funding gap which is critical at this point as it will allow OC to fund its recurrent budget. This requires buy-in both by the governments and private sector interests.
2. Streamlining the accounting and reporting IT systems so that the relevant sections “speak” to each other and integrate into the overall management information systems. This is considered a high priority for finance and the expectation is that the ERP project will generate the required solutions.
3. Restructuring of the finance function in the OCCS Sites so that all finance functions report into Finance.
4. Reconceptualising the Open Campus business model to consider alternate models for long term viability.

The Open Campus, cognizant of the global and regional financial crisis, continued to focus on a number of cost cutting measures aimed at realising significant savings. The following are examples of some measures implemented by the OCCS.

- Solicited partners for cost sharing in the promotion and hosting of public service events.
- Increasing use of paper-less communication
- Placed notices re: turning off lights/AC/fans at every exit door.
- Head of Site and Programme Officer at times added graduation, meeting and/or training days to vacation travel so that the meetings/events were attended at no cost to the UWI as the travel was self financed.
- Printed invitations and greeting cards in house.
- Increased use of paper-less communication.
- All packages cleared by the Administrative Assistant and Office Attendant instead of a Broker.
- Pursued partnership for public lectures thus eliminating a high cost to the UWI Open Campus.
- Use of IP phone for (internal) calls
- Marketing done primarily face to face at schools and business places to avoid the cost of placing advertisements in the media.

Tuition Fee Ratio (based on budget)	
Year	Government Contribution/ Tuition Fee Ratio
2008–2009	63:37
2009–2010	60:40
2010–2011	46:53
2011–2012	46:53
2012–2013	39:61
2013–2014	37:63

Benefactions

Within this recessionary period, The UWI Open Campus, like so many universities regionally and indeed globally, has been adversely affected by weakening economies and hence funding the enterprise has been multifarious. Following are grants received by the Caribbean Child Development Centre (CCDC) as illustrated in Table 1.

The Open Campus Country Sites (OCCS) also benefited from the generosity of its communities in many ways. It must be specially mentioned that The University of the West Indies officially received land donation of 88 acres, 3 roads and 20 poles from the Government and People of Grenada. This was the result of a series of negotiations between the previous government (which began in February 2006) and the current

government (from August 2008). Following the announcement of the Intention to Donate made at the historic 2010 Annual Graduation Exercises held at Grenada in October 2010, the Government of Grenada officially exchanged documents with UWI in July 2012. The Government of Grenada purchased the property for some EC\$8 million and made a Deed of Gift to UWI.

Some of the other tangible examples of benefactions were as follows:

- Various contributions to activities at the Belize Site including Benny’s (BEL\$25,000), Belize Telecommunications Ltd. (BEL\$12,500), Salvador Habet (BEL\$5,000), NICH (BEL\$5,000), September Celebrations Committee (BEL\$5,000).

Table 1: CCDC Active Projects, 2011–2012 Academic Year

Title of Grant	Funding Source	Duration	Value in J\$	Value in US\$
RESEARCH PROJECTS				
United Nations Violence Against Children (UNVAC) Follow-up Study	UNICEF (TARCO)	April–Aug. 2012		35,000
OTHER PROJECTS				
Child Rights Training Sustainability Initiative with Dept. of Correctional Services	UNICEF (JAM)	2011–2012	2,776,680	
Strengthening Early Childhood Development in the Caribbean	UNESCO	2011–2012		3,000
UNVAC Sub-Regional Conference: Delegate travel arrangements	UNICEF (CAO)	May 14–15 2012		55,400
Global Child Development Group Secretariat	BvLF	Sept. to Dec. 2011		29,372
McCam Child Development Centre Annual Attention Deficit Hyperactive Disorder (ADHD) Conference	McCam Child Development Centre	May 3 & 4, 2012		1,800

- The Government of the Cayman Islands – donation of ten (10) computers.
- Walkers Global, Cayman Islands – donation of ten (10) computers.
- Jonas, Browne and Hubbard's, Grenadian local firm – grant of EC\$6,000 for students' assistance divided equally between three students.
- Republic Bank Grenada Limited – donated EC\$40,000. This represents a 100 per cent increase of its bursary allotment to registered students of Open Campus Grenada. Grant allocated to eligible students who attained and maintained a Grade Point Average of 3.0.
- EC\$50,000 donation was handed to the Vice Chancellor in the name of deceased St Lucian UWI lecturer, Dr Patricia Ismond. The cheque, presented by Dr Ismond's sister, will be used to create the Patricia Ismond Memorial Scholarship to be given in perpetuity to St Lucia students pursuing Literature/Literary Studies at the UWI. The scholarship forms part of the larger UWI Development and Endowment Fund (UWIREF).
- Typing and digitization of the Dr Patricia Ismond papers began in earnest, after a contribution of EC\$20,000 by Ms Ester Ismond towards this, with a view to an eventual publication. The money has been utilized for outsourcing the typing of the voluminous papers, which could not be handled by site staff.
- In SVG, there was a donation of Psychology and Social Work reference books from Vin-Care, an agency which offers services for special needs students.
- In SKN, the site received a large number of texts and course manuals from an Open Campus Alumna.
- In Dominica, the National Bank of Dominica (NBD) continued to fully sponsor the Annual UWI Open Campus/NBD National Lecture Series as well as the Annual Dame Eugenia Charles Distinguished Lecture Series, in part.
- In Dominica, prominent UWI alumna Dr. Hazel Shillingford-Ricketts, Ophthalmologist, and the Dominica Social Security sponsored in part the Bernard A. Sorhaindo Memorial Lecture Series.
- In SVG, Finishing and Furnishing donated a suite of comfortable chairs which now enhances the ambience in the Library.
- The Antigua and Barbuda Hospitality Training Institute deducted EC\$2,500 on catering bill for Country Conference.
- Chefs-2-U has extended very generous price discounts on food and drinks for events hosted at the Antigua and Barbuda Site.
- The Government of Antigua and Barbuda has given several concessions including departure tax waiver and free transportation for overseas based students and chaperons attending Open Campus Graduation 2011.
- The Ministry of Education, Antigua and Barbuda made available manpower and resources in planning and implementing actions pertinent to Open Campus Graduation 2011 and the event called An Evening of Readings.
- Through the joint agreement of the Open Campus and the Church of the Latter Day Saints of Jesus Christ, the Denbigh Site received a donation of ten (10) Dell computer systems. This was a timely gift as the site was in dire need of this equipment to adequately facilitate the online learning activities of its students.

5. Strengthening Regionality



- ▶ The Open Campus continued to build relationships with private, public and non-governmental (NGO) organizations to develop and deliver quality programmes to facilitate workforce training at the local level.



Partnerships

The Open Campus continued to build relationships with private, public and non-governmental (NGO) organizations to develop and deliver quality programmes to facilitate workforce training at the local level. In this regard the following partnerships were established.

- A one-year Certificate Programme in Non-Governmental Organisation (NGO) Management is scheduled for development and implementation. This is a collaborative effort with the Open Campus Barbados and The European Delegation to Barbados and the Eastern Caribbean, the Government of Barbados, through the Ministry of Finance and Economic Affairs, and the Non State Actors Panel.
- The establishment of a business relationship with the Grand Palladium Hotel in Sandy Bay Hanover resulted in the Open Campus offering training in selected Open Campus courses over three terms.
- A partnership was established with the Airports Authority of Jamaica (AAJ). The aim of the collaboration was to promote professional development and continuing education courses and programmes to the Norman Manley International Airport community and the surrounding communities of Harbour View, Port Royal, Rockfort and St. Thomas.

Extensive marketing was done by the Camp Road team to sensitize prospective students about the courses offered, with the first of many activities being a Learning and Development Expo held on May 31, 2012 under the theme “The Power of 50”. Based on feedback received, the first intake would commence on October 2, 2012 with the offering of the 10 weeks Supervisory Management course.

CMA Partnership

The Certified Management Accountants (CMA) Nova Scotia, Bermuda and the Caribbean and the University of the West Indies, Open Campus established a collaborative effort for the purpose of offering a Professional Diploma in Manage-

ment Accounting offered through the University of the West Indies, Open Campus commencing January 2013.

This Diploma allows for total coverage of the required topics for the CMA Entrance Exam. The Entrance Exam is the gateway to the strategic leadership program, the final stage to the CMA designation. The Diploma will target those non-accounting graduates who wish to become a Certified Management Accountant.

The Diploma programme consists of nine courses (33 credits). Five courses are to be completed in Level 1 for students who need these courses to progress to the four core courses. Level 2 consists of two accounting courses and two business strategy courses.



Sir K. Dwight Venner, Open Campus Chairman with Mr. Harold Lovell, Minister of Finance, Antigua and Barbuda at the 2012 Graduation Ceremony in St. Kitts & Nevis.



UWISTAT Ambassadors Arvindu Sukhram and Rae Thomas meet Minister of Education in Dominica, Hon. Petter St. Jean



The Hon. Tilman Thomas, former Prime Minister of Grenada, hands over the documents formalising the grant of 88 acres of land to The UWI to VC E. Nigel Harris

Transforming the Administrative Culture and Process

Among the transformation initiatives being undertaken by the Open Campus, APAD led the way by reorganizing its units to increase efficiency and effectiveness. APAD began the academic year (2011–2012) structured along programme level categories, namely Pre-University and Professional, Undergraduate, and Graduate Programmes. Although this structure did



Sharing a light moment with the Prime Minister of St. Kitts & Nevis (second left) are Dr. Attzs, Dr. Hamid Ghany and Mrs. Khan



UWISTAT Ambassadors Wilette Wickham and Elizabeth Gunnesslal with Governor General Dame Pearlette Louisy and Mrs. Veronica Simon

have some advantages, it was clear that the structure was not going to support the type of programme growth the Open Campus required. Therefore, APAD embarked on moving to a functional organizational structure based on its three main activities: programme planning, course development, and programme delivery. The current structure is represented in Figure 1 (page 46) that illustrates the organization and position types of the Division. This structure

provides APAD with the ability to manage its functional capacity in its main activities separately. For example, while we may wish to achieve a certain rate of development by managing resources available for planning and development, our delivery services receive the outputs and, for the most part, take long term responsibility for them. Our Programme Delivery Department is expected to have a different growth trajectory than other departments. Our new organizational structure allows us to manage

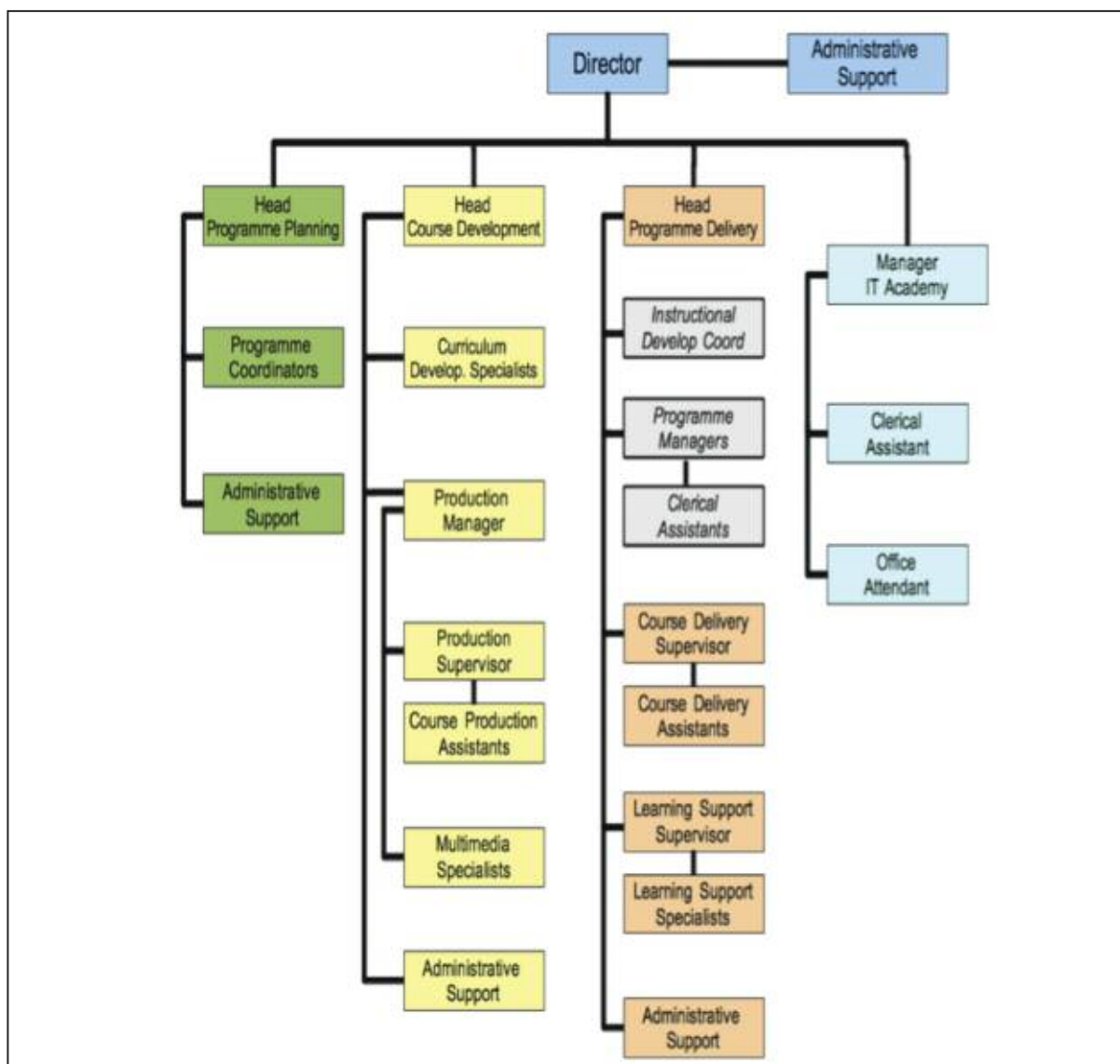


OCCS Staff in Jamaica and AAJ personnel

growth, putting resources where they are most needed. The new structure also creates specialist units that can focus on achieving excellence within their respective areas, both in terms of programme quality and development of expertise. While APAD has not had a great deal of time with the new structure, some clear benefits appear to be emerging from the very beginning. Restructuring of the OCCS proceeded slowly and work on this continues with a view to be completed by July 2013. The results of the UWI-wide survey undertaken by the consultants of Infotool Inc were made available to the Open Campus

and the Principal as well as the Change Maker group in Human Resources began a series of meetings with staff groups to discuss the results and actions that may be taken to improve staff engagement. This process is part of the wider UWI effort to improvement staff engagement and morale and the Open Campus continues with activities in this regard and supervisors are encouraged to organize regular meetings with their staff groups and provide leadership in achieving the objective of improved staff engagement.

Figure 1. Current Organizational Structure of the Academic and Programming and Development Division (APAD)



UWI Open Campus Graduates

The Assessment, Awards and Records department led the organisation of the fourth Open Campus graduation ceremony in St. Kitts and Nevis on October 13, 2012. 719 students graduated in the 2011/2012 cohort, 126 of whom participated in an elegant and memorable ceremony at the St. Kitts Marriott Resort, despite the challenges posed by the passage of Tropical Storm Raphael.

It is to be noted that this is the first year that the Open Campus graduated students with Master's Degrees – the M.Ed. Adult and Continuing Education and M.Ed. Literacy Instruction programmes. Table 1 below illustrates the level of awards gained by the graduating class of 2012.

Recognition Ceremonies

Ceremonies were also held by the OCCS and CSDR. In the case of the OCCS, these ceremonies accommodated students who were unable to attend the

Annual Graduation ceremony. In light of this, Sites continued to host Recognition and Awards Ceremonies locally. These local ceremonies primarily recognize degree pre-university and professional certificate awardees. The largest of these local awards and recognition ceremonies takes place annually in Trinidad and Tobago and has become an outstanding national event. Ceremonies were also held in Barbados, Belize, Dominica, St. Vincent and the Grenadines as well as Montserrat.



Regional Four Month Course in the Principles and Practice of Social Work – Ceremony held on April 26, 2012.

Table 1: Graduates by Level of Award

Award Class	No. of Graduates	Percentage
First Class Honours	83	11.2
Upper Second Class Honours	187	25.2
Lower Second Class Honours	234	31.5
Pass	165	22.2
Distinction (ASc.)	43	5.8
Honours (Diploma)	7	0.9
Credit (ASc. & Diploma)	23	3.1
Total	742	100.0

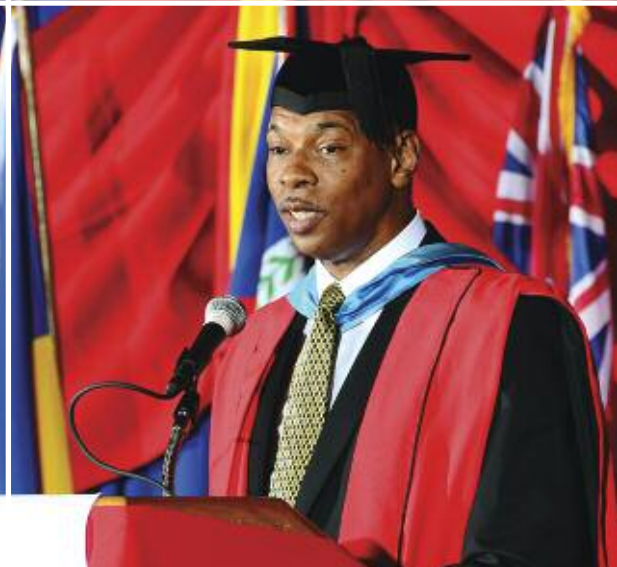
UWI OPEN CAMPUS

ST KITTS AND NEVIS



GRADUATION 2012

OCTOBER 13, 2012 > GRADUATES 742



Open Campus Management 2011–2012



Professor E. Nigel Harris
Vice-Chancellor



Professor Hazel Simmons-McDonald
Principal & Pro Vice-Chancellor



Professor Vivienne Roberts
Deputy Principal



Mrs Karen Ford-Warner
Campus Registrar



Ms Sheryl Whitehall
Chief Financial Officer



Mrs Jasmine Babb
Director of Human Resources



Dr Luz Longworth
Director, Open Campus
Country Sites



Professor Gary Hepburn
Director, Academic
Programming & Delivery



Mr Tommy Chen
Chief Information Officer



Ms Karen Lequay
Campus Librarian



Mr Lincoln Williams
Director, Consortium for
Social Development &
Research



Professor Ed Brandon
Senior Officer, Planning and
Innovation

Heads of Sites & Departments

Academic Programming and Delivery

DR. EMILY DICK-FORDE
Head, Programme Planning Department

DR. YASMEEN YUSUF-KHALIL
Head, Programme Delivery Department

DR. DENISE GASPARD-RICHARDS
Head, Course Development Department

MR. GREGORY JENNINGS
Manager, IT Academy

Consortium for Social Development and Research

PROFESSOR JULIE MEEKS-GARDNER
Head, CCDC

MR. DANNY ROBERTS
Head, HLSTUEI

MR. LINCOLN WILLIAMS
Head, SWTC

DR. JUDITH SOARES
Head, WAND

Computer and Technology Services

MR. VINCENT CHIN
Software Architect, CATS

MR. HOWARD SMITH
Systems Engineer

MR. REEVE RAMHARRY
Systems Engineer

MR. DERRICK THOMPSON
Country Site Telecommunications Manager

Library

MS. JO-ANN GRANGER
Senior Librarian

Office of Finance

MS. SHERYL WHITEHALL
Chief Financial Officer

MR. GARVIN JAMES
Financial Officer, Trinidad & Tobago

MS. ANN MARIE MORRISON
Financial Officer, Jamaica

MRS. DEBORAH TROTMAN
Budgets & Project Manager

Office of the Principal

DR. GLENFORD HOWE
Research Officers

MR. MICHAEL THOMAS
Research Officers

DR. BENITA THOMPSON
Research Officer

Office of the Deputy Principal

MRS. SUZETTE WOLFE WILSON
Marketing and Communications Manager

MS. PAMELA DOTTIN
Quality Assurance Officer, OBUS

Open Campus Country Sites

MS. GRACE CASSELL and MRS. CHERYL SIOLEY
Oversight, Anguilla

MR. IAN BENN
Head, Antigua & Barbuda

MR. EARL ALFRED
Officer-in-charge, The Bahamas

DR. IAN AUSTIN
Head, Barbados, The Pine

MRS. JANE BENNETT
Head, Belize

MRS. CARLA JOHNSON-BROWN
Programme Officer, British Virgin Islands

MR. ROBERT GEOFFROY
Head, Cayman Islands with Oversight for
Turks and Caicos

DR. FRANCIS O. SEVERIN
Head, Dominica

DR. CURTIS JACOBS
Head, Grenada

MS. VILMA CLARKE
Head, Montego Bay Jamaica

MRS. GILLIAN GLEAN-WALKER
Head, Eastern Region Jamaica

DR. JEROME MILLER-VAZ
Head, Western Region Jamaica

MS. GRACELYN CASSELL
Head, Montserrat

MRS. SUSAN SARAH OWEN
Head, St. Kitts & Nevis

MRS. VERONICA SIMON
Head, St. Lucia

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

MRS. JOAN BOBB-DANN
Head, Trinidad & Tobago

Registry

MRS. MARLENE SAUNDERS-SOBERS
AR, Recruitment, Admissions & Registration

MS. GILLIAN HOLDER
AR, Assessment, Awards & Records

MS. DANIELLA HICKLING
AR, Student Support

MS. SOUZANNE FANOVICH
AR, Administration

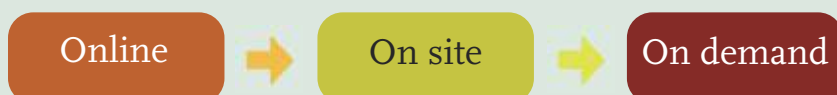
UWI Open Campus Imperatives

The campus continues to work on its business model and explore options that will result in its financial viability and sustainability in the future. In seeking to achieve this it will focus on the following priorities during the next strategic plan period:

- implement institution wide training on customer service to ensure complete transformation into a learner-centred institution that is agile, accessible and enabling;
- improve technology to provide a student management system that hosts and stores comprehensive records for all students – both online and face-to-face, and which provides the framework for interdepartmental integration of processes and service improvement;
- develop new online programmes that are in demand across the jurisdiction and which are not readily available through the established campuses;
- collaborate with the established campuses to provide an increased slate of UWI courses and programmes to learners across the region;
- refine access and readiness courses and programmes to provide a pathway for learners, especially second chancers, to access higher education;
- further develop continuing and professional education programmes to cater to a wider clientele who require additional education for employment purposes;
- improve marketing strategies significantly to present a coordinated UWI Open Campus profile to the various publics in the region;
- provide opportunities for collaborative research in countries with the support of expert academics across the UWI system;
- collaborate with sister campuses to expand the footprint of the UWI globally.

In addition to these, the Open Campus will continue to focus on the following developmental priorities.

1. Develop a consistent and effective approach to product management and rationalization.
2. Build strategic networks regionally and globally to support the mission of the Open Campus.
3. Create inter-departmental alignment and system integration to support the core business.
4. Continue to conduct and promote research as a vehicle for Caribbean development especially within the UWI I2+I.



OPEN CAMPUS STUDENTS EXCEL

Scholarships and Bursaries

The Open Campus received two Scholarships and nine bursaries for the 2011–2012 academic year. These are as follows:

The Open Scholarship

Claxton Duberry – Antigua
Christalle Lyons – Trinidad and Tobago

The AFUWI Bursary

Rena Levy Nash – Jamaica, Denbigh
Nadine Porter – Jamaica, Mona
Maureen Murray Allison – Jamaica,
Savanna-la-Mar

The CFUWI Bursary

Shantel Bruce – Jamaica, Mandeville
Natasha John – St. Lucia
Coleen Cupid – Anguilla
Sariah Robin – Dominica
Ruthier Gumbs – St. Vincent
Lissa Albert – St. Lucia

Guild of Students – Chapter Executives



St Lucia



Dominica

2012

OPEN CAMPUS

ST KITTS AND NEVIS



MC, OC Campus Registrar, Karen Ford-Warner, welcomes guests to the awards ceremony



Ann Clement-Kirton receives her 21 years service award from PVC Professor Alvin Wint



James Jonas, of OCCS Antigua & Barbuda, receives his award for 24 years of service from the Deputy Principal, Prof. Vivienne Roberts



Earl Alfred, retiree from OCCS, The Bahamas, receives a gift from the Chancellor



Delroy Waugh, of OCCS, Jamaica, Office of the Director, receives his 22-29 years service award from the Deputy Principal, Prof. Vivienne Roberts



Bernard Dinnard, retired Technician from OCCS Dominica, receives his gift from the Chancellor



Dr. Olabesi Kuboni, retired Head, Graduate Programmes, receives her gift from the Chancellor



Marva Campbell, CCDC, receives the Principal's Award for Excellence in the Administrative & Professional category



Marilyn Brown of the CCDC, receives her 21 years service award from PVC Professor Alvin Wint



Margaret Roberts, from the OCCS, Grenada, receives her 21-year service award from PVC Professor Alvin Wint



Carolyn Jenkins, of OCCS, Antigua & Barbuda, receives her award for 25 years of service from the Deputy Principal, Prof. Vivienne Roberts



Aura Prescod, from OCCS Trinidad & Tobago, Gordon Street, receives her 21-year service award from PVC Professor Alvin Wint

In September 2012, the Open Campus Awards Committee considered several applications, recommendations and supporting documentation received for the inaugural 2012 Principal's Awards for Excellence, Open Campus. The awardees and long-serving staff members were awarded at an elegant event in St. Kitts and Nevis on October 13, 2012.

STAFF AWARDS

OCTOBER 13, 2012



Dr. Christine Marrett, of ERIIC (now part of CORIA), receives her 30 years of service award from the Deputy Principal, Prof. Vivienne Roberts



Imogene Williams, SWTC, receives her 21-year service award from PVC Professor Alvin Wint



Claudia Hagley, of OCCS Grenada, receives her 22-29 years service award from the Deputy Principal, Prof. Vivienne Roberts



Cheryl McDonald-Sloley, OCCS, Jamaica, Office of the Director, receives her 21-year service award from PVC Professor Alvin Wint



Professor Julie Meeks, Head, CCDC, receives the Principal's Award for the Best Performing Department, from the Principal



Professor Edwin Brandon, retired Senior Programme Officer, receives his gift from the Chancellor



Ms. Winnifred Hall, OCCS, Jamaica, Montego Bay, receives her 21-year service award from PVC Professor Alvin Wint



Marva Campbell, CCDC, responds on behalf of her fellow awardees



Professor Simmons-McDonald presents a birthday gift to Sir George Alleyne, UWI Chancellor



Displaying their 2012 Principal's Awards for Excellence are Lisa Rocke, OCCS, Belize and Marva Campbell, CCDC



Sir George Alleyne, The UWI Chancellor (foreground) celebrated his 80th birthday with us.



Members of the audience at the 2012 OC Staff Awards in St. Kitts & Nevis

UWI INTER- CAMPUS STAFF GAMES 2012







APPENDICES

APPENDIX I

Student Statistics 2011/2012

Table 1: Associate of Science (ASc) Degree Enrolment 2007–2012

Programme	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012
ASc Admin Professional Office Management	135	114	106	101	68
ASc Business Management	440	261	330	285	258
ASc Paralegal Studies	241	139	168	188	179
ASc Public Sector Management	60	36	27	13	1
ASc Social Work	–	–	69	15	227
Total	876	550	700	602	753

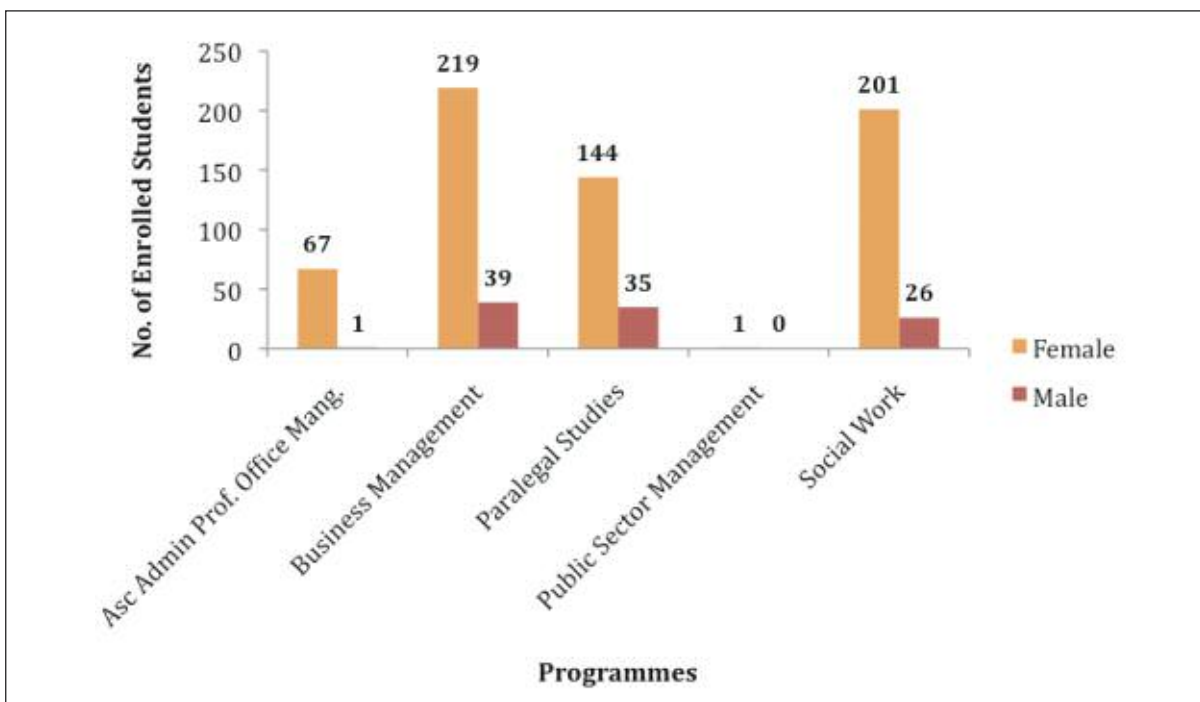


Figure 1: Associate Degree Enrollment by Gender 2011–2012

APPENDIX I (cont'd)

*Student Statistics 2011/2012***Table 2: Enrolment in Open Campus Continuing Education Courses/Programmes 2011–2012**

UWI-12 Countries	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012
Anguilla	12	0	0	24	0
Antigua and Barbuda	29	13	46	43	424
Bahamas	8	100	23	0	0
Belize	102	87	385	504	1,226
British Virgin Islands	26	40	78	75	46
Cayman Islands	0	30	51	86	181
Dominica	6	30	108	75	39
Grenada	79	0	9	9	9
Montserrat	44	166	225	51	36
St. Kitts & Nevis	83	150	146	112	185
St. Lucia	571	650	698	975	1,393
St. Vincent & The Grenadines	24	17	95	50	334
Total UWI-12 Countries	984	1,283	1,864	2,004	3,873
Barbados	850	789	660	809	919
Jamaica	3,636	3,900	5,331	4,974	4,877
Trinidad & Tobago	12,349	14,972	11,800	11,369	8,179
Total Campus Countries	16,835	19,661	17,791	17,152	13,975
Grand Total	17,819	20,944	19,655	19,156	17,848

APPENDIX I (cont'd)

*Student Statistics 2011/2012***Table 3:** Enrolment in all online/blended programmes 2011–2012

Programmes	Female	Male	Total
ASSOCIATE DEGREE			
Admin Professional Office Management	67	1	68
Business Management	219	39	258
Paralegal Studies	144	35	179
Public Sector Management	1	0	1
Social Work	201	26	227
Total	632	101	733
BACHELOR OF EDUCATION			
Chemistry Education Secondary	2	0	2
Computer Science Education Secondary	9	6	15
Education – Leadership	34	5	39
Educational Administration	22	5	27
Educational Leadership	56	10	66
English Literature Education Secondary	128	12	140
History Education Secondary	8	5	13
Literacy Studies	372	27	399
Mathematics Education Secondary	129	74	203
Primary Education	198	39	237
Spanish Education Secondary	11	2	13
Total	969	185	1,154
BACHELOR OF SCIENCE			
Accounting	473	79	552
Agribusiness Management	3	4	7
Banking & Finance	16	3	19
Banking & Finance (special)	147	38	185
Economics	19	10	29
Management Studies	2,349	606	2,955
Nursing – Post Rn	66	4	70
Total	3,073	744	3,817

Table 3 continues

APPENDIX I (cont'd)

*Student Statistics 2011/2012***Table 3:** Enrolment in all online/blended programmes 2011–2012 (cont'd)

Programmes	Female	Male	Total
CERTIFICATE			
Business Administration	1	0	1
Criminal Justice	52	89	141
Criminology	15	9	24
Entrepreneurship	2	0	2
Human Resource Management	8	1	9
Public Administration	1	0	1
Tourism & Hospitality Management	4	1	5
Total	83	100	183
DIPLOMA			
Gender & Development Studies	10	2	12
Public Administration	18	6	24
Social Services	21	11	32
Total	49	19	68
POST GRADUATE DIPLOMA			
Adult Education	5	1	6
Instructional Design	31	6	37
Literacy Studies	2	0	2
Total	38	7	45
MASTER OF EDUCATION			
Adult Education	76	16	92
Literacy Studies	127	7	134
Total	203	23	226
Specially Admitted	92	19	111
Transient Programmes	126	36	162
Total	218	55	273
Grand Total	5,265	1,234	6,499

APPENDIX I (cont'd)

*Student Statistics 2011/2012***Table 4:** Online/Blended Enrollment by Country and Gender 2011–2012

UWI-12 Countries	F	M	Total
Anguilla	82	22	104
Antigua and Barbuda	162	34	196
Bahamas	69	19	88
Belize	123	42	165
Bermuda	4	6	10
British Virgin Islands	49	16	65
Cayman Islands	46	11	57
Dominica	312	58	370
Grenada	295	77	372
International (Non-UWI Country)	5	0	5
Montserrat	66	9	75
St. Kitts and Nevis	167	30	197
St. Lucia	528	117	645
St. Vincent	251	42	293
Turks and Caicos	8	1	9
Total UIWI-12	2,167	484	2,651
UWI Main Campus Countries			
Barbados	143	24	167
Jamaica	1,308	338	1,646
Trinidad and Tobago	1,647	388	2,035
Total Main Campus Countries	3,098	750	3,848
Grand Total	5,265	1,234	6,499

APPENDIX I (cont'd)

Student Statistics 2011/2012

Table 5: Graduates by Programme and Level of Award 2011-2012

Programme Type	Award Class							Total
	First Class Honours	Upper Second Class Honours	Lower Second Class Honours	Pass	Distinction	Honours	Credit	
Master of Education	–	–	–	22	32	–	–	54
Graduate Diploma	–	–	–	8	6	–	–	14
Bachelor of Education	51	106	65	11	–	–	–	233
Bachelor of Science	32	79	148	65	–	–	–	324
Associate of Science	–	2	21	35	4	–	12	74
Diploma	–	–	–	4	1	7	11	23
Certificate	–	–	–	20	–	–	–	20
Total	83	187	234	165	43	7	23	742

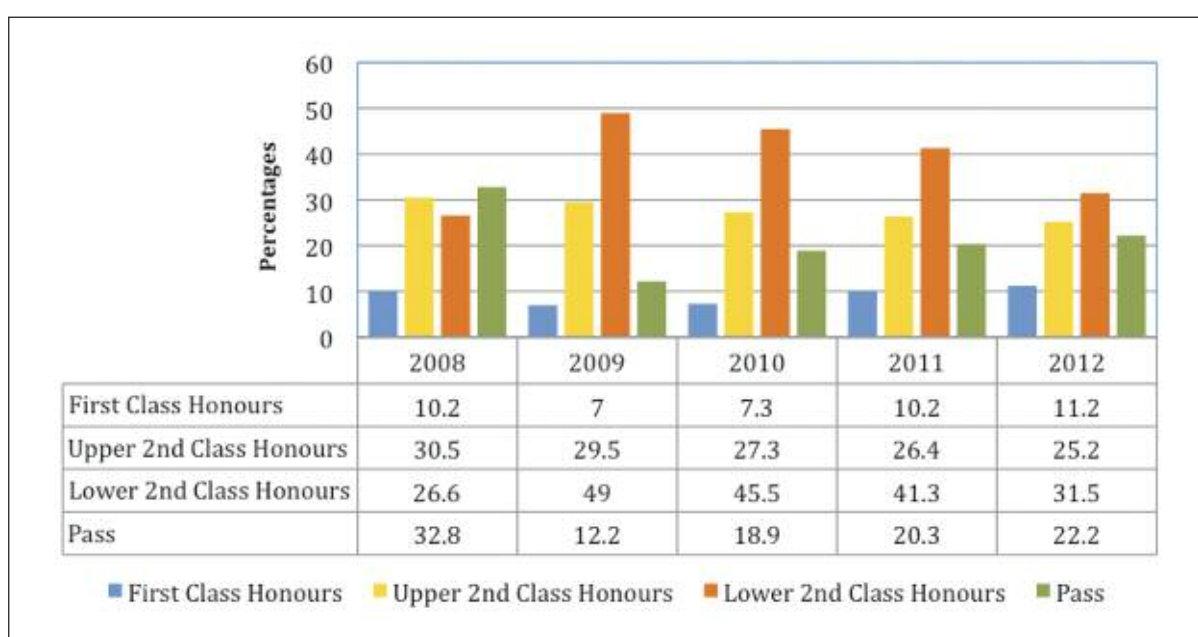


Figure 2: Level of Award History 2008-2012

APPENDIX II

*Staff Matters 2011/2012***Awards and Honours****Mrs. Jane Bennett**

Head of the Belize Site was the recipient of the 7th Annual Outstanding Woman Award.

Dr. Sharmayne Saunders

Programme Officer at the Belize Site, was nominated for the US Embassy International Women's Day Belize Woman of the Year Award 2012.

Ms. Janet De Souza

Administrative Officer, Director of CSDR Office was awarded the M.Sc. Human Resources Development Prize by the Department of Sociology, Psychology and Social Work, Mona Campus.

Achievements**Mr. Sylvannus Horne**

Office Attendant III at the SVG Site gained his B.Sc degree in Management Studies.

Dr. Jerome Miller-Vaz

Head of Sites, Jamaica Western Region, completed a doctorate in Management and Leadership.

Mrs. Cecile Johnson

Site Coordinator of the Brown's Town Site (Jamaica Western Region) completed her M.A (Ed) degree in Student Personnel Administration.

Promotions**Mrs. Germaine Alexander**

Human Resource Department, Trinidad and Tobago, promotion from Site Coordinator/Contract Officer II to Human Resource Officer with effect from 01.10.11.

Ms. Martina Mendoza

OCCS, Trinidad and Tobago, promotion from Librarian I to Librarian II with effect from 01.10.11.

Mr. Marvin Powell

Social Welfare and Training Development, Jamaica, promotion from Research Assistant to Junior Research Fellow with effect from 05.10.11.

New Appointments**Mrs. Deborah Dalrymple**

Head – OCCS, St. Vincent & the Grenadines, appointment with effect from September 1, 2011

Mrs. Kareen Guscott

Programme Manager, Academic Programming and Delivery Division, Jamaica. Appointment with effect from June 25, 2012.

Mrs. Lesley Crane-Mitchell

Marketing and Outreach Officer, OCCS, St. Lucia, appointment with effect from January 8, 2011.

Dr. Denise Gaspard-Richards

Head Course Development, APAD, Trinidad & Tobago, appointment with effect from August 1, 2011.

Mrs. Alecia Walters-Archie

Course Delivery Supervisor, APAD, Jamaica, appointment with effect from October 1, 2011.

Ms. Stephanie Hunte

Curriculum Development Specialist, APAD, Barbados, appointment with effect from October 1, 2011.

Mr. Christian Lee

Help Desk Supervisor, CATS, Trinidad and Tobago appointment with effect from January 1, 2012.

Staff Matters 2011/2012

Ms. Keisha Campbell

Programme Manager, APAD, Trinidad & Tobago, appointment with effect from June 1, 2012.

Mrs. Hilary Drakes-Morris

Programme Manager, APAD, Trinidad & Tobago, appointment with effect from June 1, 2012.

Ms. Annette Arjoonsingh

Programme Manager, APAD, Trinidad & Tobago, appointment with effect from June 1, 2012.

Ms. Kathyann Lashley

Programme Manager, APAD, Barbados, appointment with effect from June 1, 2012.

Temporary Appointments

Mrs. Ceceile Minott

Head (Ag.) (Sabbatical Leave Replacement)
Caribbean Child Development Centre, Jamaica, appointment with effect from August 1, 2012.

Mrs. Sandra Griffith-Carrington

Temporary Marketing and Communications Assistant, Office of the Deputy Principal, Barbados, appointment with effect from August 1, 2011.

Dr. Emily Dick-Forde

Head Special Projects, APAD, Trinidad and Tobago, appointment with effect from August 1, 2011.

Ms. Kimone Joseph

Marketing and Outreach Officer, OCCS, Dominica appointment with effect from December 15, 2011.

Transfer/ Change of Job Title

Dr. Benita Thompson

Programme Coordinator, Special Projects, APAD reassignment to Research Officer, Office of the Pro Vice-Chancellor and Principal, Barbados, with effect from October 1, 2011.

Mrs. Souzanne Fanovich

Assistant Registrar, Registry Administration, Trinidad and Tobago reassignment to Assistant Registrar Secretariat, with effect from June 1, 2012.

Dr. Luz Longworth

Director Open Campus Country Sites, Jamaica, reassignment to Mona Campus, with effect from July 31, 2012.

Retirement

Dr. Adrian Fraser

Head of Site, St. Vincent and the Grenadines, retirement with effect from September 30, 2012.

Mr. Alfred Earle

Programme Officer, Bahamas, and retirement with effect from July 31, 2012.

APPENDIX III

*Staff Publications & Papers***Books**

Masino, M. (2012). *Multicultural Education: Perceptions of Future Educators*, Lambert Academic Publishing, Germany.

Book Chapters

Simmons-McDonald, H. (2012). "In support of Afrogenesis: A study of St. Lucian French Creole proverbs". In J. Allsopp and J. Rickford (Eds). *Language, Culture and Caribbean Identity*. Kingston, Jamaica: Canoe Press.

Thompson, B. P., Leacock, C. J., & Warrican, J. (2011) Education for the future: Shaking off the shackles of colonial times. In D.A Dunkley (Ed), *Readings in Caribbean History and Culture: Breaking Ground* (pp. 61–86). Plymouth, United Kingdom: Lexington Books.

Williams, L.O. (2012). Working with youth. In Healy, L.M. and Link, R.J. (Eds.) *Handbook of International Social Work*, pp. 265–272. New York: Oxford University Press.

Book Reviews

Masino, M. (2012). Technology Leadership Preparedness: Principals' Perceptions" for Educational Administration Quarterly.

Occasional Papers

Soares Judith, "Women's Rights Conventions Mere Paper Tigers", Barbados: Women and Development Unit, UWI, Occasional Paper 1/2012.

Soares, Judith, "Do Women Need Freedom from Religion? Barbados: Women and Development Unit, UWI, Occasional Paper 2/2012.

Journal Articles

Batson-Rollock, C., Soares, J., & Phillips, M. (2011). Forever indebted to Rex: Women crafting a new story of human experience. *Caribbean Quarterly: A Journal of Caribbean culture*, Special Issue, "The Sage Has Come of Age", 57, 3 & 4.

Roberts, D. (2012). The 'Nettlefordian' influence and the culture of the trade union movement. *Journal of Eastern Caribbean States*, (37), 1.

Roberts, D. (2011). Jobs, Sustainable Growth and Small Businesses: Some Labour Market Imperatives. *Jamaica Business Journal*.

Saunders, Sharmayne (2012). Aid effectiveness for Belize's national health insurance scheme's sustainability. *Scottish Journal of Arts, Social Sciences and Scientific Studies*, 2, (1). ISSN 2047-1278 <http://scottishjournal.co.uk>

Saunders, Sharmayne (2012). Corporate social responsibility: A helping hand for a better Belize. *International Journal of Business & Social Sciences*, 3, No. ISSN 2219-1933 (Print), 2219-6021 (Online).

Severin, F.O. (2012). Graduates for social and political change: Towards the end of oppressive pedagogy. *The UWI Quality Education Forum*, 18, 1–22.

Soares, J. (2012). Towards a theology of justice for the Caribbean and Latin America. *Groundings: Catholic Theological Reflections on Issues Facing Caribbean People in the 21st Century*, 27, 72–82.

Soares, J. (2012). "Peace through Ecumenism?", *Peace Review: A Journal of Social Justice*, 24, 4.

Soares, J., & Batson-Rollock, C. (2010). Rethinking patriarchy in a rural context, Barbados. Women

APPENDIX III (cont'd)

Staff Publications & Papers

and Development Unit, UWI, WAND Occasional Paper Series, 2.

Soares, J., & Phillips, M. (2011). Honouring “Our Good Man” Nettleford. *Caribbean Quarterly: a journal of Caribbean culture* (Special Issue). 57, (3-4).

Walker, S.P., Wachs, T.D., Grantham-McGregor, S., Black, M.M., Nelson, C.A., Huffman, S.L., Baker-Henningham, H., Chang, S.M., Hamadani, J.D., Lozoff, B., Meeks Gardner, J.M., Powell, C.A., Rahman, A., Richter, L. (2011). Inequality in early childhood: Risk and protective factors for early child development. *The Lancet Series Special Issue: Child Development in Developing Countries* 2.

**Newspaper/Magazine Articles/
Newsletters**

Bennett, J. (April 2011 to March 2012). Bi-weekly Column: The Red Heart, Where Family Lives: Speak, Listen, Share. *The Reporter*.

Jacobs, C. (2011, August to 2012, July). Columnist in monthly periodical published both online and hard-copy. *Barnacle*, Grenada.

Roberts, D. (2012, February 19–25) Profit-Led Economic Strategy has failed Jamaica. *Sunday Herald*.

Roberts, D. (2012, February, 22). Profit-Led Economics Strategy has failed. *Jamaica Observer*.

Roberts, D. (2012, April, 01). Tax Reform Inducing Growth? *Sunday Gleaner*.

Roberts, D., & Marsh, L. (2011, September). Changing Places: Looking at men and women in non-traditional occupations in Jamaica’, *PIOJ, Labour Market Information, Newsletter*, Issue, 62.

Severin, F.O. (2011, December–2012, July). Weekly Columnist: Reflections on the St. Lucia Elections 2011. *The Sun Newspaper*, Dominica.

Soares, J. (2012, November 25). Race-Based violence against women missing agenda item”, *Abeng News: The Caribbean Voice*.

Thompson, B. P. (2011, October 10). Distance learning at the UWI Open Campus: An interactive experience. *The Advocate*, 14.

APPENDIX IV

*Staff Presentations***Conferences**

Dick-Forde, E. (2012). Deploying the new ball: Strategic management accounting and the challenges of 21st century governance. Paper presentation at the 30th Caribbean Conference of Accountants, of the Institute of Chartered Accountants of the Caribbean.

Dottin, P. (2011, October). Student Retention: Key Contributing Factors. Paper presented at the Caribbean Area Network for Quality Assurance in Tertiary Education (CANQATE), Bahamas.

Dottin, P. (2011, October). Student Perception of Online Learning: Issues at the University of the West Indies Open Campus. Paper presented at the Caribbean Area Network for Quality Assurance in Tertiary Education (CANQATE), Bahamas.

Figaro-Henry, S., Mitchell, I. & Grant-Fraser, E. (2011). Mobile learning readiness in Caribbean tertiary institutions – Are we ready. In Proceedings of World Conference on E-Learning in Corporate, Government, Healthcare, and Higher Education (ELEARN) 2011 (pp. 1193–1198). Chesapeake, VA: AACE.

Gallimore, H. (2012, June 13). Understanding children's rights and responsibilities. Presented to High school teachers and students at the pre-conference Activity for the Caribbean Child Research Conference, University of the West Indies, Mona, Jamaica.

Hickling, D. & Saunders-Sobers, M. (2012). Changing the face of enrollment in higher education for the Caribbean. Paper presented at the ACHEA Conference, Trinidad and Tobago.

Jacobs, C. (2011, November 3–5). Grenada's Pax Americana: Political developments in Grenada

since 1983. Paper presented at the 14th Annual Eastern Caribbean Island Cultures Conference "The Islands in Between": Language, Literature and Culture of the Eastern Caribbean, St. George's, Grenada.

Masino, M. (2012, February 22–24). Teaching with Technology in the Caribbean". Paper presented at the 1st International Conference on Open and Distance e-Learning: Creating Spaces and Possibilities, Manila, Philippines.

Masino, M. (2012, February 13–18). "Not Black Like Me" A Black African American, Lecturer's Cultural Experiences and Reflections of Collegiality, Work Ethic, Classism, and Discrimination in the Black Caribbean. Paper presented at the National Association of African American Studies (NAAAS) Conference: Solving Social Issues Through Multicultural Experiences, Baton Rouge, Louisiana, USA.

Masino, M. (2012, January 5–8). "Open Educational Resources in Open and Distance Learning." Paper presented at the Hawaii International Conference on Education, Waikiki, Hawaii, USA.

Meeks Gardner, J. (2011, November 15–18). Early child development in developing countries: Recent evidence for risk and protective factors. Paper presented at the Caribbean Regional Conference of Psychology. Nassau, Bahamas.

Meeks Gardner, J. (2012, May 14–15). Youth violence interventions. Paper presented at the Regional UNSVAC Conference Kingston, Jamaica.

Minott, C. 2012, (April 2–4). Early childhood development – Training opportunities in the University of the West Indies Open Campus Country Sites. Paper presented at the Regional Conference on Early Childhood Development, St. Kitts.

APPENDIX IV (cont'd)

Staff Presentations

Minott, C. (2012, May 23–29). Sustainability through partnerships. Paper presented at The Hincks-Dellcrest Centre Learning Through Play International Conference. Toronto, Canada.

Minott, C. (2012, May 14–15). UNSVAC follow-up study progress report. Presented at the Regional UNSVAC conference, Kingston, Jamaica.

Minott, C. (2011, October 19–20). Early childhood development – Training opportunities in the Caribbean. Paper presented at the Caribbean Child Research Conference, Kingston, Jamaica.

Minott, C. (2011, October 19–20). Public policies which promote child rights in Jamaica. Caribbean child. Paper presented at the Research Conference, Kingston, Jamaica.

Severin, F.O. (2011, November 10). Fundamental ethics and higher education. Paper presented at the 5th Annual Forum of the Bioethics Society of the English-speaking Caribbean (BSEC), Ross University School of Medicine, Portsmouth, Dominica.

Shirley, B. (2012, July). Integrity in Management, Integrity of Management: Understanding the Importance of High Ethical Standards in a University Institutional Environment from a Human Resource Perspective. Paper presented at the ACHEA Conference.

Shirley, B. (2012, May). Examining Video-Conferencing as an Effective Tool in Distance Teaching and Learning. Paper presented at the Technical Focus Group of the Caribbean Basin Initiative on Security: University of the West Indies, Mona Campus, Jamaica.

Soares, J. (2012). Allegory and Politics: Reinterpreting the Songs of Solomon. Paper presented at the Theologising Women” conference.

Thomas, J. (2011, October 19–20). HIV/stigma and children’s education in Guyana. Paper presented at the Caribbean child research conference, Kingston, Jamaica.

Thomas, J. (2011, October 19–20). Social competence among Jamaican adolescent mothers. Paper presented at the Caribbean Child Research Conference, Kingston, Jamaica.

Thomas, J. (2011, November 15–21). HIV-related stigma and children’s school outcomes in the Caribbean. Paper presented at the Caribbean Regional Conference of Psychology. Bahamas.

Thomas, J. (2012, May 2–4). HIV-related Stigma and Children’s School Outcomes in St. Lucia. Paper presented at the St. Lucia Country Conference, St. Lucia.

Thomas, J. (2012, June 13). The research process. Paper presented to High school teachers and students at the pre-conference Activity for the Caribbean Child Research Conference, University of the West Indies, Mona Campus, Jamaica.

Thompson, B.T. (2011, October 2011). Evaluating Satisfaction of Distance Education Students of the University of the West Indies Open Campus”. Paper presented at the E-Learn 2011 – Association for the Advancement of Computing in Education, Honolulu, Hawaii.

Lectures/Seminars/Workshops

Dalrymple, D. (2011, September 22). Conflict Management. Paper presented to Kingdom Life Ministries, Kearton’s Village, St. Vincent and the Grenadines.

APPENDIX IV (cont'd)

Staff Presentations

Dalrymple, D. (2011, March 15). Taking Personal Responsibility to End Domestic Violence. Paper presented to mark International Women's Day, St. Vincent and the Grenadines.

Dalrymple, D. (2011, March 22). Addressed the matter of whether women are now empowered given the strides that they have made in formal education, and the number of international and local conferences which have addressed women's issues. Lead Paper on Education presented at the First National Women's Congress.

Dalrymple, D. (2011, April 7). Anti-social behaviour. Paper presented to Women of Destiny, Layou Camp Site, St. Vincent and the Grenadines.

Dottin, P. (2012, July). NVQs/CVQs: Beyond the school walls. Presentation at the Educational Leadership Workshop, School of Education, Cave Hill Campus Barbados.

Hickling, D. (2012, March). Effective communication and programmatic planning. Paper presented to Mona Guild of Students, Jamaica.

Roberts, D. (2011, September 6–7). Paper presented at the Public Sector Monitoring Committee Seminar on 'A Partnership Approach to True Solutions', Jamaica Conference Centre, Jamaica.

Severin, F.O. (2011, August 5). Hooked on Books. Feature Address at Nature Island Literary Festival & Book Fair, UWI Open Campus Dominica.

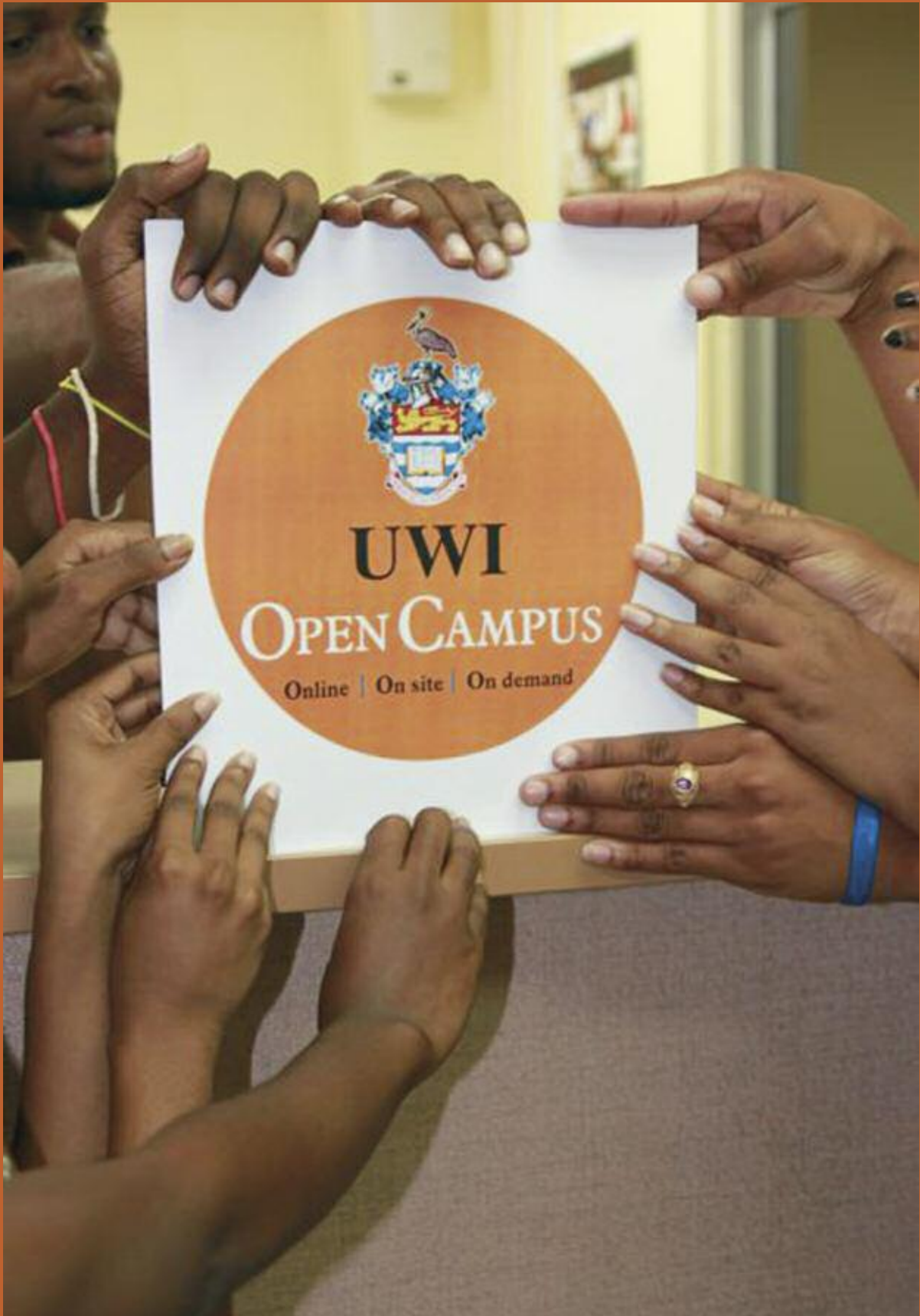
Severin, F.O. (2012, May 11) Training and Development. Workshop presentation on Organizational Development organized by the Establishment, Personnel and Training Department (HRD Unit) and the (Public Service Training Centre.

Severin, F.O. (2012, April 20). The Impact of Violence on the Education of our Young Males. Panel discussion organized by the Caribbean Male Action Network (CariMAN) Chapter, Dominica.

Soares, J. (2012, March 2). Allegory and politics: Reinterpreting the Songs of Solomon, Conversations on female embodiment. Presented at Hillcrest Diocesan Retreat Centre, Anglican Diocese of Jamaica, Brown's Town, Jamaica.

Soares, J. (2011, August 3). Perceptions of the Christian fundamentalist phenomenon in the Caribbean. Presented at Connexional Local Presbyters Seminar, Methodist Church, Barbados.

Soares, J. (2011, August 2). "Images of the contemporary Caribbean church", Seminar Presented at Connexional Local Presbyters Seminar, Methodist Church, Barbados.



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