

**THE UNIVERSITY OF THE WEST INDIES  
CAVE HILL CAMPUS**

**Report to Campus Council**

**The Development of the Cave Hill Campus as a Smart  
Campus**

**Full STEAM Ahead**

**March 10<sup>th</sup>, 2017**

Chair, Sir Paul Altman, Vice Chancellor, Professor, Sir Hilary Beckles, The Honourable Ronald Jones, Minister of Education, Science, Technology and Innovation of the Government of Barbados, other distinguished representatives of Governments, Fellow Principal, Professor Brian Copeland, PVC Alan Copley, members of Council, especially student representatives, viewers over the web, good morning and welcome. Chair, as Pro Vice Chancellor and Principal of the Cave Hill Campus, I am very pleased to present my first report to you, even though it is my second presentation to Council. This time last year you were being knighted in Buckingham Palace. We congratulated you in your absence, but on behalf of Council I convey our deepest gratitude to you for your consistent leadership on behalf of The University of the West Indies, and the Cave Hill Campus. We are delighted but not surprised that the profound esteem in which we hold you is shared by her Majesty. Chair, you signify that Cave Hill continues to be an exemplar and incubator for decisive leadership

Chair, my presentation has 3 primary objectives:

1. **To launch our new educational model**
2. **To share the major initiatives for the first phase of the 2017- 2022 Triple A Strategic Plan: Revitalizing Caribbean Development.**
3. **To review the work the Campus has undertaken on behalf of our students and wider community. That is what we have done to provide the educational goods and services that we have delivered to build human resource capacity, undertake cutting edge research and continue to contribute to revitalizing Caribbean Development.**

### **Cave Hill Campus: The Dawn of the Smart University of the West Indies**

Chair, the cover art of this year's report captures our lighting of the iconic clock tower and the original main buildings as one of the many activities we undertook last year to celebrate Barbados' fiftieth anniversary of independence.

Metaphorically, the image depicts much of what characterizes the Campus' financial environment and yet, it symbolizes the future direction of the Campus. At first glance, dark clouds are hovering, but as you look, you notice beautiful rays of rosy light. **They are our visioning and strategic planning.** Even more importantly there are stars shining brightly even through the dark clouds, **these symbolize our students, faculty, staff and key strategic initiatives.** And standing proud, strong and resolute, bathed in the golden glow of Cave Hill, is the enduring 53 year old symbol of the Campus. Chair, even with our financial challenges and decline in student enrolment, we have not retreated from The University's mission and vision, so on the cusp of the implementation of the 2017- 2022 strategic plan, the Cave Hill Campus is **solidifying the foundation for a smart Campus, we are at the dawn of the smart University of the West Indies.** Chair, even though the current environment is challenging, I will

demonstrate why we are resolute about Cave Hill's on-going relevance and leadership as a premier institution of higher education in the Caribbean. My guarded optimism is grounded in visioning, meticulous planning and a prudent stewardship of the resources of the Campus.

### **Why the move to a Smart Campus of UWI?**

The Campus recognises that the educational model introduced in the 1960s to provide a UWI education primarily for citizens of Barbados and the Eastern Caribbean has reached its limits. It provided the required woman and man power to build post-independence countries. The Campus has now reconceptualised the educational model and we are repositioning The UWI Cave Hill Campus as a unique, provider of higher education nationally, regionally and globally. The Campus is fully embracing the digital stage in every aspect of its ongoing development. The Campus has employed two previous strategies that have served it well; “**One graduate per household**”, and “**creating knowledge Households**”. These coincided with providing the human resources to propel a service oriented model of development, building on the first stage of graduate education for development. Creating knowledge households refashioned the earlier approach to focus on households acquiring technologies of learning in preparation for the digital era (Beckles 2012 Barbados Today). We are now here and our new educational model, the smart Campus model reflects that. Through assessing the internal and external environment, responding to the mandate of the 2017-2022 strategic plan, assessing our strengths and responding to our threats, we have determined that the Cave Hill Campus has to pursue an educational model designed to exploit the digital era. We have decided that new approach will be centred on:

### **The Development of Cave Hill as a Smart Campus of UWI**

The triple strategic goals of access, alignment and agility of our new strategic plan, undergird our thrust and vision to transform Cave Hill into a Smart Campus.

- We will broaden access,
- Improve our internal operating processes, particularly, transform our teaching and learning environment,
- Promote innovation and
- Become more entrepreneurial across all operations.

### **What do we mean by a Smart Campus?**

**The Smart Campus seeks to harness the advances in IT, such as smart phones, big data, the internet of things, and cloud service, all of this towards transforming educational delivery and pedagogy.**

The main focus is revolutionizing the education system through diversification of content and widespread application of information technology while maintaining vigilance over investment, quality assurance and student centredness.

We will further emphasize smart learning, using technology to enhance the student experience, to reach a wider audience, and to achieve better communication. Chair the excellent work of our Centre for Excellence in Teaching and Learning enables us to transform pedagogy and content delivery in the establishment of a smart Campus. The course, ***“Advanced Teaching and Learning with Technology”***, which is offered as part of the CUTL, is also offered as a stand-alone course for those who need to enhance their information technology skills in content delivery. Director of CETL, Mrs Atherley informs me, “E-learning is pretty much the norm at Cave Hill. Chair, we are on our way”. A critical aspect of a smart Campus is broadening accessibility. The smart campus expands accessibility for students who are differently-abled and

for those whose careers or lives do not permit them to be in a physical classroom for every class. The Smart Campus harnesses information technologies, deploys our blended learning policy, and provide students with options in terms of how they access learning in three key areas. Students will have options in a) how the Campus presents content, b) demonstrating their acquisition of knowledge, skills and abilities and c) their engagement in the process of learning.

We will seek to integrate the smart campus into the neighbouring Warrens business community by designing a Smart Campus\ Smart City proposal. This is intended to position the Cave Hill Campus as an integral, but seamless driver of services, resources and intellectual capital in an urban, business and residential community. Professor Winston Moore and Dr Justin Robinson are currently working on this proposal.

Even as we pursue key initiatives during the first phase of the strategic planning cycle, **we face two related challenges, 1) the staggering arrears to the Campus because of the government's debt of \$180 million and 2) the reduction in student numbers since the introduction of tuition fees.** We are exploring strategies to address the arrears, we have maintained a strict but relevant regime of cost reduction measures, and we have been mounting an aggressive recruitment campaign bolstered by an expanded financial aid and scholarship programme to increase enrolment.

**Cost Reduction Measures are:**

- The Freezing of positions
- Reduction of the part time vote
- Rationalization of course offerings
- Reducing the replacement of staff members on leave

- Elimination of courses with low enrolment
- Increasing use of online technologies for the delivery of tutorial support
- Continuously implementing energy and resource saving measures across multiple administrative and academic platforms.

We are also leveraging our considerable strengths to navigate and mitigate these challenges.

**The Campus Strengths:**

1. Is institutionally accredited with a strong quality assurance and pedagogical renewal environment,
2. The Faculty of Medical Sciences has double accreditation; professional programme accreditation and recently earned accreditation from the National Committee on Foreign Medical Education, NCFMEA, US government.
3. UWI faculty of law with the greatest legacy, established legal data base and well-resourced library.
4. Strong and demonstrable commitment to student centredness, improving the learning environment, and enhancing the pedagogical skills of faculty
5. Strong tripartite relations with Governments, corporate sector and civil society
6. 21<sup>st</sup> Century State of the Art facilities for the Academics and Athletics of Sport
7. Comparatively high level of motivated faculty and staff
8. Solid senior management team with committed Campus leaders
9. Functional, beautiful infrastructure
10. **Location and Climate:** Campus operates within a country with a warm climate, excellent international and regional airline connections and is within five minutes of beautiful beaches.

11. **Social cohesion:** Rule of law well established, organised crime low, even though crime as it relates to guns and drugs is becoming more prevalent.
12. **Readiness for Technological Change:** High internet usage, widespread availability of wifi connectivity, competent, professional information technology centre [CITS], and strong faculty and programming resources on the Campus.

### **Three Major Initiatives for the Triple A Strategic Plan**

#### **1. Towards Solidifying the Foundation for a Smart Campus, we are concentrating on:**

- i) Renewal of the Faculty of Science and Technology
- ii) Collaborating with the national educational sector to improve the performance of mathematics in primary and secondary schools.
- iii) Expanding the BSC in Software Engineering: Mobile Applications Technology

#### **2) Internationalization**

- i) Expansion of the provision of medical education; NCFMEA
- ii) Expansion of the programmes of the Confucius Institute;
- iii) Growing the ESL programmes

#### **2) Agricultural and Educational Entrepreneurship and outreach**

- i) Development of Agro Business Science Park: Centre for Food Security and Entrepreneurship
- ii) Commercialization of Applied Research
- iii) Establishing the Cave Hill Office of Research and Innovation
- iv) Management of Sargassum influx

## **Solidifying the Foundations for a Smart Campus**

### **Access and Agility: Renewal of the Faculty of Science and Technology**

The Faculty of Science and Technology plays a critical role in our strategy to build a smart campus. It is the nerve centre for the long term transformation of the learning, delivery, integration, investment and spatial culture of the Campus. We will improve the quality of the learning environment and the quality of the research undertaken. Growth in science, technology and innovation is fundamental to the advance of Caribbean societies, but it is not the only requirement for the flourishing of Caribbean societies. Growth in the liberal and fine arts, humanities, are equally important and that is why our strategy is full steam ahead. Growing the arts is foundational to our revitalization of Caribbean development. I am happy to report that the Caribbean Development Bank has agreed to fund a feasibility study and design brief for the infrastructural renewal of the Faculty of Science and Technology, even happier to note that two weeks ago, we have received the proposed implementation schedule for the project from preparation to completion. The CDB knows that strengthening competencies in math, science and engineering depends on modern facilities especially laboratories. Like the UWI, the Bank recognises the critical role of scientific teaching, research and innovation in the on-going advance of Caribbean societies and is concerned about the challenges Caribbean countries face in STEAM\STEM subjects. Its funding, supports the Campus' intention to enhance the Faculty's leadership role in building scientific skills in Barbados and the OECS sub-region. We expect a state of the art facility befitting a 21<sup>st</sup> century, digitally equipped Campus.

**Collaborating with governments to improve the performance of mathematics in primary and secondary schools.**

A core problem in Barbados and the Caribbean is the underperformance in regional primary and secondary school systems in maths and sciences. UNDP reports that pass marks for mathematics at the CSEC level, between 2005 and 2013 is 37%. For English it is 59% [UNDP 2016: 16].

Cave Hill has taken this head on with two major initiatives. **1)** With funding from the Ministry of Labour, Social Security and Human Resource Development, the Dean of the Faculty and his colleagues have shown great leadership by mounting a mathematics symposium in March 2016 to improve the teaching and learning of mathematics in Barbados's primary and secondary schools. Their work continues with an on-going project to enhance teacher readiness for STEM education. The Faculty engaged nursery and primary schools in the area of STEM with a focus on improving the syllabus and classroom delivery. The Faculty is researching and assessing teacher preparedness for teaching science in primary schools as well as hosting training sessions for science teachers.

**2)** The Caribbean Teachers Series (CTS) emanate from the CSEC Mathematics videos currently online on <http://UwiTube.com>. The project harnesses the knowledge and experience of successful mathematic teachers to benefit students and other teachers throughout the Caribbean through the creation of interactive texts. The site also hosts videos on CSEC English, Common Entrance and CAPE Mathematics. This interactive project records video lessons on fundamental mathematics topics and present video solutions to all questions. The "CTS Maths" app is available online at Google Play and Apple Stores. This year the project expands to a Caribbean Edition to include the knowledge and experience of a wide cross section of Caribbean teachers towards launching in 2018. Unlike international publishers who currently siphon revenue of the

Caribbean, CTS aims to generate revenue for Teachers and Schools, an excellent example of educational entrepreneurship.

### **The BSC in Software Engineering: Mobile Applications Technology**

In September last year the UWI launched the BSC in Software Engineering: Mobile Applications technologies on the Cave Hill and Mona Campuses. The degree is offered jointly with UWI and Nanjing University in Suzhou Province, China. This is another important plank in offering the region highly specialized skills, earning revenue for the Campus and promoting bilingual and bicultural Caribbean graduates.

### **Access and Agility through Internationalization:**

Recruiting extra regional students is one of the key strategies the Campus is pursuing to earn revenue. **FMS: NCFMEA Accreditation:** Last year I reported on several initiatives the Campus had undertaken to improve the delivery of medical education in the MBBS degree programme. At the Start of the Academic year Caribbean applicants doubled their interest in pursuing medicine at Cave Hill. Colleagues in September 2016, we reaped the benefits of our investment in quality assurance, upgrading our teaching facilities, improving the learning and leisure environment and investing in the pedagogical enrichment of our medical faculty. The National Committee on Foreign Medical Education of the US Department of Education has granted us accreditation. The Faculty of medical Sciences at Cave Hill has double accreditation, regional through CAAMP-HP, and international, through the US Government, Department of Education. This significant achievement means that American students can borrow federal funds to study medicine at the Cave Hill Campus. To plot the necessary steps to get there, I have appointed a rapid response team under the chairmanship of Deputy Dean, Dr Kenneth Connell to devise

strategies so that we can reap the potential of the NCFMEA recognition to internationalize the Campus by attracting American and Commonwealth students.

### **Expanding the Programming and Outreach of the Confucius Institute**

The work of the Confucius Institute is another important plank in our internationalization strategy. The Campus is dedicated to preparing Caribbean young people to compete in a global world. The activities of the Confucius Institute enable us to do so. Last March, as guests of Han Ban, I led a Cave Hill delegation to a series of meetings in Beijing. There were several positive outcomes. We met with CARICOM ambassadors to China and updated them on UWI's China initiatives. We briefed officials of the Chinese Ministry of Education on the same, and signed MOUs to towards convening the first Caribbean-China Legal Forum and mounting a workshop of Chinese commercial law.

We gained approval for the Confucius Institute to be an official Chinese proficiency, HSK, testing centre for Mandarin. The Campus through the CI has begun to test competency and award the only internationally recognized certification in Mandarin. We are developing a minor in Mandarin studies as one of the BA language degree options. To date, one primary and three secondary schools have been exposed to Chinese culture through a UWI led initiative. Starting last year, the Confucius Institute takes Cave Hill students to meetings of international university students in China. And in May we will officially open the Confucius Institute, host a regional conference and conduct a Board meeting with our counterparts from Beijing in attendance. We are ensuring that Caribbean students will hold their own in the global world.

### **The ESL Programmes**

Our internationalization thrust is strengthened by our growth of English as a Second Language immersion programme. Besides the fifty Ecuadorean teachers whom we trained for seven

months last year, and forty pre University Panamanians for four months, On Monday, March 6<sup>th</sup> we welcomed a second cohort of 26, Panamanian students for four months of English language training. They have started an immersion programme in English for three months to be followed by a month of Tourism awareness and Fundamentals of Business. We are again delivering the programme with the full involvement of the Barbados Tourism and Hotel Association. We are exploring possibilities with Universities, colleges and high schools in Martinique to offer the ESL programme in the summer months. These programmes earn revenue for the Campus, promote Barbados as an educational destination and enable the Campus to showcase our existing programmes.

#### **Alignment and Agility through Agricultural\ Educational Entrepreneurship and outreach**

The research and outreach agenda of the Campus continues to have national, regional and international impact. Not only do these advance the strategic objectives of improving academic/industry research partnerships and promoting a single UWI brand consciousness; But the initiatives pursued have **the potential to contribute to restoring the financial health of the Campus**. Critical to this is obtaining the funding to establish the Cave Hill Office of Research and Innovation which the Campus has agreed to in principle.

Under the leadership of Professor Leonard O'Garro, Director of the Centre for Food Security and Entrepreneurship, The Campus is advancing our strategic objectives of alignment and agility with its successful efforts of increasing academic industry research partnerships. The Campus has received feedback on its submission to the Town and Country Planning Office, of the physical development plan for the conversion of 28 acres of land gifted to the Campus by the Edghill family of Dukes Plantation. Revisions are being made in relation to drainage and roads. The Plan identifies an environmentally friendly, state-of-the art agribusiness science-park. The

physical plan sets aside lands to support the farming sector in partnership with the Barbados Government Cooperatives and the Small Business Association. We anticipate approval before the end of this month. The proposed agri businesses include: capacity building for artisan chocolate manufacturers, a programme of support for the genetic improvement of sea island cotton, a collaboration with Eden Herbs of St. Lucia to research and develop the medicinal herb sector, partnership with the government of St. Vincent and the Grenadines to halt the decline of the arrowroot industry, develop marine biodiversity for the development of drugs and personal care products, and a Caribbean sail cargo initiative which facilitates the movement of agricultural produce primarily from Eastern Caribbean suppliers. The Campus has secured funding for the project from China Aid, in the context of a bilateral agreement between the Government of the People's Republic of China and the Government of Barbados with our lead ministry, the Ministry of Education.

CFSE has successfully launched the prototypes of luxury leather products based on the development of the leather industry using the leather of the black belly sheep. Its commercial production should begin next year and given the quality of the goods and the public's reception this will be a very successful academic\agricultural entrepreneurial partnership.

Underscoring our tripartite partnerships with Governments and civil society, the CFSE will be participating for the first time in the annual Barbados Agricultural Society exhibition, showcasing the entrepreneurial work of the Centre and establishing the UWI brand consciousness.

### **Commercialization of Applied Research**

Again, pursuing vigorously the goal of academic industry partnerships and generating revenue for the Campus, the Faculty of Science and Technology has developed an innovative proposal to

commercialize applied research, work with private sector stakeholders and host an annual event to create a research pipeline focusing on the commercialization of the applied sciences and nurturing strategic relationships in entrepreneurship and business enterprises. The Dean will elaborate on this but I am very proud of and commend the faculty for introducing “**the Women in Technology network**”. The Faculty intends to break apart gender stereotypes related to women and technology and to improve the underrepresentation of women and persons with disabilities in STEM related fields. I am very proud of my colleagues for recognising women are the fastest growing demographic in technology and for insisting on the inclusion of persons with disabilities in STEM initiatives. The Initiative seeks to overcome the limitations of comparatively smaller work forces in the Sciences, in the Eastern Caribbean, by teaching in virtual labs. This is an exciting project and dovetails with the creation of Cave Hill as a smart Campus becoming seamlessly integrated into neighbouring and virtual communities.

**Management of the Sargassum Seaweed influx:** Last year I reported on the first regional Sargassum Symposium. This year I am pleased to inform you that my colleagues in the Centre for Resource Management and Environmental Studies, (Cermes) have worked on the follow up to the symposium in collaboration with regional and international partners. They have produced a Management brief on the best practices for dealing with influxes. We have distributed this to all regional ministries of Agriculture, fisheries and hotel and tourism associations.

### **Our Students Our Greatest Assets**

The key initiatives I have presented are built on our core values of student centredness, integrity, excellence and diversity. Our students are the bedrock of our mission, and I briefly highlight what we have done in the past year to advance student centredness, improve the learning and

leisure environment, grow student enrolment, enhance our financial viability and remain competitive and relevant.

Our students are why we are here. This is the second annual issue of Chill to focus on our students. We are very proud of all our students, but exceptionally proud of Ms Simone Delzin, student of the Faculty of Science and Technology and the 2017 Caribbean Commonwealth Rhodes Scholar. Ms Delzin exemplifies the type of Cave Hill student we are educating, read her story and all the exceptional articles in your copy.

### **Student Centredness - Improving the Learning and Leisure Environment**

**Chair, Cave Hill Campus is an inclusive Campus in which student centredness is part of our DNA. Within resource constraints we do whatever is feasible to improve the learning and leisure experience of our students. We are not a degree mill and we are not educational carpetbaggers. We are an intrinsic part of this region. When our students graduate, we intend for them to be confident, conscious, knowledgeable, informed Caribbean and international citizens, ready for the global world.**

The Campus completed some minor capital works projects in the past year designed to enhance the conditions under which our students learn and experience student life. We completed the work on the West Stand of the Usain Bolt Complex and while this is primarily for the use of our students, the facility earns revenue for the Campus. It is used heavily by the country's primary and secondary schools for their sporting meets.

We have created a student lounge and lunchroom for medical students in the Medical Sciences Complex. We have expanded students' washrooms in the Faculty of Law and provided a dedicated facility for students with physical disabilities. Most satisfyingly we are in the final

stages of providing the students with a new gym, fully equipped with showers, changing rooms and access with facilities for the physically challenged.

In response to the need for group study spaces the Campus opened and upgraded two 24 hour study spaces. These are a 24/7 study room in the Sidney Martin Library and upgraded a 24/7 study room in the Medical Sciences Library. The Sidney Martin study room accommodates 50 persons, is outfitted with study tables and chairs, pedestals for power plugs, wifi and whiteboards. Students gain entry with their UWI ID cards and the room is monitored by security cameras and Campus patrol.

The Office of Student Services provides a vibrant range of support service for our student population. They include Career counselling, psychological counselling, the CariCare Medical Assistance Plan and expanded support for students with disabilities. The Office works to grow student internships and placed students in five major companies last year with the largest number of interns, 18 placed at the Ansa McAl Group. We thank all these companies for providing opportunities for our students to gain valuable experience.

### **Student Centredness - Pedagogical Renewal**

Since its inception in 2009, the Campus has graduated 126 faculty members with the Post graduate Certificate in University Teaching and Learning with another 70 currently enrolled. Through CETL the Campus offers a number of innovative measures such as CUTL Refresh, a forum intended to reengage graduates of the programme, Faculty Learning communities, Research Circle and a summer Institute.

### **Student Centredness – Growing Student Enrolment through Financial Aid Support**

The Campus has been very proactive in dealing with the introduction of tuition fees and the general economic recession affecting the student body. The Campus appointed a financial aid committee which recommends undergraduate students deserving financial aid, and awards scholarships, grants and hardship assistance to vulnerable students. The Campus thanks the Government of Barbados for the introduction of the Higher Education Grant designed to assist students with annual household incomes of up to Bds \$25,000 per year. The Grant has enabled more Barbadian students to continue or start their studies. Many Barbadian students seem psychologically scarred by the introduction of tuition fees; both its suddenness and the fact that for over fifty years, free education from primary to University was a defining feature of Barbados' social system. The Campus also wants to thank the many scholarship donors known and anonymous who in the past year have created scholarships to benefit deserving students.

The Campus has embarked on a vigorous public information programme and recruitment drive targeting high schools.

The Campus has established The Dwight Venner Memorial Scholarship to honour the legacy of Sir Dwight Venner as the longest serving Governor of the Eastern Caribbean Central Bank and to build capacity in the OECS in economic analysis and banking and finance. Like the Sir Arthur Lewis Scholarships, only recipients from the OECS are eligible. Cave Hill takes very seriously its mandate to develop human resources in the Eastern Caribbean.

### **Student Centredness-Celebrating Student Achievements**

Our students have excelled academically and athletically and we have sought to review and improve the classroom and Campus experiences of our students. Every graduating student receives a letter of congratulations from the Principal, inviting feedback, many of whom have responded. All incoming Scholarship and exhibition winners as well as students selected for

travel abroad programmes meet with the Principal who thanks them for choosing Cave Hill and serving as student ambassadors. From last year we introduced a new ceremony to recognise students who have gained first class honours, distinctions at the Masters and high commendation at the PhD level.

These activities join the established recognition of students in the annual students' awards gala which celebrates both student awardees and donors drawn from the corporate community, civil society and individuals. The Campus is extremely thankful to these sponsors who contribute to building the human capital of the region.

Finally, I highlight our student athletes the Cave Hill Blackbirds. In Cricket, football, hockey, netball and track field our athletes excelled. The Cave Hill Blackbirds won the **Barbados Football Association Digicel Premier League Competition** for men. They completed the highest margin of victory, 21-0 and the Captain Mario Harte tallied 29 goals for a team record. Seven players were selected for the Barbados national team with one each for Grenada and Anguilla respectively.

Three years after completing an unprecedented sweep of the Barbados Cricket Association, top tier competition titles, The Sagikor UWI Blackbird cricketers returned in 2016 to win the Sagikor General T20 and the BCA Intermediate Division. The women cricketers won the BCA Iris Walker Memorial 50 over and T20 in March 2016.

The UWI Blackbird netball team also enjoyed a very successful 2015\2016 season. They won the Barbados Netball Association's Division League, Senior Knock out and Division 5 Competitions. Six players were selected to the Barbados National Team.

**Break for Presentations Deputy Principal and Deans**

**Concluding Overview:** The Cave Hill Campus is resolute, resilient and committed to the revitalization of Barbados and Caribbean development. We are building more international partnerships while broadening our strategic partnerships with the private sector and civil society. We are simultaneously navigating financial austerity while being propelled by existing opportunities to maintain financial sustainability and Campus relevance. We have undertaken a number of measures to work through and beyond our financial difficulties. We are refashioning the strategic development of the Cave Hill Campus as a Smart Campus in the context of the 2017-2022 Triple A Strategic Plan. We are dedicated to expanded access, transforming the skilled labour force and growing applied research and innovation to advance Caribbean societies. We have become more entrepreneurial and we are working towards greater financial self-sufficiency. We face operational risks and are working with the Barbados Government towards settling the outstanding debt. We have demonstrated financial prudence and restraint. We look forward towards settling the outstanding debt, ever cognisant of the challenges of the country. My management team and I remain unswervingly dedicated to the UWI mission and mandate of providing a first class range of quality educational goods and services to the citizens of Barbados and the region. I want to thank Dean Jennifer Obidah, outgoing Dean of the Faculty of Humanities and Education for her exemplary and dedicated service to the Campus and the University, both as a fearless Dean and a mellifluous Campus Orator. Chair, Vice Chancellor, members of Council, our internet audience throughout the region, I thank you

***Violet Eudine Barriteau***

**March 7<sup>th</sup>, 2017**