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University will drive progress

The value of The University of the West Indies to the development of Barbados and the wider region cannot be measured only in the number of students it graduates but also in its overall contribution to our sustained development. Anyone who doubts the value of a university to a nation's progress only needs to compare communities which host a campus to those which have no such institution.

The presence of a relevant university changes the dynamics and trajectory of a society. Its role is to help the entire culture to rise – everything we do, how we speak, how we behave, our cultural expressions, the arts, how we care for the elderly, how we nurture our children, suppress domestic violence, enhance the respect for the environment – all of these actions constitute the value a university can bring to lift a people to a higher level of comprehension.

Barbados has been blessed with a vibrant academy whose intellectual community sprang from a vision for tertiary education which has been carefully assessed and sustained. We at Cave Hill Campus are faced with the challenge of staying true to the vision of our founding father, the Rt Excellent Errol Barrow, and the policy of higher education for the government of the day. It remains a fundamental marker for the senior management and one which we deal with each time the stakeholders of the University – the governments, private sector, international donor community, as well as the students and alumni community – are engaged.

[The role of a university] is to help the entire culture to rise – everything we do, how we speak, how we behave, our cultural expressions, the arts, how we care for the elderly, how we nurture our children, suppress domestic violence, enhance the respect for the environment – all of these actions constitute the value a university can bring to lift a people to a higher level of comprehension.

Our challenge is that of making sure our regional community is highly educated in skilled and relevant ways to survive in a turbulent 21st century. How are we going to make sure that Barbados and the region, without an abundance of natural resources, can maintain its position as a competitive civilisation in the years going forward? How are we going to plan for that? How are we going to strategise it? How are we going to cost it? How are we going to budget it? How are we going to put it all together to make sure that these nations survive with respect?

We are hearing conversations about failed nations and failed states. However, we are determined that the jurisdictions we serve will not be classified as such, because we believe that our university will play a positive, transforming, developmental role.



Professor Sir Hilary Beckles, Pro-Vice-Chancellor & Principal, Cave Hill Campus

An edited excerpt from an address by Sir Hilary Beckles to the Democratic Labour Party's luncheon in January 2009.



Their works have graced many stages across the globe. Now the names of two of the Caribbean's cultural icons, Nobel Laureate Derek Walcott and late theater director and dramaturge Earl Warner, are permanently inscribed at the entrance to one of the theatres which have showcased their talent.

Main Picture: Derek Walcott and the widow of Earl Warner, Karen Forde. Inset: The late Earl Warner.

The two were given the enduring recognition at a naming ceremony in December that was attended by Walcott, Warner's widow, Karen Ford-Warner, and members of their families. Pro Vice-Chancellor and Principal of the Cave Hill Campus, Sir Hilary Beckles, in his remarks during the ceremony, gave an account of the transformation of the space that now holds the complex, describing what existed before as rab land and gully. "Of course we wanted to bring the spirits of our great artistes into the space as a standard for our students and for the community . . .," Sir Hilary said. "We really hope that the students who are going to be using these facilities, the artistic community, will take the lessons of the journeys of . . . these great artistes, not only to celebrate them, but to seek to emulate them."

The principal added that in naming the theatre after Walcott and Warner University administrators were hoping to capture as much of the joy, pain and creativity of these respected and renowned artistes as possible in the enterprise.

Finest artistes

"We have heard Derek on so many occasions lamenting the fact that our governments do not invest enough in our physical infrastructure for theatre, that the region is not treated as it

ought to be," Sir Hilary said. "We are the producers of the finest artistes in the world and we don't have the finest facilities to celebrate their work."

An "honoured and very touched" Walcott reminisced about Warner's "ability to judge the performance of an actor and to illuminate it in explaining why you enjoyed it".

Ford-Warner said of her late husband: "I believe that Earl would have appreciated being associated with such an attractive new theatre in a building that fosters and celebrates creative imagination..."

Walcott, who won the Nobel Prize for Literature in 1992, has written many plays for stage and radio, including *Dream on Monkey Mountain* and *Ti-Jean and his Brothers* (both published in 'Dream on Monkey Mountain: And Other Plays, 1972'), and 'Pantomime' (published as *Remembrance and Pantomime*, 1980). He has also collaborated on several musicals. Born in St. Lucia in 1930, he studied at the University College of the West Indies in Kingston, Jamaica. He moved to Trinidad in 1953, became a theatre and art critic, and taught in schools in the Caribbean until 1957, then becoming a journalist. He founded the Trinidad Theatre Workshop in 1959, and has since divided his time between St. Lucia, Trinidad and the

US, where he teaches Literature and Creative Writing. His experience of the Caribbean and of living between two cultures has strongly influenced his work.

Unapologetically Caribbean

Warner, (1952-1998) has been described as "distinctly and unapologetically Caribbean" in his approach to interpreting work for the stage. His formal training includes a Bachelor of Arts degree in drama as well as a post-graduate diploma in directing and theatre in education from the University of Manchester, England. Additionally he gained the Diploma in Theatre Arts from the Jamaica School of Drama, Edna Manley College for the Visual and Performing Arts, where he would later become a member of faculty.

Warner was the 1979-1980 Granada Fellow to the Department of Drama, University of Manchester and the OAS Artist in Residence, Edna Manley College for the Visual and Performing Arts 1988-1989. He was made a member of the prestigious World Consortium of Directors in 1993 and is often thought of as a theatre practitioner who felt strongly that Caribbean people must rediscover their own flavour and distinctive traits, that "we must sing our own song".

Given all that has happened in the world economy in the past three decades, says former Governor of the Central Bank of Barbados and diplomat, Sir Courtney Blackman, anyone who still believes that the free market is self regulating and will always result in balanced outcomes, should be lumped with people who still hold to the view that the earth is flat.

The honorary fellow of the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) gave guests at a March 3 Caribbean Policy Forum discussion entitled **The Global Economic Crisis: The Way Forward for Barbados and the Rest of the Caribbean** a history lesson on economic movements and theories that have fashioned the world economy since the turn of the 20th century.

He dealt extensively with the “Anglo-Saxon Management Model”, which he said had been supported by former United States president Ronald Reagan and his British counterpart, Prime Minister Margaret Thatcher. This, he added, evolved into the notion that the purpose of business was to maximize shareholder value.

Sir Courtney contrasted this with what he was taught at Columbia University – that the purpose of management was to balance the interest of the various stakeholders of the corporation. This, he added, meant that anybody who was affected by the actions of the corporation had to be in some way taken care of – employees, government, suppliers, shareholders and customers.

“But in the 80s, there emerged the view”, Sir Courtney explained, “that since shareholders were legally the owners of the entity, the purpose of management is to maximise shareholder value... This put managers on a very slippery slope, because maximising shareholder value meant pushing up share prices – a very short-term consideration.

But worse than that, it says that in order to encourage the CEOs to maximise shareholder value you should align the interest of the shareholders with the interests of the CEOs, so you gave them stock options. So when the stock price goes up, they also benefit. You have to be a very strong moral person to be able to resist the temptation to do the things that these fellows eventually did... .

But the most important thing about this is that if you focus on the stock price you

Examining the economic crisis



Sir Courtney Blackman, former Barbados Central Bank Governor

“What has made the upheaval of the collapse so shocking is not simply the scale and duration, but the fact that almost all Western policy makers and bankers were caught unaware.”

don’t have time to manage the firm...,” the economist added.

Eventually, he said, this led to the demise of companies like Enron, and suffering by the same shareholders the CEOs were supposed to focus on alone.

While warning about the dangers of holding blindly to theories as “unchanging”, the noted economist confessed he was unsure of the answer to the current crisis.

“All theories are wrong — by definition. Some theories are useful, but they are

always wrong, because the phenomenon is changing all the time. The error is in trying to find a theory that will last forever.

The collapse of the two paradigms [that informed western economic policies for the past century] means that nobody now knows what to do... I don’t know what to do... . We are in serious trouble,” said Sir Courtney.

Anthony Johnson, president of the Barbados Economic Society (BES), which co-sponsored the forum, after tracing the path to the recession said, “What has made the upheaval of the collapse so shocking is not simply the scale and duration, but the fact that almost all Western policy makers and bankers were caught unaware.”

However, this position was challenged by Senior Research Fellow at SALISES and member of the audience, Dr. Don Marshall, who said, “Neo-liberals didn’t see it coming. Many persons outside the paradigm warned about the hubris of the dominance of finance in capitalism... . It was not so much a critique of capitalism per se as it was a critique of a view or model of capitalism where the financial sector is dominant, perverting everything... .”

He noted that for the last 20 years the view that finance was everything took centre stage and in the wake of the collapse a position was emerging that “somehow this is the fault of the offshore financial sector”.

Marshall warned: “We have constantly to shout that if you are going to have global governance organisations that claim to create rules for governing international financial services, you need to include the offshore world. The First World is visibly trying to mimic what the offshore financial centres are doing around the world ... and we know best because we have been doing it for some time ; therefore we should be included in any new regulatory resolve that seeks to tackle this thing.”

Globalisation a failure?

A leading American economist and scholar has argued that there is ample evidence around the world to support the position that neo-classical economics, characterised by the “Washington consensus” and “financial globalisation”, has failed.

Professor of International Political Economy at the John F. Kennedy School of Government at Harvard University, Dani Rodrik, presented this argument as he delivered this year’s Sir Arthur Lewis Distinguished Lecture at the Errol Barrow Centre for Creative Imagination as part of the 10th Annual Conference of the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES).

The prolific author on international economics, economic development and political economy said: “Neo-classical economics is the economics that is taught today in North America and in much of Western Europe. It is the dominant way of thinking that characterises economic policy-making in most parts of the world. I think it is appropriate to ask, in light of recent experience, whether in fact there has been a mass failure of not just economic policy, but economics as well.

“We see the apparent evidence in two areas. One is with respect to ... the Washington Consensus and its disappointments..., but a much more visible area where we have had failures is in the area of policies relating to financial globalisation. These are two main areas in which I think we can raise the question of the degree to which economics as a discipline has been complicit in the failures we have experienced.”

Speaking on the subject “One Economics: Many Recipes”, Rodrik drew an early comparison between countries that had followed the Washington Consensus and under-performed, and others that had chosen home-grown approaches and done better.

... China, India and Vietnam, which tend not to follow the Washington Consensus, have been the leading performers. These are countries that have had policies where the state has been much more interventionist, where there had been much more state



Professor of International Political Economy at the John F. Kennedy School of Government at Harvard University, Dani Rodrik

ownership, where governments have had a specific industrial policy, where trade barriers have tended to be higher, where there has been a lot more interference with capital flows etc.”

On the other hand, he said, a number of countries in Latin American, who closely followed the Washington model, did not do as well.

“... today we are experiencing a backlash against mainstream economics as well as economic globalisation, largely as a result of the inappropriate application of the tools we have, rather than any apparent problem with the tools.”

Another example of the failure of neo-classical economics could be found in financial globalisation with recent features that “show a very poor correspondence between the expectation from basic textbook economics and what we actually see taking place on the ground”.

Rodrik explained: “In the last three decades there have been massive explosions in capital flows ... up until the onset of the financial crisis. The gross flows reached as high as 10 per cent of GDP for emerging and developing countries. But the puzzle here is that the net capital flows have been going in the reverse direction from what the very simple theory told us — that if you liberalise capital flows and free up financial markets then capital will flow from countries that are rich, where it is plentiful, to those that are poor, where it is scarce. But what we saw was net capital flows moving in the wrong direction – from poor to rich countries: that is, poor countries have actually been making an outward transfer to the rich countries. Of course China is included in this, but I assure you that even if you excluded China from this picture ..., you will see one that is not all that different...”

Another argument that was made in favour of freeing up global finance was that in this way countries would be better able to insure themselves against shocks. So just like a household that has access to finance can better support consumption, the idea was that a country that is better integrated into international financial markets might be able to handle shocks better by being able to borrow much more freely...

Rodrik, whose visit was facilitated by the United States Embassy in Bridgetown, said to an audience that included Chargé D’Affaires at the Embassy Dr. Brent Hardt and Governor of the Central Bank of Barbados Dr. Marion Williams: “One big reason for this is that these countries have been subjected to a series of frequent and painful financial crashes of the sort that the advanced countries are now having a taste of, and as a result of this experience where global markets have proved to be only fair-weather friends, these countries have decided on a strategy of self insurance. This is seen very clearly in the huge build-up of foreign reserve assets they have been engaged in...”

Developed countries have not increased their reserve assets, while developing

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countries have... all the way up to, on average, something like nine months of imports, compared to the usual rule of thumb, which is that they should hold reserves for up to three months of imports... Developing countries have decided to build very large war chests as self-insurance — these mountains of reserves. But this is very costly ...”

Second-best Economics

He called for a more pragmatic approach to managing economies, recommending the “Second-best Economics” approach, which he said recognises among other things that market and institutional failures are endemic, that solutions should be context-specific, that it is impractical to remove all imperfections simultaneously and that non-standard policies may have to dominate.

This, he argued, was better than “First-best Economics”, which trumpeted as a fundamental principle that competitive markets are by nature efficient and that by removing a small number of impediments (usually government imposed) an economy will perform well.

“When I look at the experience of successful countries, countries that did not take on the

Washington Consensus policies lock, stock and barrel, but actually devised their own development strategies — whether it is countries like China or India, or countries in Africa like Mauritius, or indeed from what I have read, countries like Barbados — what sets them apart is that they have been able to devise country-specific strategies that have been able to target binding constraints at different junctures in growth through appropriately targeted policies...

So what I call the art of development policy really consists of a series of reforms that are based on diagnostics that ask the question: What is the biggest bang for the buck that we spend for reform, and then design policies that economise on administrative resources while also taking into account second best complication,” Rodrik said.

He concluded: “Clearly today we are experiencing a backlash against mainstream economics as well as economic globalisation, largely as a result of the inappropriate application of the tools we have, rather than any apparent problem with the tools. I think of economics as a tool kit made up of a multitude of models, each one based on different assumptions about the nature of the problem at hand. Economic policy in

this kind of setting is really a craft, not a science, and those practitioners of the craft who do it well are distinguished by their ability to choose the right model for the right environment...

When economics is used in this way it can help us understand the world and clarify the strategies that we have to think about moving forward... The key is to think about economics as not what we learn in Econ 101, but what we learned to teach in the graduate seminar, where in fact there is much more richness, much more diversity and much greater variety of tools and models to apply in different kinds of contexts.

The problem is that economists have too often moved out of the graduate seminar when they stepped into the public domain and have forgotten what they teach and what they talked about in graduate school and have taken on the language and habits of thinking in Econ 101 terms.

However, ... one value of this is that it is going to make economists a little less certain with their prescriptions and a little bit more humble, and quite appropriately so as well.”

COMMENTARY



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Observations on economic turmoil

Recent headlines have brought sharply into focus the interconnectivity of the regional capital market. As the language of ‘bailout,’ ‘intervention’ and ‘statutory fund,’ become part and parcel of everyday discourse, whether at Cave Hill or in the barber shop, the man on the street is struggling to make sense of the economic turmoil while those entrusted with the responsibility of teaching law struggle to get beyond worksheet 1 ‘corporate and regulatory failure.’

As the events unfold and as comparisons and contrasts are inevitably drawn between the US’ system and that operating in the Caribbean, insight is gained into the strengths and weaknesses of the regulatory

regime governing financial and non-financial institutions in the Caribbean. Since a comprehensive evaluation of the law of insolvency, company and insurance law cannot be undertaken here, the opportunity is nevertheless seized to extract certain guiding principles within underlying legal framework.

First let us not forget the *fons et origo* of the US’ economic crisis – the housing bubble. The ‘housing bubble’ is a product of corporate ingenuity for it was the bundling and repackaging of what was in essence credit-default swaps and the subsequent securitization of ‘subprime,’ high-risk mortgages now described as ‘toxic assets’ which led to the downfall of the banking sector in the United States. The downfall

can be attributed to corporate risk-taking, a failure to observe prudent investment guidelines coupled with the innate desire on the part of the businesses being regulated to disguise the financial products being marketed and to avoid stringent regulation. As capitalism and the attendant ideal of profit – maximisation – the so called ‘pillars of free society’ take a beating, certain observations can be made.

If the US experience is used as a starting point, there are aspects of the crises which illuminate the correlation between the entity, the type of corporate behaviour witnessed and the efficacy of regulation, regardless of where the entity resides. These can be distilled as:

- (i) the creativity of businessmen either in their attempt(s) to circumvent regulation and /or in their ingenuity in designing innovative products in the pursuit of profit. In this regard, certainly while corporate risk-taking and ingenuity is not exclusive to developed markets, the pattern of the risk-taking exhibited in the Caribbean and the departure from the entity's core business is in part shaped by the inherent limitations of the regional capital market. The overall attractiveness of debt as opposed to equity has certainly not curtailed the predilection of regional companies for real estate;
- (ii) that the typology of the entity determines whether regulation assumes a mandatory or enabling role. In other words, the larger, the more sophisticated the entity, the more ‘interventionist’ corporate law becomes resulting in the inability for listed public companies to ‘opt- out’ of securities regulation while with respect to small or quasi- partnership companies, the interventionist stance of company law is reduced;
- (iii) the related consideration that the nature of the business conducted triggers the appropriate legislation; and lastly
- (iv) the age-old tension between businesses and regulators and the viewpoint held by some businesses that regulation operates as an impediment to the entrepreneurial spirit and hence must be avoided at all costs.

These practical and philosophical issues having been broadly raised, let us turn for a moment to the legal environment. If one examines the insurance law regime, then the challenges confronting regulators is immediately apparent. First let us not forget that despite the rhetoric of CSME, insurance law in the region remains sharply divided into ‘new’ and ‘old’ law jurisdictions with the ‘hybridic’ jurisdictions of St. Lucia and Trinidad & Tobago exhibiting both ‘new’ and ‘old’ characteristics positioned in the middle. The stark reality therefore is that only the jurisdictions of Barbados, Guyana, Jamaica and St. Vincent & The Grenadines have embraced the Caribbean Law Institute's (CLI) Insurance Bill of 1992 significantly strengthening the regulatory regime by increasing the monetary thresholds relating to stipulated deposits, statutory funds and share capital. At the other end of the spectrum, where little or no reform has been conducted, is the jurisdiction of St. Kitts & Nevis, for instance, where the Insurance Act is vintage 1968.

As the action / inaction of regulators who sit at the apex of the regime is called into question, let us also not forget that the rules of natural justice and administrative law operate as a necessary check on potential abuse of a regulator's power. Hence this essentially renders irrelevant the question of whether the jurisdiction is ‘new’ or ‘old’ law as far as insurance law is concerned. Caribbean jurisprudence indicates that regulators must not only observe the letter of the law but also the spirit. Thus, there have been instances where despite a company's failure to comply with statutory requirements and despite the appropriateness of

the regulator's action, the intervention by the regulator has nevertheless been impugned due to the regulator's failure to strictly observe the rules of natural justice.

Let us also not forget that in the Caribbean, reform often comes in the aftermath of collapse. Indeed in this regard, institutional strengthening and the Caribbean Law Institutes Insurance (CLI) Bill was only implemented in Jamaica after the dramatic collapse of the financial sector in 1996 and the ‘bail out’ there in 1997. The result is that the Jamaica Insurance Act of 2001 goes much farther than its regional counterparts by inter alia, introducing Sarbanes-Oxley mechanisms and abandoning the historical segmented approach to regulation and implementing a super one-stop regulator – the Financial Service Authority.

Finally, while deficiencies in the underlying insolvency, company and /or insurance legislation can be easily identified, making a compelling argument for reform, domestic reform must be accompanied by a CARICOM solution. The failure of CARICOM to implement a regional mechanism to address financial contagion and to resolve disputes is a fundamental deficiency which is rendered even more acute in light of the inter-connectivity of insurance and securities business. What is the status of the CARICOM Financial Services Agreement? The region can no longer rely exclusively on regulatory cooperation and dialogue. Need we be reminded of a recent battle for corporate control, not that long ago, that transcended national boundaries and which graphically illustrated the need for regional solution?

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Surviving the meltdown



Francoise Hendy Attorney-at-Law and Director of International Business in the Ministry of International Business Barbados

Barbados and other well-regulated off-shore financial sectors can come out of the international financial crisis and economic recession with increased market share; but first they will have to come up with credible strategies to defend the blame that will come, according to attorney-at-law and Director of International Business in the Ministry of International Business, Francoise Hendy.

She was participating in the University of the West Indies' Caribbean Policy Forum, titled **The Global Economic Crisis: The Way Forward for Barbados and the Rest of the Caribbean**, at the Cave Hill Campus on March 3. The two other panelists in the discussion, which was sponsored by the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) and the Barbados Economic Society (BES), were former Governor of the Central Bank of Barbados and diplomat, and Honorary Fellow of SALISES, Sir Courtney Blackman and BES President Anthony Johnson.

While outlining the background to the

current crisis, particularly from the American perspective, Hendy said: "The global economic crisis is a result of people doing what we do - we lie. For two decades we have accepted the notion that the value of an economy, or a society, or a person, is based on how much money you have - on paper.

"If you had asked Henry VIII ... he would have said to 'look at the gold in my chest...' But right now we don't know where our wealth is and who's handling it, so at the end of the day we are going to be duped. I agree that the free market economy did support a measure of self-regulation, a measure of deregulation, but there has always been regulation. Now if someone is going to lie and cheat and cook the books and be less than above board there is not

"... what has happened in the last five years is that we have been out of balance ... and in the natural world it is all about balance. The pendulum always comes back to the middle ... and this crisis is the pendulum coming back to the middle..."

a lot you can do about that as a regulator. You put rules in place and they will find four ways around it - we do this every day in our lives, not just the economists..."

She explained further: "Let's look at it by way of analogy. You have a household that's making ..., say \$100. But you pretend you are making \$10,000 and you have people who conspire with you to have that notion become reality. So you go out and get a mortgage that you really can't pay for. The person in the bank accepts and buys

into the lie that out of \$100 you can get a mortgage for a house that's worth a million dollar on paper. And that's okay because the house is worth \$1 million and the mortgage is only \$500,000. But we all know how the market works: if tomorrow the house is only worth \$20,000, the \$500,000 on paper is totally irrelevant... And that's the sub-prime mess in a nutshell.

Now what happens when balance comes back into play, because what has happened in the last five years is that we have been out of balance ... and in the natural world it is all about balance. The pendulum always comes back to the middle ... and this crisis is the pendulum coming back to the middle..."

Hendy explained that part of the region's problem at this stage was that it did not create the problem and was therefore not in a position to determine its outcome. Instead, countries like Barbados had largely to watch from the sidelines as the United States and Europe in particular determine what would be done and who would do it first.

Barbados' problem, she added, was that in the end those responsible would seek to shift blame to offshore centres like the Caribbean and the controversy surrounding the Stanford financial empire in Antigua will not help.

"We are now going to be blamed because they are going to say it is the offshore financial centres - it is their fault. But were it not for the jurisdictions that don't regulate their financial sectors properly this whole mess would have never occurred. That is our problem, because now the remedy for the financial mess will be to try to tighten and increase regulations in jurisdictions that had nothing to do with the crisis in the first place.

"The difficulty we will have going forward is: How are we going to defend ourselves? Because there is money to be made ... There is market share that will accrue to the region and Barbados in particular if we do this right. But we also have to recognise that some losses will occur."

Call for UWI-led solutions

Prim Minister David Thompson believes The University of the West Indies has a special role to play in fostering relationships that would assist the region in navigating the current economic challenges.

He told persons attending the official opening of the tenth annual conference of the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) entitled **Navigating Risks and Building Resilience in Small States** at the Errol Barrow Centre for Creative Imagination that he expects the Campus to lead the search for "feasible and sustainable solutions".

Urging citizens not to "panic or give up" Thompson said "dangerous precedents" were emerging in Barbados and persons who have looked to this country for leadership as a society that promotes consensus were instead witnessing "uncharacteristic departures" in the debate on the economic challenges now facing the region.

"Yes, we are in a democracy. But it seems that we are one of the only countries in the region where political divisions are creating an environment of fear and distress. It is for this reason that I welcome this initiative by SALISES to bring together stakeholders to adopt a multi-disciplinary approach to understanding the crisis and to seek consensus on our responses to the many challenges that confront us.

This is what universities are for and what they should be doing. I expect this university to continue to open up the facilities of this beautiful Cave Hill Campus and to join forces with the other developmental stakeholders in searching for feasible and sustainable solutions to the problems that beset us."

According to the Prime Minister, the size of the country and the intricate connections between the various areas of life, such as economic, social, political, cultural and environmental factors, make the effects of economic difficulties more direct and immediate.



Hon. David Thompson, Prime Minister of Barbados

"This is what universities are for and should be doing. I expect this university to continue to open up the facilities of this beautiful Cave Hill Campus and to join forces with the other developmental stakeholders in searching for feasible and sustainable solutions to the problems that beset us."

"Small developing states with open economies are at greater risk now than ever before. Since most governments come to power with the mandate to improve the standard of living and the quality of life of their citizens, considerable pressure is placed on them to deliver," he explained.

"In an island like Barbados that has experienced remarkable progress since the foundations of a modern nation state

were laid after Independence in 1966, the pressure is cumulative," Thompson added. While giving conference attendees a profile of his government's approaches on the global, regional and local fronts, Thompson stressed that the thrust of his foreign policy has been to strengthen relationships with traditional European and North American allies, while cultivating special relationships with the emerging mega-powers in the world.

But he warned the country to expect a serious fall-out from the classification of several Caribbean countries as "tax havens" when the G20 summit is held in London in April.

"Unless we come together and make a strong case for integrity and transparency, and the effectiveness of our regulatory systems, we run the risk of seeing our offshore financial services sector decimated," he warned.

At the regional level, he warned, while CARICOM and CSME remain important, and "we have to pull together or be picked off individually", there are still threats in areas such as the free movement of labour, which have to be addressed "frontally to safeguard the welfare of all citizens".

The Prime Minister added, however, "My political instincts tell me that it is at the national level that we need to devote our greatest attention... How the government and the various stakeholders respond will determine whether or not a nation survives or becomes a failed state... .

We have a duty to prepare for the worse — even though it may never happen, to stimulate economic activity, to protect existing jobs, to create new ones and to continue to protect the poor and vulnerable."

Key to this approach, he added, is the creation of a larger pool of entrepreneurs, and to facilitate this, new legislation, institutional structures and resources would be devoted to doubling the number of entrepreneurs in the country by 2016.

Taking tourism forward

Caribbean tourism will come under the microscope like never before when regional academics and industry practitioners meet here for the first ever University of the West Indies' International Tourism Conference from December 9 to 18, 2009.

The event, which is being undertaken in association with the University of Surrey in the United Kingdom, has been entitled: **Beyond the Boundary: Creating New Epistemologies in Tourism**, and is being organised by the Department of Management Studies at Cave Hill.

Lecturer in Tourism, Dr. Sherma Roberts, explained: "Over the last five to ten years, the field of study called tourism has not grown its own theories in a way that we could really establish ourselves as a firm discipline, and so we are saying that what we need to do is to draw on other disciplinary approaches so that we can evolve and understand the phenomenon called tourism in a better way.

We want to try not only to create knowledge but to challenge current practices and come up with new ways of seeing and doing tourism. We will approach this conference with two streams in view: we have the academic stream that will be drawing on disciplines like political science, engineering, gender, finance, accounting, agriculture, sociology, psychology etc, and we also want to have an industry stream where we sit down with industry people and say ... we want to really understand how we can strengthen our tourism product and how we can strengthen the way we have done tourism – intellectualise the process, ground it in research, understand trends and forecasts, rather than doing tourism intuitively."

Dr. Roberts, who heads the Masters in Tourism Studies programme at Cave Hill, noted that while tourism research and planning appeared "a little more sophisticated" in Barbados and the Cayman Islands, there was a very strong need for the entire region to improve its capacity in this area.

Noting that they anticipate greater partnerships being developed as a result



Dr Sherma Roberts, Programme Coordinator,
MSc Tourism and Hospitality Management

of the conference, Dr. Roberts said, "We expect at the end of the day to bring the UWI centre of the whole tourism debate [so people do not] just see the University as something on the hill ... It is not a competition with industry practitioners; it is a collaboration. As we go forward and manage different projects, such as how the whole migration movement and integration are affecting tourism, the University will have a greater voice and provide guidance that means something to the practitioners.

Research and Documentation Centre

We also intend to establish a tourism research and documentation centre, so we want to use the conference as a platform to do that. Hopefully, we will get a chair in tourism by then. We also want to launch a book, written and edited by Caribbean scholars, that's called *New Perspectives in Caribbean Tourism*. That is a landmark text and it should be given a place in the conference."

By bringing industry leaders to the discussion table with academics, organisers are also hoping that tourism managers would leave with a better appreciation of the value of the industry-specific education and training being offered at Cave Hill in the BSc. in Hospitality and Tourism and the MSc. in Tourism and Hospitality Management programmes.

"We have crafted both these programmes using a stakeholder approach, so it is really the industry that informed our choice of courses,

and dare I say these are quite strong programmes if you line them up against any others in the world.

We are offering education that is providing the market and industry with trained minds that can think outside the box, minds that can be creative and innovative in the way they see tourism, people who you can place in any arena and they should be able to manage themselves. We are really hoping the industry will give space to these people so they can make a contribution. They are young, enthusiastic and willing to learn."

"But," Dr. Roberts added, "certain traditional approaches need to be adjusted. Our industry has traditionally been an industry where you come up through experience and so a lot of these people do not have any respect for academic thought or ideas, not recognising that what education does is give you conceptual tools. There needs to be much more respect from the industry for academic thought. I think that is why many students find it difficult to break into the field because the industry does not pay enough attention to qualifications in tourism, and that is why it continues to be low-skilled and low-paid.

A tourism person coming out does not command the same salary as an engineer and you have to ask yourself why. We have people running our tourism ministries, and technocrats, who have no tourism training and yet we say this is the lifeblood of our economies. If an engineer were to be hired to build a bridge, you would want to see his credentials, but we do not demand the same training in the tourism industry. We need to revisit that position."

Tourism practitioners attending the conference can expect to get involved in "practical discussions" on such subjects as cruise tourism, transport, the tourism product, crime (security) and tourism, the social impact of tourism on land use and ownership, and HIV-AIDS and tourism. Additionally, the Economic Partnership Agreement (EPA) with Europe will be given special attention.



Nariman 'Nari' Contractor

The former Indian cricket captain for whom the legendary Frank Worrell donated blood when he suffered a near-fatal blow during a 1962 cricket game in Barbados was present for the occasion when Cave Hill launched its inaugural Sir Frank Worrell Memorial Blood Drive in March.

Seventy-five year old Nariman "Nari" Contractor also delivered the 14th Annual Sir Frank Worrell Memorial Lecture at Cave Hill Campus on the night preceding the March 26 blood drive, which was well supported by members of the cricket fraternity, visitors to the island, as well as by staff, students and the public.

Speaking on the topic **The Utilisation of Technology in Today's Cricket**, Contractor suggested that all decision making in the game be returned to the on-field umpires, who should be allowed access to the latest technology to help them make their decision.

With a solid defence of his arguments, the former left-handed opener said it was unfortunate that players continued to suffer financially because of umpiring errors when technology was available to prevent this. He recommended that on-field umpires have access to technology to review any action on the field and suggested that the practice of allowing teams to request reviews of umpiring decisions end.

"These reviews are not in the best interest of the game. The preamble to the laws of cricket talks of the spirit of the game, which

Contractor's solid stance on technology

clearly states that no one can question the umpire's decision. [But] in the same book you are permitted two times to question the umpire's decision. That should be eliminated as quickly as possible. It is a deterrent to the game of cricket and what it stands for," Contractor said.

He felt that electronic innovations such as "Hot Spot" and "Hawkeye" now used primarily by television broadcasters should be available to on-field umpires. He acknowledged that standing in the field all day and concentrating on the game, sometimes in harsh weather conditions "the poor umpire can make a mistake (and) the technology is there that ... would stop so much heartburn."

"I would really like to see [before I die] ... the game completely controlled by the umpires With today's technology I can see a video on my cell phone. Why can't the

ICC get an instrument that the umpire can carry instead of the telephone ... so he can review things before he gives his decision ... I am sure it can be done and will help restore cricket to its past glory... . Let us take steps that take out the bitterness by way of wrong decisions," Contractor said.

Before concluding his lecture Contractor thanked organisers of the Frank Worrell Memorial Blood Drive for the opportunity to come to the West Indies and take part, noting that had it not been for the kindness of Sir Frank, then West Indies captain, members of his 1962 team and others, he would not be alive today.

Contractor was struck on the head and knocked unconscious by a delivery from then young fast bowler Charlie Griffith. Surgery was performed on him twice in Barbados to save his life. He did not return to Test cricket for two years.



Donors at the 1st Sir Frank Worrell Memorial Blood Drive, 3Ws Oval, Cave Hill Campus

CIMH opens its doors

Hundreds of Barbadians, including approximately 250 school children, were given glimpses of the research work and daily operations of the Caribbean Institute for Meteorology and Hydrology (CIMH) on March 23rd, 2009 when the Institute held an open day to celebrate World Water Day and World Meteorological Day, which were observed internationally on March 22nd and March 23rd respectively.

The open day, with programmes that reflected the themes of the two internationally commemorated days, "Shared Water – Shared Opportunities" and "Weather, Climate and the Air we breathe", featured several activities for students and members of the general public, including tours of the CIMH facility and the observation compounds, hydrological and weather instruments, hands-on experiments, a meteorological office simulation, a movie room showing short movies on Integrated Water Management and climate change in the Caribbean, and an afternoon featuring Al Gore's documentary film

on global warming – **An Inconvenient Truth**.

Patrons were able to benefit from a lunchtime lecture series that included presentations by Professor Joseph Prospero from the University of Miami's Rosenstiel School of Marine and Atmospheric Science, who has been measuring dust at Ragged Point, St. Philip since 1965. Professor Prospero spoke on African dust transport in the Barbados trade winds and how it impacts the environment. Retired Principal of CIMH, Dr. Colin Depradine Sr.; Chief Hydrologist at CIMH, Kailas Narayan; and supervisor with Caribbean Catastrophe Risk Insurance Facility, Ekhosuehi Iyehen also made presentations.

Among the official guests on open day were Permanent Secretary in the Ministry of Agriculture Frederick Forde, Director of Meteorological Services Chester Layne, Dean of the Faculty of Pure and Applied Sciences Professor Sean Carrington, and Ian King of the United Nations Development Programme (UNDP).

Gender Summer Programme

For the 8th year, approximately 30 women and men from throughout the Caribbean will converge on the UWI, Cave Hill from July 2 – 31, 2009 for the Caribbean Institute in Gender and Development: An Intensive Training Programme (CIGAD).

The signature outreach initiative of the Institute of Gender and Development: Nita Barrow Unit (IGDS:NBU), Cave Hill since 1992, it signals IGDS' commitment to empower and develop linkages with national and regional institutions concerned with gender and development.

The Caribbean Institute is no ordinary training programme. It is unique for two reasons. First, it is the only major, ongoing outreach activity of The University of the West Indies that seeks to build sustainable communities by imparting knowledge, skills and tools of gender analysis to women and men in the circum-Caribbean region. Second, through this outreach programme, the Institute distils the knowledge and skills from its academic research and teaching programme into a popular education format, thus spreading the University's reach and impact within the Caribbean.

The programme is offered under two options. All participants must complete the four-week intensive period of participatory learning at Cave Hill Campus and a project.

Under option one, participants complete the requirements of the course at the end of the four-week period. Under option two, participants will be required to return to present their research projects after a six week period of fieldwork/research. Participants complete the programme with a thorough understanding of the critical operations of adverse relations of gender in Caribbean society.

The expert group of resource persons delivering the programme include University faculty, policy makers from regional and international institutions and activists. The facilitators use tools of gender analysis to create problem solving mechanisms and to demonstrate to participants the interconnectedness between relations of gender and development issues. Leading academic figures and activists Peggy Antrobus, Professor Rhoda Reddock, Deputy Principal of the St Augustine Campus; Verna St Rose Greaves, and Professor of Gender and Public Policy and Deputy Principal at Cave Hill Campus, Prof. V. Eudine Barriteau are featured on the programme.

The programme continues to be attractive because of the benefits of the training and the method of selection. The IGDS: NBU vigorously pursues an activist agenda and sees the participants as change agents in Caribbean societies. The programme



Participants at CIGAD 2007

deliberately target participants who do not meet University level matriculation but who are engaged in progressive activist work in their communities. Participants graduate from the programme fully equipped to act as change agents in their respective communities. Many of the 183 successful past participants have become social agents in national machineries and governmental organisations and are continuing to work to transform gender relations in Caribbean societies.

Application forms can be downloaded from our website at "<http://gender.cavehill.uwi.edu>". Contact the Institute of Gender and Development Studies: Nita Barrow Unit at (246)417-4490/1 or email: gender@cavehill.uwi.edu.

¡Los Venezolanos hablan inglés!



Dr Stacy Denny, Programme Coordinator

Teachers and students in the first cohort of the English Language Programme for employees of the state-run oil company in Venezuela, Petroleos de Venezuela S. A (PDVSA), said a tearful farewell at the graduation ceremony on November 21, 2008, the day before the students' return to Venezuela. The twelve-week programme, specially designed for PDVSA, was a rigorous programme aimed at building the participants' skills in oral and written English at the advanced and intermediate level.

Apart from engaging in individual and group presentations, face-to-face interviews and making daily journal entries, the students also toured several sites in Barbados including historic Bridgetown, the Barbados Museum, the Barbados National Oil Company, Harrison's Cave and the Barbados Light and Power Company Ltd. The programme also included a series of guest lectures on Caribbean culture and history.

Instructors, Janice Jules and Janice Allman, and Programme Coordinator, Dr. Stacy Denny, were effusive in their praise for the quality of effort displayed by the 23 PDVSA employees who completed the programme. The group included analysts, chemists, engineers, rig men and lawyers from throughout Venezuela.

"This was the best teaching experience in my long career in teaching," said an emotional Janice Jules.

Dr. Denny noted that "despite their different levels of qualification and their job descriptions, these students all brought the same high level of enthusiasm and commitment to the programme, as evidenced by the joy



L-R: Professor Sir Hilary Beckles and Dr. Dario Merchan Mujica, Executive Director of Human Resource, Petroleos de Venezuela S. A (PDVSA)

The group included analysts, chemists, engineers, rig men and lawyers from throughout Venezuela.

they brought to the instructors and by the improvements in their grades as they were continuously assessed."

The students were equally full of praise for the programme. Aira Miro, who was chosen by her colleagues to speak on their behalf at the ceremony, described the instructors as outstanding and said that they had done a stunning job, with dedication, patience, smiles and love. "Over the past three months we have made wonderful friendships, discovered an interesting culture, listened to other points of view from the Caribbean, enriched our knowledge of art, history, sports, even dance, and through all these processes we have been learning English. Tomorrow we are going back home, but we have a bigger responsibility on our shoulders than we had before this course," she said.

The students demonstrated their talents by presenting a stirring rendition of the songs "Beautiful Barbados" and "Venezuela", a popular Venezuelan tune, sung to English lyrics, which they had translated themselves. There was also a display of the outstanding written assignments and portfolios completed by the

students at the reception which followed the ceremony. Prizes and trophies were presented by the Venezuelan Ambassador to Barbados, His Excellency Juan Carlos Valdez Gonzales. Prizes were awarded to Aira Miro and Jose Rojas for outstanding results. In the intermediate group, Maria Chopite was awarded a prize for the Most Improved Student and Juan Carlos Vazquez for the Most Outstanding Student. In the advanced group, Carlos Canelon was the Most Improved Student and Omayra Delgado Gonzalez, the Most Outstanding Student.

The second cohort began their session at the end of February and over the next year and a half, the programme will be delivered to 100 PDVSA employees through an agreement between UWI and PDVSA valued at more than BDS\$1M.



Members of the Venezuelan Embassy including Ambassador Juan Carlos Valdez (at right)

UWI makes a Creative Link



L-R: Derek Wilkie and Gale Hall sign MOU, while Dr Keith Nurse looks on

The Caribbean region came one-step closer to creating a collaborative framework within the cultural/ creative industries with the signing of a Memorandum of Understanding between the Shridath Ramphal Centre for International Trade Law, Policy and Services and the Caribbean Copyright Link (CCL) on December 12, 2008.

With the signing of this agreement, the CCL becomes the first organisation to partner with the Shridath Ramphal Centre and their outreach programme, the Caribbean Creative Industries Exchange (CIE).

Dr. Keith Nurse, Director of the Shridath Ramphal Centre indicated that the collaboration between The University of the West Indies (UWI) and the CCL would facilitate "analysis and policy development for key stakeholders in the Creative Economy" which are in tandem with global trends.

"The CIE is a virtual hub for the collection, collation and dissemination of data and information on the cultural/creative industries of the Caribbean", Dr. Nurse added.

Derek Wilkie, Chairman of the CCL, applauded the Centre not only for recognising the importance of a social networking site for cultural research within the region but for also making this dream a reality.

"Without data, we are unable to chart what has taken place within the industry; this initiative is

in direct correlation with our mandate at the CCL", Wilkie concluded.

"Through this partnership, we hope to raise awareness about the structure and operations of the creative industries, along with the role of Intellectual Property," stated Keron Niles, CIE Co-ordinator.

The CCL is a regional grouping of Copyright Management organisations geared towards securing the rights of intellectual property holders in the Caribbean.

The CIE is chiefly sponsored by the United Nations Educational Scientific and Cultural Organization (UNESCO).

Gale Hall, Executive Assistant to the Principal, signed the MOU on behalf of The University of the West Indies.

Legal aid for poor and needy

A record number of citizens seeking legal advice took advantage of the free Legal Aid Clinics offered by the UWI Faculty of Law, a community-targeted initiative which drew unprecedented response this year thanks to a collaboration between the UWI and the Caribbean Broadcasting Corporation (CBC).

The CBC undertook to run the advertisements as a community service targeting persons unable to afford legal services in tough economic times and clinic organisers say the response was phenomenal.

According to principal clinic organizer and senior law lecturer Reverend Clifford Hall, over one hundred persons benefited from



the exercise which ran from mid-February to late March. The clinics also allow third year students enrolled in the Poverty Law programme to gain practical experience.

The legal aid clinics, hosted twice a year, are a part of the University's community outreach activities. They are held twice a week over an approximate seven week period and offer legal services to poor and disadvantaged persons who are in dire need of legal assistance. This semester the programme averaged nine cases per clinic and the last session dealt with 22 cases.

Persons seeking to participate in future clinics can contact the Faculty of Law at (246) 417-4225.

UCC etches its name in history

When the Sagikor University Cricket Club travelled to Jamaica on January 15, 2009 they knew they had an opportunity to do something special. The task at hand was to become the winners of the inaugural UTech 20/20 Cricket Classic.

With the correct balance of youth through captain, Jabbar Niles and Vice- Captain Calvin Watson and experience Shirley Clarke & Jason Parris, the team played unbeaten in the preliminary rounds taking care of MICO and UWI Mona.

The team showed great composure and determination over the three days of competition and when they reached the finals, they met a familiar foe in the Barbados Community College. Many spectators and

onlookers had positive words for the Cave Hill squad and in their typical Jamaican style reassured coach Wendell Coppin and Manager Aundrea Wharton "ya team a go win man; dem move like professional". But this was testament to the ethos of the entire cricket program at Cave Hill and in a tense affair the Cave Hill side emerged victorious.

As deserved winners of the tournament, Cave Hill also captured two individual awards with Reydon Toppin taking the most wickets in the tournament (5) and Dario Vaughan capturing the first hat-trick in the tournament.

At the closing ceremony Director of Sports of UTech, Anthony Davis said "Cave Hill has set a standard that we must now maintain". It was a glorious day for Cave Hill Cricket.



Coach Wendell Coppin

Roaring to glory in 2009

As the Office of Student Services Sports plots its course towards victory at the UWI Games in St. Augustine, May 2009, one key element needed is team cohesion. On March 14, they took a major step in the direction of achieving this feat as they staged the first in a series of three contingent bonding exercises. The exercise took the form of a Track & Field meet, many coaches and athletes from across the representative disciplines gathered for a serious yet fun-filled evening at the 3Ws.

The track & field talents of many of the other athletes from the other sports were unearthed and it gives great hope towards winning the overall title, a feat that has not been achieved since 2003. Director of Sports at Cave Hill Campus, Roland Butcher is hoping that St. Augustine will once more be a happy hunting ground for the Cave Hill Lions! Let's Go Lions!!!



A Diamond shining at study and at play

Twenty-two-year-old **Saska Diamond** is what you would call an all-round outstanding student – representing the University in netball, athletics, football and basketball while pursuing legal studies.



Saska Diamond

Since entering Cave Hill Campus in 2006 on a sports scholarship from the government of St. Vincent and the Grenadines through which she is presently pursuing a Bachelor of Laws degree, Saska has continued to balance the demands of

sports and studying as a member of the UWI Eagles netball team – where she plays the goal attack and centre, two positions integral to the team's winning; and goal keeper for the Combined Territories women's football team. She has also been a member of the 2007 UWI Games in the following disciplines: Women's Basketball, Netball and Track and Field; and was voted most valuable player (MVP) in 2007 and 2008 for Netball at the UWI Sports Awards.

"Sask", as she is often called by her peers, is sometimes asked how she balances her

education with sports. While she admits it has been a challenge in terms of time management and having to sacrifice a lot in her social life, and committing to discipline, especially in terms of waking up to get to school the following morning, her answer usually is that she doesn't find it at all difficult. Having entered UWI on a sports scholarship, she was advised by some people to make the sacrifice and put sports on the backbench. However, the opposite happened, and Saska expanded her sportsmanship in not only netball, basketball and athletics but has added football to the list as well.

This might have been expected as the young Vincentian has been involved in sports practically all her life. This can be traced back to one of the mandates at her secondary school (St. Joseph Convent) that every student should get involved in some extracurricular activity and sports was the most recommended. Her first love was athletics but her encounter with netball a few years later took precedence over athletics. She competed in both at the regional level but went further to represent St. Vincent and the Grenadines at the national level (both junior and senior) in netball. Saska played at the National under 16, O.E.C.S under 23 and the senior national levels and this included representing St. Vincent and the Grenadines at the Commonwealth games held in 2006 in Australia. She also played basketball at the local level for two years.

This commitment has ensured that Saska's accolades in sports have been many. She was adjudged junior sports woman of the year in 2005, senior sports woman of the year and sports personality of the year in 2006 and senior sports woman of the year and sports personality of the year in 2007. Her other achievements include most outstanding youth in sports 2006 and most outstanding youth in netball 2007. Saska hopes to be able to use her life as an example for young sports people in St Vincent. "Definitely, back home, a lot of work needs to be done in terms of how young people balance sport and school, which was difficult, but it can be done and that is the message that I want to give young people in St Vincent and I hope to be able to be involved in sending that message on my return," she said.

However, before starting her career at home, Saska has to enter law school on completion of her UWI degree, a fact that will cause the biggest disruption yet. "It will be difficult in law school to continue sports with the amount of work that I will be doing, but sports has always been a part of life and I don't think I will leave it out so I will find some time to do sporting activities," she reflected. And, while her current interest lies in family law or international law, the young sportswoman has not entirely ruled out sports law as a career option.

Sagicor Super Cup 2008



L-R: Nekoli Parris, Gilford Moore and Floyd Reifer

2007 Sagicor Cup Champions, Sagicor UWI bowed out of last year's competition in the final when they lost to ICBL Empire under the Duckworth/Lewis method. Until that loss in November, they had gone unbeaten in the 50-50 form of the game for 19 matches, including 16 consecutive victories that stretched back to the previous season when they had proved invincible.

Chasing down 205 for victory, Empire had reached 45 without loss from 14 overs when rain stopped play in the mid-afternoon. The resumption almost two hours later left an equation of 42 more runs from eight overs – in essence a target of 87 off 22 overs.

Summarised scores:

UWI 204 all out (46.5 overs) (Floyd Reifer 46, Gilford Moore 29 Nekoli Parris 20) Empire 89-0 (19.4 overs) (Jason Parris 55 not out, Jason Haynes 23 not out)

CCC journey to excellence



Back Row (L-R): Khismar Catlin, Andrew Simpson (Physiotherapist/trainer), Richard Straker (assistant coach), Jamal Smith, Gilford Moore, Kavesh Kanatasingh, Jamel Noel, Kevin McClean, Anderson Sealy, Chadwick Walton, Shervon Penco, Kyle Corbin, Omar Phillips, Roland Butcher (Director of Sports, UWI), Horton Dolphin (Manager), Steven R Leslie (Assistant Manager)

Front Row (sitting L-R): Ryan Austin, Kurt Wilkinson, Simon Jackson (captain), Floyd Reifer (player/coach, TDO), Nekoli Parris, Craig Emmanuel, Romel Currency

Missing are Callitos Lopez, Boris Hutchinson and Jowayne Robinson

The UWI-based Combined Campuses and Colleges (CCC) cricket team ended the West Indies Cricket Board (WICB) first class competition with major victories over regional powerhouses Barbados and Trinidad, securing a joint fifth place with a tally of 60 points. The team also boasted the season's leading bowler and most prolific wicketkeeper/batsman.

Four wins

In only their second season at the highest regional level, the team ended with four wins four draws and four losses (with matches played on a home and away basis). They triumphed over Guyana in their opening game and brushed aside Windward Islands, Barbados and Trinidad inside three days in the season's second round.

Several players built on the promising signs shown in the 2008/09 regional One Day competition held in Guyana with a number of stellar achievements.

The results of the other matches read:

Four (4) draws (Trinidad, Guyana, Jamaica and Leeward Islands)

Four (4) losses (Jamaica, Windward Islands, Barbados and Leeward Islands).

Jackson, a 23 year old Jamaican from the UWI Mona Campus was appointed captain of the team with Horton Dolphin (UWI Mona Campus), Steven R Leslie (Cave Hill) and Floyd Reifer (Cave Hill) serving as Manager, Assistant

Manager and coach respectively. Andrew Simpson, a former West Indies Cricket Board (WICB) senior team physiotherapist/trainer and Richard Straker (assistant coach) completed the management team.

Outstanding achievements

West Indies Selectee

The inclusion of CCC pacer Kevin McClean in the West Indies 'A' team against the touring England team in a two day match in St. Kitts. In 8 matches the right arm fast bowler took 31 wickets (average 19.07) with a best of five for 49.

Bowling achievements

Ryan Austin, a right hand off spin bowler, studying at the UWI Open Campus, was the tournament's top bowler capturing 60 wickets (average 24.06) including three five-wicket hauls in an innings in 10 matches. He was ably supported by Trinidadian left arm spinner **Kavesh Kantasingh** (UWI St. Augustine Campus) who took 26 wickets (average 35.34)

Batting achievements

Player coach **Floyd Reifer** was CCC's leading batsman scoring 1002 runs at an average of

47.71 with three centuries and five fifties. His 17 catches placed him second overall in the fielding category.

Left handed opener **Omar Phillips** joined an elite band of regional batsmen to record a double century when he converted his maiden century into 204 against the Leeward Islands at Grove Park in Nevis.

Nekoli Parris (one century and four fifties)

Omar Phillips (one century and two fifties)

Simon Jackson and **Kyle Corbin** (two fifties)

Jamal Smith, **Kevin McClean** and **Romel Currency** (1 fifty)

Chadwick Walton, a Jamaican right handed wicketkeeper/batsman based at the UWI Mona Campus amassed 546 runs with three half centuries. He also finished 2nd in wicket keeping with 38 dismissals (36 catches and 2 stumpings)

Science of Peace Award

CHANCELLOR of the University of the West Indies, Sir George Alleyne, has been honoured as the first Caribbean citizen to receive the prestigious Inter American Heart Foundation's (IAHF) Science of Peace award.

The 2008 award recipient, Sir George was honoured in October during the IAHF Science of Peace Lecture and Award Ceremony at the Lloyd Erskine Sandiford Centre. A medical expert, he also delivered the feature address on Peace, Pandemics, and Pluralism. The Science of Peace lecture and award was founded in 1993 in honour of the work of Dr Paul Dudley White of the United States and Dr René Favaloro of Argentina. Both saw health as a human right and paid particular attention to the social and economic context in which cardiovascular disease occurs.

Staged every two years, the 2008 award and lecture was hosted by the new UWI, Cave Hill Faculty of Medical Sciences and was a highlight of the Healthy Caribbean Conference which focuses on Chronic Non-Communicable Diseases and their impact on Caribbean citizens.

Sir George also launched his book *Health And Development in Our Time* during a ceremony at the 3Ws pavilion at Cave Hill Campus. The book which features selected speeches of Sir Georges generally captures the importance of health to the well being of citizens and to the economic growth of a country.

"I think by now most people will agree that health is important to the growth of a society; that is one barrier that has been broken. However, the biggest challenge is finding a proxy for health that is as easy as



Sir George Alleyne (right) accepts the Science of Peace Award from Dr Rafael Shuchleib (left), President of the Inter American Heart Foundation

that linked with education where you highlight the years of study," Sir George told his audience.

"My colleagues and I are working hard to find a proxy similar to that of education so that we can go to a government and present it, which can then lead to the transformation of a lifestyle in the Caribbean," he added. Professor Henry Fraser, Dean of the Faculty of Medical Sciences, is the editor of the 359-page book which has a compilation of 28 speeches from Sir George.

The book is available at the University Bookshop and all proceeds will go to The University of the West Indies.

Howard University honours UWI VC

Prof. E. Nigel Harris, Vice Chancellor, UWI was recognised by Howard University, Washington, D.C., USA, at the 85th annual Howard University Charter Day Awards dinner on March 14, 2009.

Prof. Harris received Howard's "Distinguished Alumni Award in the field of Medical Research & Education" and was hailed as "a globally renowned physician and researcher, revered professor, top administrator and healthcare leader who has been at the forefront of making a difference in the lives of thousands."

Howard, commended Prof. Harris' work over the past five years to make real his vision of "making the UWI the first choice of Caribbean nationals seeking high quality education and providing new knowledge through research contributing to growth, development and transformation of the region."

The university noted in particular, "the restructuring

of the UWI presence in the 12 contributing countries without campuses and determining how best to meet the educational, research and consultancy needs of the 15 UWI countries."

The honour to Prof. Harris comes forty-one years after he graduated magna cum laude, Phi Beta Kappa from Howard with a degree in Chemistry. He later proceeded to Yale University (Master of Philosophy degree in Biochemistry) and University of Pennsylvania (medical degree). Prof. Harris completed his residency in internal medicine at the UWI Mona where he earned the post graduate degree – Doctor of Medicine (DM).

Internationally known for his work as a rheumatologist, Prof. Harris completed another fellowship at the Royal Post-graduate Medical School, Hammersmith Hospital in London, England. It was here that he collaborated with Dr. Graham Hughes and Dr. Aziz Gharavi to define a disorder which he named Antiphospholipia Syndrome and

devised a diagnostic test (the anticardiolipin test). It is widely used today to diagnose the autoimmune disorder the team discovered, which causes recurrent blood vessel clotting resulting in strokes, deep vein thrombosis, and other serious conditions.

Addressing the award ceremony, Prof. Harris said, "tonight, I may have completed one of the greatest circles of my life". He noted however, that "while there have been one or two visible accomplishments, it is whether one has made a difference to other lives that counts most."



Prof. E. Nigel Harris

In recognition of Women

Partners involved in a programme that honours the work of women in communities across Barbados are considering the production of a yearbook to document the profiles of these outstanding women.

This follows the urging from Minister of Community Development and Culture, Steve Blackett, who delivered the feature address at the Third Triennial Award For Women in Communities in Barbados, at the Roy Marshall Teaching Complex, Cave Hill Campus on March 7, 2009.

The awards were organised by UWI Institute for Gender and Development Studies: Nita Barrow Unit and Government's Community Development Department and honoured eleven Barbadian women, one from each parish, who were recognised for their community work and leadership abilities.

The Minister told his audience that the creation of a yearbook would be an initial step towards creating a local Women's Gallery of Heroes. "In this way, the yearbook would add to the historical database, and hopefully, inspire others to emulate and share the limelight with those already featured in the gallery," he said.

Minister Blackett further added that the success of the awards was testimony to the fact that the UWI and Government could work together in the interest of further development of the country and the region.

"I applaud this initiative and I would encourage the fostering of such strategic partnerships in other critical areas of development. I am a firm believer that The University of the West Indies, which has produced some of our most distinguished professionals, also has a great contribution to make in other areas of community and national development," Blackett contended.

According to Blackett, the bigger objective was to develop the potential of people in the region, to empower them and to work together to strengthen the community nations.

In this regard, he noted that the Ministry of Community Development and Culture had a critical role to play in fostering strategic alliances at the national, regional and international levels.

Said the Minister: "Our women have indeed been prominent among our standard bearers. Indeed the impact of women is universal. They touch not only their offspring, but everyone around them.

There comes a time when we must single out some women for their outstanding contribution to the betterment of their own personal lives and the lives of others – a time to highlight women, who by their own efforts, have set themselves apart from the ordinary scheme of life and have triumphed in spite of all adversity".

The eleven women honoured were:



Movelle Kellman,
Cane Garden Heights,
St. Thomas



Thora Blackman,
Coggins Hill
St. Andrew



Meta Edgehill,
Pilgrim Road,
Christ Church



Judith Shepherd,
Hillswick
St. Joseph



Cheri Boyce,
Boscobel,
St. Peter



Pauline Rawlins,
Rowans,
St. George



Helena Ashby,
Pot House
St. John



Marcelle Rudder,
Blades Hill
St. Philip



Ethel Harper,
Leinster Road,
Waterford
Housing Area,
St. Michael



Juan Gibbons,
Lower Carlton,
St. James



Louise Armstrong,
Hope Road,
St. Lucy

Enhancing quality

Specific plans are in the works to tackle language and science deficiencies among students at Cave Hill Campus, but its leading administrator says those plans require the financial support of stakeholders, including governments, to achieve set goals.

That was the message from Pro-Vice-Chancellor and Principal of the Campus, Sir Hilary Beckles, as he delivered a lunchtime lecture at the George Street headquarters of the ruling Democratic Labour Party in January, in which he gave a frank and detailed response to on-going public criticism of the literacy skills of some UWI graduates.

"Yes, we have some challenges," Sir Hilary admitted, "and recently there have been many discussions in Barbados about the problems we are having with the articulation between the various components of the educational system."

He said many of the comments were true but urged listeners to bear in mind that "what we are building is an educational system ... where you can move in and out in an efficient way ... and the purpose of the system is to mould the society and push it into the future."

Sir Hilary added: "I believe from listening to the comments of recent weeks that, some roadblocks have become very evident. And there are, in my judgment, challenges within the transportation system of education. We have some roundabouts, we have some blockages, and we have some cul-de-sacs and these are problems. How do we treat to them?"

"We recognise that this is a real challenge. The primary schools take a bite out of it. The secondary schools take a bite out of it. The University takes a bite out of it. So we are hoping that by the time they [the students] have filtered through the entire process that the challenge has been met, but clearly we still have challenges in that respect.

"How did we go about solving this problem at the University? On entering the University, all applicants are subjected to English Language Proficiency testing unless they have a Grade 1 at CXC in English Language. Applicants with a Grade I in English Language at CXC are exempted from the test. If students fail that proficiency test, then they are required to enrol in an English Language remedial programme before going on to the English Language programme that you must pass in order to graduate from the University."

Adding to the University's challenge, however, the historian pointed out, was the position held by the various member governments of the UWI that they will not fund remedial teaching at the university level.

"They have said, 'We are not going to fund you to teach remedial English at the University, so you have to fund your own strategy to help solve this problem'." We have been saying at Cave Hill for the better part of 15 years ... that we would wish to establish an English Language Centre – a centre for English Language training where we can take all of our students through a process of diagnostic testing and evaluation to give them one-on-one treatment to help them to



Graduate Studies Complex, Lazaretto, Cave Hill Campus

master this beautiful language," the principal said.

"It requires a systemic approach in which students can go and receive first-class tuition from teachers in terms of how to manage this wonderful language. But we cannot get the funding for it ... , while universities in North America and Britain, all faced with the same challenge ... have all allocated resources specifically to enhance the expression of their students in the English Language.

We are devoid of the institutional support we have been asking for, but I do hope that in the next year or two we are able to develop the facilities to meet this challenge," Beckles declared.

As he went on to explain, "We are very proud of the vast majority of our students in both the sciences and humanities, but we recognise that a small percentage requires additional support and assistance."

Describing the situation with the sciences as just as serious, Sir Hilary said, "We have in our country and across the region at the moment a problem with science education in the primary schools and in the secondary schools, and it has filtered all the way to the tertiary level. If you examine the failure rates in the CXC examinations with respect to the sciences, the results are horrendous.

We are not solving our problems at this stage with science education, particularly in our secondary system. Trinidad has been producing excellent results. Barbados' results have been mediocre, average, in fact, falling below average with respect to science education. The result is that we have been challenged at Cave Hill in finding enough students to meet our quotas in the Faculties of Science.

"You cannot build a modern society without a significant proportion of your citizens being proficient in science and technology..."

Cave Hill's response, he explained, was to introduce a "preliminary year" for students entering the University from fifth forms of secondary schools, as well as for more mature working students who "wish to do a science degree, but who do not have the science background" in effect, it is "a remedial year in science education."

Teaching Certificate

In a move designed to further enhance the quality of its teaching, Cave Hill Campus has joined Mona and St. Augustine in introducing a postgraduate certificate in University Teaching and Learning, aimed at improving the quality of instruction received by its 8,000-plus students.

The programme, which started in February, 2009, has been introduced through the Board for Undergraduate Studies and is being executed by the Educational Media Services Unit of the Learning Resource Centre at Cave Hill. Deputy Principal Professor Eudene Barriteau said the initiative targets “newly hired members of teaching staff without prior training or qualification in university teaching”.

“Such persons are required to begin the programme by the time they are considered for the first normal contract extension and complete it prior to normal consideration for tenure or promotion to senior lecturer,” Barriteau explained.

“Established members of staff who have received unfavourable evaluations with

respect to their teaching should especially be encouraged to participate in this programme,” she added:

The four-module programme will cover:

- Teaching and Learning: Theory and Practice;
- Assessment in Higher Education;
- Advancing Teaching and Learning with Technology;
- Reflective Teaching for Learning.

Former head of the Instructional Development Unit at the St. Augustine Campus, Betty-Ann Rohlehr, now a regional consultant, will lead three of the modules, comprised primarily of three-hour workshops, while the fourth will “employ a combination of online and face-to-face components to offer greater flexibility as well as provide authentic experience of some of the main technologies being covered in the programme”.

Urging Deans and Heads of Departments to bring the programme to the attention of their staff and to encourage their participation, Barriteau stated, “While the certificate



Professor Eudene Barriteau

programme is a requirement for new members of staff, staff at all levels are welcome to participate in all or any of the modules or sessions. You will note that Saturday sessions have been deliberately scheduled specifically to facilitate the participation of part-time members of staff, particularly those persons with an interest in full-time employment with the University.”

It is envisaged that by the end of the course, each participant should be able to, among other things:

- Begin the formulation of a teaching philosophy.
- Critically assess personal development and performance as a teacher.
- Write instructional objectives as intended learning outcomes.
- Relate objectives to other learning elements.
- Apply brain research theories to instructional activities, align learning activities with objectives and design learning activities that cater for different learning styles.
- Select instructional methods that assist in skill development in all domains.
- Apply various active learning methodologies in the classroom.
- Distinguish between behaviourism and constructivism and instructional and learning paradigms.
- Assess the value of each concept to learner-centred classes, and apply these concepts to classroom activities for the benefit of students.
- Design teaching / learning preferences to cater for the learners in your class.
- Design teaching / learning environments that are reflective of the Caribbean context.
- Evaluate the characteristics of an effective teacher based on research.
- Adopt effective teacher characteristics in classrooms.
- Based on observation, compare the characteristics of adult learners as expressed by the theorists with those of Caribbean adult learners.
- Apply learner profiles for more effective instructor/student relationship and for authentic learning.
- Create pacing charts, and utilise them for effective session/classroom management.
- Describe and write instructional objectives for various levels of thinking.
- Write a variety of examination questions (Essay and Multiple Choice Questions) appropriate to different levels of the hierarchy of educational objectives/learning outcomes.

Strategies to combat literacy challenges

The proposed establishment of a language centre forms part of Cave Hill's multi-pronged on-going initiatives to address quality assurance issues at the Campus, including concerns about the literacy capability of graduates which has generated on-going public discussion.

Deputy Principal Professor Eudene Barriteau spoke extensively on the subject of quality assurance when she addressed the graduation ceremony of the Erdiston Teacher Training College at Frank Collymore Hall on February 28, 2009.

Speaking on the topic **Delivering Quality Education in Building Human Capital for the 21st Century**, Professor Barriteau noted that in response to increased regional demand for tertiary education, The University of the West Indies has widened access, and enrolment at the Cave Hill, Mona and St. Augustine campuses has grown significantly. Additionally, she noted that the recent launch of the Open Campus allowed UWI to offer its programmes online worldwide.

The Professor in Gender and Public Policy pointed out that the policy of expanded access has also raised quality assurance challenges adding that the University "does not shrink from these responsibilities."

She stated: "Public discussion has centred on declining numeracy, and in particular, on literacy skills. [However] denying access to a university education to a younger generation whose literacy skills have been affected by the environment of social media communications such as **Facebook**, **MySpace** or text messaging is to shirk from rather than confront a global challenge facing educators worldwide.

"Some commentators have even noted the widespread and international character of these developments. However, The University of the West Indies takes no comfort in learning that students entering

elite universities such as Oxford, Cambridge, Edinburgh and Glasgow are regarded as less numerate, literate and knowledgeable than ever. No, our challenges remain, and at the Cave Hill Campus we employ a three-pronged approach in dealing with issues of quality assurance and delivering superior educational products for the 21st Century."

This approach involves:

- Correcting any detected deficiencies, and enhancing competencies in literacy skills of the students;
- Improving the teaching and classroom competencies of faculty;
- Maintaining standards of quality in the programmes delivered.

"Given the foundational role of literacy skills, at the Cave Hill Campus we have instituted testing in English Language proficiency for all applicants who do not possess a CXC Grade 1 pass in English but who, nonetheless, have obtained the requirements to matriculate at the UWI.

Barriteau stressed: "Students who fail the English Language Proficiency Test are required to pass a remedial course which carries a weighting equal to the Test before being allowed to graduate... Students who fail the English Language Proficiency Test, or miss it due to absence, or sickness etc, must take a course called **The Fundamentals of Written English**, which they must pass before being admitted to enrol in the Level 1 Foundation Language Courses that all students must take."

These Foundation Courses are: **English for Academic Purposes, Rhetoric I – the Writing Process, Rhetoric II-Writing for Special Purposes: Business, Technical and Scientific**, and **Language: Argument**.

She noted that while instructors had been employed to assist students with deficits, "more resources may be required to deal effectively with this challenge".

"Towards this end we have proposed

the establishment of a Language Centre, equipped with technology to tackle the rising literacy problem and assist with phonetics if necessary."

The second prong involved extensive spending on upgrading the teaching and classroom skills of faculty, with the Instructional Development Unit and the Educational Media Services department dedicated to these tasks.

She added: "Courses are also offered throughout the academic year to enhance pedagogical skills; design, develop and evaluate new courses and programmes, and impart more relevant methods of assessing student learning."

The third component involves "a rigorous programme of quality control", under the ambit of the Office of the Board for Undergraduate Studies.

"Ideally, every three years the teaching programme of every department is subjected to a quality assurance review by ... a team led by an international chair and including a regional and local counterpart. The recommendations coming out of the report are used to justify deploying additional resources, revising existing programmes, re-evaluating curriculum content and satisfying student concerns," Professor Barriteau explained.

Cave Hill also recently appointed a Campus Quality Assurance Officer to manage the Campus Quality Assurance Programme.

"We will not pretend that there are no hiccups or that there is 100 per cent effectiveness and efficiency throughout the system. However, what I can state unequivocally is that the University is fully committed to maintaining superior standards of tertiary education and to the continuous improvement of the programmes and services we offer to the Barbadian and Caribbean community."

The deputy principal said University administrators were extremely proud of The UWI's sixty-year contribution to the development of the region as the premier tertiary educational institution in the Commonwealth Caribbean.

"We ... fully accept responsibility for maintaining standards of excellence in the wide range of outreach, undergraduate and postgraduate degree programmes, diplomas and certificates we offer," she stated.

Full time employees – full time students

Many workers in Barbados with a full time day job can now attend Cave Hill after work as full time students and complete their degrees in as few as three years.

This has been made possible with the introduction of **Cave Hill Evening** – a teaching approach that allows employees to take all their classes in the evening, bringing the University's treatment of "mature students" in line with that of developed countries around the world.

Gale Hall Executive Assistant to the Principal, who helped to spearhead the project, said that without disrupting their workday, these students can obtain a degree in the minimum period allowed. The degrees currently being offered by Cave Hill Evening are the Bachelor of Science in Management Studies, Bachelor of Arts in Education, Bachelor of Science in Banking and Finance, Bachelor of Science in Social Work, Bachelor of Science in Management and Computer Sciences and the Bachelor of Science in Accounting for Economics.

"These are programmes that have traditionally had a large concentration of part-time students who are working people," Hall said. "For instance, nearly all of the people who are doing the Bachelor's in Education are teachers, and most of those doing the Bachelor of Science in Public Sector Management are from the civil service..."

Most of these people were taking courses in which they had to leave work during the day because the courses were not specifically evening courses... The idea was to find a way to ensure that our large and growing number of working people could access

their courses at a time that is suitable to them so they did not have to leave work ..."

Another member of the coordinating committee Dr. Justin Robinson noted: "We had a large number of people in the system who were struggling to balance work and study. There were people who were working and hiding to study. Cave Hill Evening addressed that. Then there were people who just would not consider coming up here because they could not fit it into their work schedule."

Hall said Cave Hill Evening came out of a report of the commission headed by leading businessman, Sir Allan Fields, who "suggested that we consider establishing a full evening university that is suitable to working students."

The University then commissioned Professor Emeritus Woodville Marshall to "identify the issues that would have to be addressed in order to implement the recommendation of the Fields Commission".

Courses begin at 5 p.m.

Hall added: "Based on that report, which was presented to our Academic Board, it was decided that we should have a pilot phase in order to work out the issues. In this phase, which occurred last semester, we tried to rationalise these programmes to ensure that the courses were available in the evening. With the exception of Education, where the courses begin at 4 p.m., all courses begin at 5 p.m. and run until 10 p.m.

"We understand that this will be quite rigorous, but there are those who will wish to take this option which was never available before."

To support these evening students, the University has boosted its administrative services, ensuring that facilities such as the library and Campus bus services operate until late at night.

"The rationale basically is to ensure that our working professionals have access to these heavily subscribed courses without having to leave work in a very disorganised manner. If you have a class between 10 a.m. and noon, you can't leave work every week for a whole semester and run away to the University. This way [Cave Hill Evening] you are sure

that you can get to your lectures and tutorials in the evenings."

Describing the initiative as a mature response to the needs of the society, Robinson who heads the Department of Management Studies said, "It is also recognising the reality that there is a fair number of students who are juggling work and study. That was one of the main reasons why we in the Department of Management Studies so readily supported the concept; because we know there are a lot of student who were disadvantaged by the way the University scheduled classes.

I expect that the enrolment in Cave Hill Evening will grow and it will become quite big, but I don't know if it will ever outstrip the traditional daytime roll. Keep in mind that university education in Barbados is free at the point of delivery and as a result we will still get a significant number of people who are coming to Cave Hill directly from the Barbados Community College and the secondary schools and they are not necessarily very keen to be up here at nine o'clock at night. But I suspect that in Barbados there is a backlog of mature people who had never fitted in and they represent a ready market for the Evening University. It will also interest people who are considering a career change and who see this as an excellent facilitator."

Already the University has finalised plans for the introduction of a number of highly specialised degree programmes to Cave Hill Evening.

"Right now we offer what can be classified as a management degree. From September we should have management degrees with a greater emphasis on specialisation — marketing, finance, entrepreneurship. With the Evening University and specialisation, we are hoping to reach out to people who never saw the Cave Hill's structure as attractive. We have people who want to come and do Marketing but they have no interest in a general business degree."

Cave Hill EVENING

Total Quality at Cave Hill

In a pioneering move among UWI campuses, Cave Hill recently launched a pilot project in total quality management for members of staff. Twenty six senior officers, comprising professional staff and administrators from across the Campus participated in the launch and a quality enhancement leadership workshop hosted by the Campus Quality Assurance Programme located in the Office of the Principal.

The initiative provided the first in a series of workshops to train faculty and staff in becoming quality enhancement leaders to establish the Campus' Quality Management System. It also officially launched a Campus Quality Enhancement Corps which comprises trained and capable leaders across all disciplines and offices. These persons would embrace total quality, enhance quality within their environments and contribute their competencies to enhancing quality of other places on Campus as peer evaluators.

Total quality at Cave Hill has three strands: administrative, academic and customer services quality. This is one of several initiatives in which the Campus has been engaged in quality assurance and enhancement. For over five years, the academic disciplines have been engaged in quality audits and reviews by the University's Board for Undergraduate Studies' Quality Assurance Unit through a local representative at Cave Hill. Additionally, Cave Hill has been involved in a Service Quality Programme to establish customer service standards and train personnel from service units in this area.

The first workshop was an Introduction to Quality Enhancement Leadership coordinated by Eduardo Ali, Campus Quality Assurance Officer and his team in the Office of the Principal.

Ali, who has vast experience in higher education quality assurance and accreditation in the Caribbean region, was the facilitator for the workshop. The workshop orientation featured some comments from Pamela Dottin, Accreditation Officer of the Barbados Accreditation Council and a presentation on Service Quality by May Hinds who works as a consultant with the institution. Staff who took part in the three day leadership course came from Campus Bursary, Main Library, Student Affairs-Admissions, Campus Bookshop, Student Services Office, Office of Planning and Projects, Campus IT Services, the Medical Sciences Faculty, the Institute for Gender and Development Studies – Nita Barrow Unit, Alumni Affairs, Business Development Office, Public Information Office, Marketing Office, Solutions Centre and the Campus Quality Assurance Programme Unit.

Overall, the initiative entails each office establishing quality management systems for their operations using the Campus Quality Management System established by the Campus administration. These standards have been designed using a blend of quality standards from regional accreditation agencies and internationally based standards organisations.



Eduardo Ali, Campus Quality Assurance Officer



Participants at the Quality Enhancement Leadership Workshop

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Minding your business

An aggressive new programme aimed at changing the face of entrepreneurship within the Eastern Caribbean is in full swing at Cave Hill Campus.

The Student Entrepreneurial Empowerment Development (SEED) project was launched late last year to provide assistance for current and past students of the University who want to start their own businesses. It is being operated under the leadership of head of the Department of Management Studies, Dr. Justin Robinson and coordinated by Lecturer in International Business, Ayanna Young Marshall.

On February 25, SEED kicked off an eight-session seminar series entitled **Entrepreneurs' Forum 2008/2009**, which will run until April 24, covering the following subjects: *Are You Ready to Start Your Business? Entrepreneurial Opportunities in Services, Is Your Idea Viable? Creating, Recognising and Seizing the Opportunity: How to Turn an Idea Into a Business, Protecting Your Business: Intellectual Property and You; Planning for success, Choosing the Right Structure, Putting the Bow on the Package: Presenting Yourself, Adding the Numbers: Raising Capital and Navigating the Numbers and Attracting and Keeping Clients: Marketing Strategies — Keeping Ahead of the Competition.*

Explaining the importance of the Scotia Bank supported SEED Project and the seminar series to the University's aim of ensuring that it is producing work-ready graduates, Robinson said, "We want to ensure that any Cave Hill graduate has the ability to start his or her own business by the time they have completed their degree."

Originator of the SEED idea, Pro Vice Chancellor and Principal of Cave Hill, Sir Hilary Beckles explained to students: "SEED has been specifically designed to encourage and develop self-reliance, innovation and entrepreneurship in our students at the Cave Hill Campus. A main objective of SEED is to expand your employment opportunities beyond the jobs available in the country's and the region's public and private sectors. In fact, we fully expect that some of you will become the next generation of employers and entrepreneurs."

SEED is designed to be practical and hands-on.



L-R: At the podium Ayanna Young Marshall, coordinator of the programme Andre Millar and Toni Thorne (UWI Graduate/Entrepreneurs) and Marcia Brandon, Exc./ Regional Director Caribbean Youth Business Organisation.

Through a wide range of activities that include seminars, workshops, individual consultations, business plan competitions, opportunities to network with young entrepreneurs, and community outreach and service, participating students will gain the information, skills and support necessary to conceptualise, start and grow a business.

An important added benefit of SEED for the students who do not see entrepreneurship or self-employment in their immediate future is the exposure to personal financial planning and management, critical components of successful living in today's world."

SEED's components include:

Entrepreneur in Residence who delivers lectures and seminars and provides advice.

Lectures aimed at conveying information to the widest audience by presenters who include members of the business community.

Small interactive workshops that offer the students hands-on experience in the details of business planning and development, including business plans, market research as well as the legal and financial aspects of business.

Partnerships that include *inter alia* collaboration with established entrepreneurs in the development of viable businesses.

A community outreach initiative that allows students to use their SEED skills to assist small or micro-businesses in their communities. Cave Hill Campus is particularly interested in the development of this component.

Research and data gathering that track students' involvement and satisfaction with the programmes as well as trace the number of students who on graduation become engaged



Participants of the seminar

in some aspect of business ownership.

Business tips

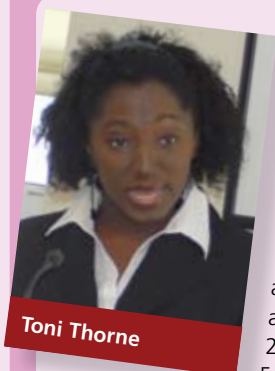
Scores of students attending the sessions have received words of encouragement and business tips from successful entrepreneurs, the majority of them graduates of the Cave Hill Campus, who shared their own experiences as young business pioneers and offered their perspectives, guidance and mentorship in a series of presentations.

Students have also benefited from expert guidance from agencies responsible for entrepreneurship and business development including the Barbados Investment and Development Corporation, Barbados Youth Business Trust, Barbados Coalition of Service Industries, Invest Barbados and the Caribbean Development Bank.

Young Marshall specifically thanked participants for their contribution including Andre Miller of Barbados Blue Watersports, Ondene Kirton of Higher Heights, Dereck Foster of Automotive Art, Toni Thorne of Bouik, Julian Clarke of Compuware, Erica Smith of Conceptualisation Inc. and fellow faculty members who have been sharing in the SEED experience.

SEED Testimonials: How I did it

Be bold – make sacrifices!



Toni Thorne

Labels are sticking to fashion newcomer **Toni Thorne** faster than she could ever have imagined.

Voted Best Up and Coming Designer at the recently held 2nd annual Caribbean Fashion Awards, the Young Entrepreneur

of the Year, CEO of fashion enterprise BoUik and recent Accounts and Economics graduate at Cave Hill says starting her own fashion label "was not without its trials, especially in an infant industry like the regional fashion market".

For starters, she told students at a SEED seminar, there were not existing business models to emulate and "saving my \$50 a week allowance to start a business seemed impossible".

"Then one day I saw an ad in the newspaper

about a business outline competition," Thorne added, "and ... the winner would receive money for their idea. So off I went. I remember that very humid day when my friends and I drove down to the old Paradise Beach, took out our make-up kits and I wrapped them in scarves for the pictures ... for the competition hosted by the Barbados Industrial and Development Corporation."

Since the company started, she added, they have been in every regional fashion show and fashion magazine, and have received requests to make appearances at some international fashion shows as far away as Sweden.

"However, with every achievement came a mistake. As a young entrepreneur, I too have made my share of irrational decisions and had unfortunate events. But it is not the mistakes (that matter) but the lessons learnt..."

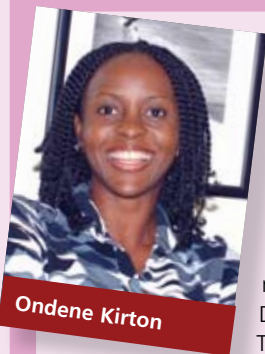
"My experiences ... continue to be priceless. I was able to put into practice what I was

learning at the university... Sacrifices had to be made. Everything was seen as a cost. It was necessary to cut down on particular expenses that seemed dispensable – buying a Blackberry versus fabric for four dresses and partying at the Boatyard versus buying business cards are two examples.

"I remember doing homework assignments in the hotel room at **Caribbean Fashion Week** and other events. In retrospect, I am happy for the lessons learnt."

Other bits of advice to prospective entrepreneurs included:

- A contract can be your best friend.
- Business and friendship are rarely correlated.
- How people treat you is often a reflection of how you treat people.
- Try to be accommodating to clients without compromising your personal beliefs.
- Most importantly, faith in Jesus Christ never fails.



Ondene Kirton

Don't let people define who you are

Ondene Kirton is an entrepreneur who only needed to tell her story to students of the Cave Hill Campus to get her message across. The Director and Senior Trainer with Higher Heights, an adventure-

based team-building and motivational-training organisation in Barbados, has done it all.

At 15 she was taking public transport to collect pails of fishcake batter so she could sell fishcakes outside a popular supermarket on Saturdays. Then she added fried chicken wings to her menu.

Five years later, after the supermarket operators decided it was time to give someone else a chance, she got involved in interior decorating, with no experience,

but managed to convince a store owner to spend \$15,000 with her on a make-over of his establishment.

"If you don't believe you can sell, no one will believe it for you," she told students who attended a recent SEED forum. "You have to know in yourself you can do it. ... You have to speak the language... if you want to make it to the next level. Belief takes you so very far."

Under the Higher Heights banner Kirton has undertaken local, regional and International assignments with entities such as the Caribbean Tourism Organisation (CTO), UNDP, UNICEF Staff Association, Stern College of Business in New York, and Yale University School of Medicine in Connecticut. Her clients in Barbados have included LIME (formerly Cable & Wireless), Digicel, Sandy Lane Hotel, PriceWaterhouseCoopers, First Caribbean International Bank, the University of the West Indies and

World Cup Barbados.

But she has never been afraid to put aside her high heel shoes.

"I love farming. We produce fresh herbs and vegetables and have a team of eight people. Don't discount the little things in life ... I have gone into other people's fields and harvested peppers and thyme. I have grown thyme. I still grow vegetables and take them to market. And let me tell you, I can wear my heels with the best of them and I can wear my boots with the rest of them. The point I am making is: Do not let people define who you are, because when you sign your name on your cheque at the end of the day, it is yours..."

"Have attitude, but make sure it is the right attitude and you are going to succeed in business."

Kirton is now pursuing an MSc in Cricket Studies at the Cave Hill.

See more, know more, want more!

André Miller's office is the ocean and his advice to prospective entrepreneurs at a SEED seminar in January was to "dream as big as the ocean". The marine biologist, whose first degree was in pre-medicine, and who was honoured by UNESCO for the Best Masters project in the Caribbean while studying at UWI, repeatedly told students attending the SEED forum: See more, know more, want more.

Miller is the Director and Principal Consultant with Carib Marine Contracting, which specialises in coral transplantation throughout the Caribbean, including Bahamas, Jamaica and Grenada, and has been featured on the **Discovery Channel** and **National Geographic**. Carib Marine's clients range from Palmyra Resort in Montego Bay, Jamaica to Tiger Woods in the Bahamas. As manager of this environmental consultancy firm, Miller has been in charge of and involved in numerous rehabilitation projects in the wider Caribbean dating back to his days

as a policy writer and government marine biologist for the Coastal Zone Management Unit of Barbados. He is the hands-on marine biologist of the Barbados diving community and has earned a reputation as a dedicated scientist and professional diving instructor.

Miller opened Barbados Blue in 2005 at the Barbados Hilton and in just four years it has become the "premier ecological dive shop in Barbados", with links to Virgin Tours, British Airways and all the major cruise lines, and has become the face of Barbados Scuba Diving at the London, Las Vegas, New Jersey, Toronto, and Birmingham dive and travel shows.

But Miller told UWI students that while the road to his current achievements has not been long, they should not take it to mean that it has not been challenging. He recalled that one of his first clients told him early in his career that if he did not take chances progress would be slow. That client, he revealed, took a chance on a mosquito-

infested swamp area in Grenada and developed it into one of that island's most exclusive marina projects today.

That why, he said, he lived by the motto: See more, know more, want more!

The marine biologist revealed how he cleaned and painted the floors at Atlantic Submarine "in battleship gray" as one of his first jobs, but saw every day as an opportunity to learn from the experienced managers and pilots who worked there. So intent was he on grasping every opportunity that presented itself, Miller said, that daily he went way beyond the call of duty.

"Don't be ashamed to give service for free as an avenue to get ahead," he advised.



André Miller

Study in Colombia

Six students of Cave Hill's Department of Management Studies Masters in International Management Program had the unique opportunity in March to provide hands-on assistance to companies in Medellin, Colombia that are interested in doing business in the Caribbean.

The students were in the South American country for three weeks as part of a joint project between the University of the West Indies, Cave Hill and EAFIT University, that allowed them to enhance their business skills as well as their Spanish, while providing valuable practical assistance to small and medium sized businesses through market research.

The role of the Barbadians students has been described as critical to the success of the Program, since one of its objectives is to assist participating companies in identifying new markets that can foster growth. Among the participating companies were Skudmart which is in the business of bio-security and embalming; Seiki, a manufacturer of parts for the motorcycle industry for both OEM

and aftermarket; and Luxury Homes which specializes in bed linens for the hotel and retail sector.

Lecturer in Management Dr. Wade McKenzie who led the Cave Hill student team described the study abroad experience as "an excellent academic program and fabulous immersion into the Latin culture"

He explained: "The students were treated to an intensive 22 days including four hours per day of Spanish work in the class room plus field studies. A huge aspect of the program was the market development studies the students did with local firms seeking to expand their international capacities."

Dr. McKenzie pointed out that these companies all faced difficulties in exporting their products from Columbia, and noted that the students completed their company reports and presented their analyses and recommendations in Spanish.

"This was an extremely valuable experience for the students working in a foreign country with local managers on complex international



Students in Colombia accompanied by lecturer in Management Dr. Wade McKenzie (at left in sunglasses) and Sacha Furst (right rear) Head of the International Business Department at EAFIT University

market development plans and is exactly the type of skill development required of future managers in Barbados, the Caribbean and beyond," he added.

On weekends the students took in some of the historical and cultural sights of Medellin and the surrounding area.

EAFIT which is currently developing a Master's in International Business, plans to expand the program next year and is hoping to have a continued exchange of students and faculty with Cave Hill.

On-the-job learning

Plans to establish a campus-wide Internship Programme at Cave Hill are now being refined. Once implemented the programme is expected to foster links between the university community and business entities in Barbados and the Eastern Caribbean to an extent never before attempted.

Jennifer Pollard, career counselor in the Office of Student Services, who is assisting with the project that is being coordinated from the office of Principal and Pro-Vice-Chancellor, Sir Hilary Beckles, revealed that while a lot of work remained to be completed, there has already been significant progress.

"We recognise that if we are to achieve the best possible results then the right infrastructure has to be in place," Pollard said. "To facilitate this we've already brought together some of the people who would have been involved in initiatives within their individual departments, such as the Department of Management Studies, and since then we have added people from other areas who would be critical in any internship..."

"The university is pursuing this because we know that employers want us to improve the capacity of our students to do hands-on work when they enter the workforce. This was one of the points that came out of the Fields Commission Report. Also from the students' end, they often complain that potential employers always ask for experience, but the opportunities for experience while undergoing formal education are limited."

A comprehensive **Guidelines for Internship Programme** document prepared by the university states: "The UWI has developed a strategy for student empowerment that focuses on job placement/internships. The University's policy seeks to guarantee all graduates work experience as part of their formal degree... The University believes that experiential learning in the form of an internship programme can be even more meaningful if students can gain some work experience in their area of specialisation prior to graduation."

The programme is aimed at:

- Offering students the opportunity to apply their formal classroom education to actual hands-on work experience;
- Enhancing career preparation for students by linking academic experience with career-related work experience; and
- Producing more work-ready graduates who are already equipped

with skills to compete in the job market.

The document adds: "The programme is a win-win arrangement that allows students and organisations to try each other out. The interns see what particular aspects of the work constitute their strengths and conversely, those aspects that constitute their weaknesses. The employer benefits by having the opportunity to find and groom potential employees."

It adds: "This will enable the University to forge links with the business community to enable them to provide ... feedback relating to the strengths and weaknesses of our students."

Students will receive credits for internships, which will go toward their graduation requirements, with placements expected to occur during each student's second or final year for a minimum period of eight weeks.

Head of the Department of Management Studies, Dr. Justin Robinson, concedes that implementing and managing the programme will be a mammoth undertaking. He explained that his department has been working with the leading accounting firms for a number of years to provide work experience for its students, but added that while just expanding it brought one set of challenges, expanding to mandatory internships was even more complex.

"One of the challenges for us in Management with internships is that once you make it required then you have to place them, and placing 2,000 students is not necessarily straight forward in Barbados.

"The private sector is already doing a lot in different ways. They are accommodating Barbados Community College and Polytechnic students, and while we would like to make our internship required, the only reason we have not [done that] is because we are aware that once you require it, it become our responsibility to place several hundred students every year.

"In the department we are now building up our capacity. We now have an office with an administrative assistance and a secretary who are dedicated to what we call graduate studies and special programmes. Their job is to track down internship opportunities. We already have some relationships with the big accounting firms that offer attachments ... Additionally, because the Barbados Hotel and Tourism Association is such a structured organisation it can commit its members to providing these internships. Not all the sectors are that well organised to offer similar arrangements. But we are now closer to having the capacity to organise and manage a structured internship programme."





Dr Stacy Blackman

As medical authorities confront an increasing awareness or prevalence of dyslexia among children, tertiary level educators continue seeking to ensure that students with dyslexia are not marginalized once they have successfully reached that tier within the education system.

Administrators at Cave Hill Campus are seeking to build on the "Vision and Fortitude" programme which provides a more disabilities-friendly environment for students with disabilities and are also embracing students with dyslexia who have met the matriculation requirements.

The University has begun allowing students with dyslexia more time to complete examinations, which Lecturer in Special Education, Dr. Stacey Blackman, has described as a step in the right direction.

However, she believes that the University can do more, given strides already made by similar institutions in other parts of the world.

"The examination process can also be a source of great stress for students with dyslexia and it is here that many students would prefer alternative assessment approaches," Blackman explained. "In written examinations many of these students opt to discuss work in an abbreviated format, under sub-headings, or worst case scenario, in an unintelligible manner.

My rule of thumb has been to award marks for work that is consistent with what is correct and that reasonably answers the question. In addition to this, it is also good policy to ensure that test items are devoid of obscure language

Understanding Dyslexia

and free of any other encumbrances that might limit the student's understanding of the examination paper...

"It is important to recognise that ... some challenges ... will persist because of the nature of dyslexia and therefore accommodations will need to be extended to those students,"

Many international universities allow students with dyslexia to be assessed orally and to have access to a reader if the examination is in a written format. The primary function of the reader is to facilitate the student's understanding by reading the examination question paper in a fluid manner and ensuring that questions about instructions are answered. At Cave Hill the provision of extra time for students with dyslexia represents a step in the right direction. However, there is a need to implement other measures ... to further assist these students throughout their academic careers."

She suggested that other lecturers recognise, when dealing with dyslexic students, that a multi-pronged approach is more effective.

"It is important to recognise that ... some challenges ... will persist because of the nature of dyslexia and therefore accommodations will need to be extended to those students," Blackman explained. "I find it particularly useful to provide detailed, structured course outlines that can be used as advanced organisers to facilitate self-study. In addition to this, I provide revision sheets and course notes highlighting the most salient points of the lecture during the course of instruction."

She noted too that it was key when assessing students with dyslexia for teachers to consider how well the student understands and

articulates his or her ideas and to employ one-on-one sessions when necessary.

"It is a good idea for students to also have the opportunity to send in a series of drafts before submitting the final assignment," Blackman added.

The special education lecturer pointed out that while confidentiality rules made it difficult to estimate the prevalence of dyslexia at Cave Hill, the use of modern technology to support learning could reduce the challenges faced by these students.

"On the other hand, for those students at the more severe end of the spectrum ... the University can be daunting and frustrating," she added.

Blackman identified some of the signs that could indicate dyslexia as:

In written assignments students have difficulty articulating their ideas in a clear and coherent manner, the discussion is often irrelevant and tangential to the topic, the expression of ideas is poor, the coverage of information is superficial, synthesising ideas from the literature is difficult, handwriting is poor, and errors in grammar, syntax and spelling are prevalent.

In tutorial discussions students have difficulty repeating polysyllabic words and planning and presentation of ideas may lack a logical sequence.

In examinations or during tests students display incomplete development of ideas, poor sequencing of information, bulleted discussion in essays, poor handwriting, and difficulty interpreting and understanding obscure language.

EDITOR'S NOTE: The British Dyslexia Association defines dyslexia as "a combination of abilities and difficulties that affect the learning process in one or more of reading, spelling and writing. Accompanying weaknesses may be identified in the areas of speed of processing, short term memory, sequencing, auditory and visual perception, spoken language and motor skills. It is particularly related to mastering and using written language, which may include alphabetic, numeric and musical notation."

Jo's Journey

As I stand in the mooting room and listen to aspiring lawyers present their submissions, nostalgia floods me. It seems like yesterday that I stood at this very point, hoping for the best and confident that I would be chosen to represent the region at Jessup International Mooting Competition in Washington that year. My team-mate and I were chosen, but the journey I was about to embark on had less to do with mootings in Washington as I envisioned, rather it was one in which I would be fighting for my very life.

The best is always ahead

I was finally in my third year at the Cave Hill Campus, so much to look forward to that upcoming summer after finishing, and ready to embrace the fullness of life. I had always thought of myself as being able to confront any obstacle and overcome it – the hope of my expectancy and my mini mantra in life is that the best is always ahead of us. Little did I know the battle I was about to face would try every ounce of faith I ever had, test every hope, and require every ounce of strength in my being.

A few weeks after school began in 2007, the right side of my bottom lip went numb. After x-rays and a biopsy, a benign tumour was revealed, growing from my right bottom mandible. I was rushed off to North America for treatment.

Results of the biopsy taken in North America showed that the tumour was in fact malignant. I was finally hospitalised. While I lay in the hospital, weak and unable to eat, the reality of the spiral I seemed to be in hit me. Snatched from school, from my comfortable surroundings, unable to eat, no longer strong and bouncy – and with a fast growing tumour. As winter approached, I felt that I was also approaching a season of winter in my life. My belief that my best was still to come, my faith that I was healed by the stripes of Jesus, prayer, trusting in God, patience, and the support of so many proved a force to be reckoned with. In the words of Marvin Snapp, without these, "I never would have made it."

A new appreciation for life

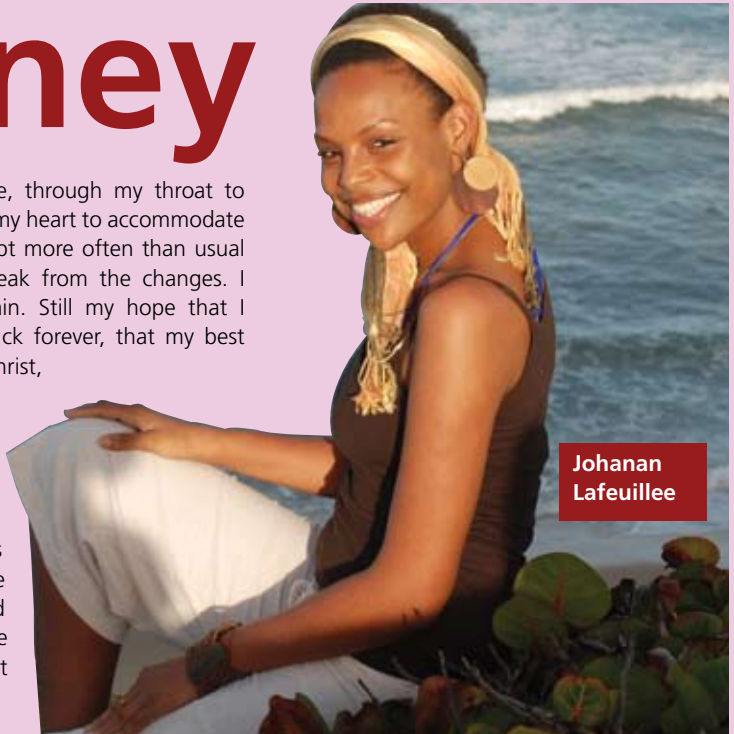
This experience has given me a new appreciation for life. I had tubes going to my

stomach to feed me, through my throat to help me breathe, to my heart to accommodate chemotherapy. I slept more often than usual as my body was weak from the changes. I became a child again. Still my hope that I would not remain sick forever, that my best was still ahead in Christ, never wavered.

My mom joined me in my fight. She held my hand through many sleepless and restless nights, covered me when I was cold and could not even lift the folds of my blanket – when I slept, she slept. Many times I cried like a child when she was not in the room with me – her strength, support and love was invaluable. The strength and support of my sisters and their unmatched sense of humour gave me a reason to be jolly. Laughter, music and talking were the hallmark of my hospital room. The nurses would waltz in to hear the latest improvement, or sing along to a song while checking my vitals. The strength and support of my family was my rock.

There was a period I called 'the darkest night' in my life when I lay there, unable to even utter a word. Tears flowed from my eyes as I petitioned God to take me out of this test, that my strength was failing. He was the strength of my heart then, my heart had fainted within me, I felt I could no longer go on, I was ready to die. As I prayed that I would be taken, the Lord spoke to me that I will not die before fulfilling my purpose. Could my life's purpose possibly be birthed from this experience?

As I lay there, I dreamt that I gave birth to a baby boy. I asked the Lord what I should name him. He told me to name him "Will of God". 'How could I do such a thing to this baby?' I replied. If I had been living out God's will, if my life was in His hands and I had loved Him with all my heart from the age of eighteen and now this? Will of God? I feared that the will of God was too hard. I started weeping. Then I heard the Word of the Lord clearly, "Come to me, all of you who are tired from carrying



Johanan
Lafeuille

heavy loads and I will give you rest. Take my yoke and put it on you, and learn from me, because I am gentle and humble in spirit; and you will find rest. For the yoke I will give you is easy, and the load I will put on you is light." Matthew 11:28-30

I know now that there is nothing I can ever experience that God will not carry me through. That comfort of God walked with me through the valley of the shadow of death. I feared no evil because He was with me illuminating my dark days. Songs of hope that played in my room kept my mind from straying into valleys of dread. This hope had to be kept alive. It was a matter of life and death.

A call came in for me one day, I could not speak but my mom put my phone to my ears. On the other end was a friend relaying to me the prayer and support from people at Cave Hill and from my church family in Barbados. I was so touched that people, some hardly even knowing me, stood to support me – I wept uncontrollably. The knowledge that I was being looked out for and loved meant everything to me at that point. I had to make it to the end.

Twenty-two hours of surgery

The day finally came: twenty-two hours of surgery. As I was wheeled in to the operating theatre, I was simply happy that the process was coming to an end. On waking up, the first thing I tried to do was to smile. I wanted

to see whether I could because the surgeons had informed me that I might not have been able to after the procedure. On realising that my smile functioned perfectly, I knew every other thing would be all right.

Pursue every good dream

An amazing team of doctors and nurses nurtured me. I now have such an appreciation for the medical profession. They cheered me on, and on routine checks they always were amazed at how speedily I was recovering. Soon enough, after speech therapy – I said my first ‘hello’. Everyone in the room cheered as if their lives depended on it. It gave me such joy – I just kept laughing at every encouraging word and promise. I laughed because I was so happy that I was improving every day. I was regaining my strength and the bowls of chicken soup from Aunt Mary and Ruby really strengthened my bones. To Uncle Trevor and to Aunt Christine I thank you for the spiritual uplifting. Soon enough I took my first ten steps – I could walk again! The possibilities then were endless for me. I wanted to come back to school, and get back to life. However, I

did not want the experience to just be fleeting. I desired to extract every bit of learning and wisdom from it. To live life dependent on God’s strength not only when things were tough, but in the good times too. He’s always faithful. To pursue every good dream – I’m not going to take no from this world for an answer. I will enjoy every thing nature has to offer; sunsets, birds chirping, the rainfall are such precious experiences.

I want to place emphasis on the things that really matter in life. One day after surgery I wept as I looked into the mirror and did not see the face I used to know – I consoled myself that it was a process, step-by-step. I look at myself today and I smile as those words stood true, I look more like my old self again and I continue looking forward to the best. To those who have gone through physical battles and have scars that make you feel “unpretty”, look to the best. You’re still alive and well and you can be so much more “diamond” on the inside than you could before it all.

Trouble won’t last

Moreover, I desire to reach out to those who

are hurting, to those who feel that everything is caving in and life is hitting at them from every side – especially those whose reality of life has switched scenes so suddenly. Trouble won’t last always. It is truly in giving that one lives. Thank you UWI Cave Hill, Barbados, Grenada and so many others in the Caribbean for cheering me on. Thanks to the graduating class of Law 2008. Words can’t express what I really want to say. Every group and association that rallied around me, a job well done – I’m here! I’m back in my final year. My battle scars remind me of why I’m alive – to fulfil my purpose in life – to the fullest. Not for selfish gain, but for what makes life worth the living.

Let’s reach into someone’s life today and cheer them on – it might be an orphan, widow, someone sick or imprisoned, give the gift of hope to someone today. No matter where you are, God has never left you. His plans toward you are still for good and not evil – there is life and there is death, but I prefer life.



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Poui Milestone

Major celebrations are in store later this year to mark the tenth anniversary of *Poui: Cave Hill Journal of Creative Writing* which approaches that milestone as a leading journal for new writing from around the region and beyond. Publishers promise a fitting menu of activities to herald the occasion, at the start of the next academic year.

In 1999, Creative Writing, both Poetry and Fiction, was a new offering of the Department of Language, Linguistics and Literature (LLL), and *Poui* was seen as an outlet for the some of the writing emerging from its courses and the summer workshops led by well-known Caribbean writers, whose contributions set a standard for the many aspiring writers *Poui* also published. Those workshop leaders included Lorna Goodison (Jamaica), whose poem '*Poui*' is the frontispiece to every issue, Grace Nichols (Guyana), Erna Brodber (Jamaica), Kendel Hippolyte (St Lucia), Merle Collins (Grenada) and Olive Senior (Jamaica). Over time, *Poui* has established itself as the natural successor to the small magazines which nurtured the early growth of Caribbean writing – *Bim*, *Kyk-over-al*, *The Beacon*, etc. – to the extent that Georgetown-based arts critic, Al Creighton, commented in the *Stabroek News* in 2007 that 'the best pieces in the collection define(d) *Poui 7*, lifting it to its place as a journal of high quality' and showed that it had come of age as a regional literary journal.

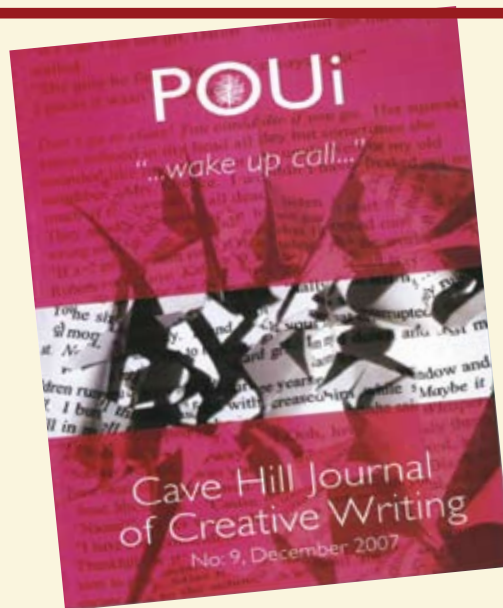
A tradition *Poui* has maintained since its beginning is that of Featured Writer, whose work is highlighted in a particular issue. A poet/jazz musician from the earlier period of the small regional journals, the Vincentian born, Shake Keane (1927 – 1997) was a regular contributor to some of them. He won the prestigious Cuban Casa de las Americas Prize for poetry in 1979 for his collection *One A Week With Water: Notes and Rhymes*, though when he died in 1997 his most recent poems remained unpublished. As Featured Writer in its seventh issue, *Poui* paid him the tribute of publishing some of those poems. Featured Writer in the current issue, *Poui 9*, is Mark McWatt, whose first work of prose fiction, *Suspended Sentences: A Collection of Short Fiction*, won the Commonwealth Prize for

Best First Book, the Casa de las Americas Prize for best Caribbean book written in English or Creole, and the Guyana Prize, all in 2006.

Mark McWatt is Professor of West Indian Literature and one of the founding editors. The other two founding editors, Hazel Simmons-McDonald and Jane Bryce, are also published writers and all three are lecturers in LLL. They were joined from *Poui 9* by Mark Jason Welch, a talented young poet who won the Irving Burgie Award for Excellence in Literary and Creative Arts and first prize in the Collymore Literary Endowment Award competition, both in 2007. Jason's influence can already be seen in the redesigned layout and more contemporary look of the current issue, *Poui 9*, and in the planned regular series of live *Poui* Readings showcasing visiting and local writers.

Although *Poui: Cave Hill Journal of Creative*

Writing is funded by the Department of LLL, it is independent and has no other agenda than to be a vehicle for new and interesting writing. It makes no distinctions and has no preferences about age, race, class, sex, religion or where you shop. All that matters is that what's in its pages should make the hair stand up on the back of your neck – the infallible test of good writing. Those who have passed the test and appeared in its pages include many familiar Barbadian names – Robert Sandiford, Esther Phillips, Sandra Sealy, Richard Lynch, Deanne Kennedy, Deborah Callender – as well as Barbados residents like Philip Nanton, Sarah Venable and Nick Whittle, and writers from Haiti, Puerto



Rico, Trinidad, Jamaica, St Vincent, Guyana, the Bahamas and the US, Canada, Britain, Nigeria and South Africa. As the Goodison poem puts it, 'She don't put out for just anyone' – but when she does, the result will stop you in your tracks.

ELECTRONICS/APPLIANCES

ENERGY EFFICIENCY TIPS

- **Turn off** TVs, DVDs, VCRs, CDs or radios when not in use
- **Unplug** chargers which are required for equipment such as cell phones, ipods, laptops or digital cameras when not in use as they draw some power whenever they are plugged in
- **Disconnect** all electronic equipment when you are away from home for extended periods of time

- Keep small appliances **in good working order**. They will last longer, operate more efficiently and use less energy
- Use your **computer's sleep or idle mode** for periods of inactivity. This mode reduces energy use

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A Monument for Moses



A Monument for Moses, the fifth play in the National Heroes Series by Principal of the Cave Hill Campus, Sir Hilary Beckles, came off in January and February at the Errol Barrow Centre for Creative Imagination and was a resounding success with favourable reviews from patrons. The play, which was directed and produced by Harclyde Walcott, who described the work as

a “faction” — fiction based on some historical facts — provided dramatic glimpses into various periods and relationships in the life of late National Hero, the Right Excellent Sir Grantley Adams. The lead role was played by internationally acclaimed actor, Sean Fields, while that of Lady Adams was portrayed by the experienced Kaye Foster.

According to Walcott, *A Monument for Moses*, like the four previous works in the series, served the dual purpose of celebrating the life and work of individuals who contributed significantly to the development of Barbados and allowing practitioners of the arts to develop their skills.



Dr Lennox Honychurch with
Ellice Collymore

Tribute to Colly

Members of the literary community came together for a special gathering last December – the launch of the fourth edition of BIM and a celebration of the life and work of literary icon Frank Collymore to whom the publication was dedicated.

Among those at the December 6 event held at the George Lamming Pedagogical Centre at the Errol Barrow Centre for Creative Imagination at Cave Hill campus were Collymore's widow Ellice, daughter Annebelle and other family members and friends.

It was an evening of nostalgia with several of Collymore's former colleagues sharing their fond memories of him. Among them: Dean

Harold Crichtlow, Dr. Tony gale, Ronald Ramsay, Professor Earl Newton and Hazel Moss.

Dominican historian Dr. Lennox Honychurch who gave the featured address spoke of Collymore's major contribution to Caribbean literature and literary figures which saw the region experiencing its own renaissance 40 years ago.

He said because of Collymore's writings Caribbean islands previously seen as colonial real estate and stepping stones to other places became destinations that people wanted to know about and identify with.

The evening also included a musical tribute to Collymore by Barbadian singer Gabby.

Life's like a play...

After participating in this year's 10th anniversary Inter-Campus Theatre Festival on March 23-24, nine Cave Hill students are now on course to add credits toward their graduation requirements. Cave Hill is the only UWI campus that has so far approved the Theatre Festival as a co-curricular course for credits.

Coordinator of French and Spanish at Cave Hill, Amparo McWatt, described the seven productions, including the first ever Portuguese skit, as very successful and the two-day event, which also benefited from the participation of foreign language students from the Mona and St. Augustine campuses, as a terrific opportunity for students to demonstrate their skills.

"The opportunity to function in the language as they performed, particularly for students who have no formal training in theatre, was significant," McWatt added.

Additionally, the invitation to students of the Barbados Community College and the various secondary schools to view the plays as they are performed in languages other than English also has the effect of generating interest in

the University's foreign language programmes among prospective students.

McWatt was however, particularly happy that for the first time, Cave Hill students who participated in the festival were eligible to receive three credits if they: attended auditions, production meetings and rehearsals (approximately 50 hours) – 40 per cent; demonstrated clarity, dramatic empathy and contributed to realising the play as a piece of foreign language drama – 40 per cent; and wrote a critical assessment of approximately 1,500 words, based on journal notes on the experience of participating in the Theatre Festival – 20 per cent.

The festival started in 2000 at the Cave Hill Campus as the French Theatre Festival, the brainchild of then French Coóperant, M. Romuald Prouteau. The following year it was extended to include Spanish students and the St. Augustine campus. Today, the competitive element has long been removed and it is now a UWI-wide, major multi-cultural event.

Next year's festival will be held at the St. Augustine Campus, followed by Mona in 2011, returning to Barbados in 2012.



The works of two leading world poets responding to the transformations taking place within Africa and the Caribbean during the Independence period is the focus of a new text by a Cave Hill academic.



Dr Curwen Best

The text entitled **Kamau Brathwaite and Christopher Okigbo: Art, Politics, and the Music of Ritual** is by Dr Curwen Best, Senior Lecturer in Popular Culture and Literary Studies in the Department of Language, Linguistics and Literature, Faculty of Humanities and Education, UWI, Cave Hill Campus. This recent publication comes on the

heels of his path-breaking 2008 book, **The Politics of Caribbean Cyberculture**.

The book is the first comparative work of its kind to provide an extended analysis of the contribution of Brathwaite, a Barbadian, and the late Nigerian poet Okigbo. Some of the themes/issues discussed include: politics and art, religion, spirituality, traditional culture versus popular culture, language and identity, literature and orality, and cyberculture and identity. The

Best on Brathwaite & Okigbo

text highlights similarities and differences in the life and work of the two poets. It also examines various aspects of their style and provides a clearer understanding of the stance these artists took on crucial issues that would shape the face of their societies way beyond the Independence period.

The book has already received endorsements from leading scholars on the two poets. Gordon Rohlehr, Professor Emeritus of the University of the West Indies, St Augustine Campus, and the foremost critic on Brathwaite's work comments: "The book is written with clarity, conviction and what is even better, a calm excitement. It is insightful, and with its 'multi-tracked' approach to Kamau and Okigbo, definitely, breaks new ground". Professor Ali Mazrui, Director, Institute of Global Studies, Binghamton University, State University of New York, whose text **The Trial of Christopher Okigbo** places Okigbo on trial in the afterlife, considers Best's book "required

reading" for courses on the literature of global Africa.

Commenting on his newest publication, Dr Best says: "This book is important for a number of reasons. For one thing, it opens up critical debate in an area of relative silence. These two major world poets have hardly received the kind of comparative treatment that you'd expect. This book does not seek to tie them together at the hips, so to speak, but it does manage to provide clearer insight into the work of two poets, visionaries who saw into the future and wrote their visions in poetic and musical language. I conduct a reading of their work employing a layered and sequential methodology, what I've been calling a 'multi-tracked' approach.

"This book is the most literary of my academic texts. That is, it tends to focus on literature, poetry and poets, whereas my other books have tended to foreground so-called leading-edge expressions of popular culture. But readers will detect that even this book cannot remain firmly rooted to literature in its strictest sense, for, as the subtitle suggests, the book is also very concerned with orality and musicality and the intersection of literature and popular expression. The book certainly concludes with a chapter on Okigbo and Kamau in cyberspace, which is an area of particular specialisation for me."

Audiences drawn from academia and the wider community were presented with thought-provoking perspectives on the failure of the West Indies Federation during a three-part lecture /discussion series hosted at the Errol Barrow Centre for Creative Imagination.

The mini-series, staged last November, 50 years after the failed regional attempt at a political union, sought to address why the Federation lasted only four-and-a-half years and to discover what caused its collapse in 1962.

The series was staged under the theme **When 10 may have been an Odd Number: Some Perspectives on the West Indies Federation**. Addressing the topic **Why Did We Federate?** in the inaugural lecture, Professor Emeritus Woodville Marshall posited that Caribbean leaders at the time mainly wanted unit self-government and did not understand how or why they got into the union, or that the project was deeply flawed. He further argued that commentators agreed that the movement, which led in 1947 to 13 territories adopting a federation in principle and later official commitment by ten of them in 1956 to the Federation of the West Indies, was intimately tied to a political reform programme.

Revisiting the Federation

Professor Marshall also expressed the view that sponsorship of the Federation by Britain might have been both a means of shedding administrative and financial responsibility and the apparent promotion of the processes of self-determination.

"It seems to me obvious that our leaders went into Federation with an exceedingly weak commitment to that project," he said. Some of the other topics explored during the series included - **Implementing the Project: Constitutional Issues and Political Arrangements** - a lecture by former Commonwealth Secretary General and former Chancellor of the UWI, Sir Shridath Ramphal and **Why Did the Federation Fail**, a panel discussion involving eminent panellists Dr Vaughn Lewis, former Prime Minister of St Lucia; President of the Caribbean Development Bank, Professor Compton Bourne and Barbadian Gilmore Roachford, one of the surviving members elected to the Federal House of Representatives.

Rounding out the activities commemorating the Federal initiative was the staging of excerpts from the play **Drums and Colours** by Derek

Walcott which was first performed at the launch of the Federation.

It was the first time the play was being staged since the start of the Federation and the first time in Barbados.

Drums and Colours raised the question of how Caribbean peoples from different roots and rituals could use their stories of origin to inform their vision for the future.

The play portrayed Christopher Columbus, the explorer, Walter Raleigh as the villain and Toussaint L'Ouverture as a compassionate man driven and transformed by the times. A book depicting a photographic journey of the Federal era was also launched as part of the activities. The lecture series staged to commemorate the 50th anniversary of the inauguration of the Federation was organised by The University of The West Indies and the West Indies Federal Archives Centre in conjunction with the Barbados Museum and Historical Society, the Barbados Government Division of Culture and the Department of History.

Probing poverty and crime



Dr Jonathan Lashley Coordinator of the Special Studies Unit, SALISES

The Sir Arthur Lewis Institute of Social and Economic Studies [SALISES], the primary research entity at Cave Hill campus, is currently engaged in three critical fact-finding projects with the capacity to significantly influence how Barbados deals with poverty, crime and manufacturing in the future.

However, these are just three of several national projects that SALISES in Barbados, as part of a UWI-wide research and teaching organisation, is undertaking. Dr. Jonathan Lashley, Coordinator of the Special Studies Unit of the institute, explained:

"The Institute has also recently been contracted to undertake several national projects, including: the National Country Assessment of Living Conditions for the Government of Barbados, funded by the Caribbean Development Bank; the National Crime Survey for the Ministry of Home Affairs; and, nearing completion, a project sponsored by the Barbados National Productivity Council on the Revitalisation of the Manufacturing Sector in Barbados, which includes a survey of more than 50 per cent of the sector, to assist in the strategic repositioning of manufacturing in the country.

"The Institute seeks to exploit its assets for effective policy development in Barbados and the region through a dedicated cadre of research associates and staff, including former Deputy Principal Professor Christine Barrow (sociologist), Dr. Corin Bailey (geographer and crime specialist), Professor Rosina Wiltshire (political economist) and Senior Fellow Dr Don Marshall (international political economist)."

[SALISES] seeks to exploit its assets for effective policy development in Barbados and the region through a dedicated cadre of research associates and staff

SALISES, which replaced the former Institute of Social and Economic Research and is led by Professor Andrew Downes has already established itself as a credible provider of high-quality research with a number of key projects, including:

- **The Socio-Economic Impact of the Youth Entrepreneurship Scheme in Barbados — a tracer survey of former clients to ascertain the effectiveness of the programme;**
- **An Economic Impact of Crop-Over 2005 to 2007, funded by the National Cultural Foundation;**
- **The development of an Import Price Index for Barbados for the Barbados Chamber of Commerce and Industry;**
- **An assessment of the Special Technical Assistance Programme of the Government of Barbados, sponsored by the Barbados Investment and Development Corporation (BIDC);**
- **An annual Client Satisfaction Surveys for the BIDC since 2007;**
- **A National Audit of Small Business Data for the Ministry of Economic Affairs and the development of a database for small business development agencies;**
- **A survey of Strategic Small Business Sectors for the Ministry of Economic Affairs, which is still in progress.**

"The Special Studies Unit of SALISES acts as a 'one-stop-shop' for applied research,"

Lashley noted. "The Unit coordinates faculty and external consultants on the construction of research proposals, negotiation, sampling, fieldwork, data analysis, report writing, presentation and dissemination. SALISES' main marketing asset in this regard is its ability to provide both theoretical and applied responses to organisational, national and regional issues."

Explaining the background to the institute, Lashley noted that SALISES, which operates across three campuses, undertakes graduate teaching at the taught Masters level as well as supervises at the MPhil and PhD level, while its researchers "conduct research in the areas of economic development policy, social development policy and governance".

He added: "At the UWI Cave Hill Campus, in addition to providing graduate courses in Research Design and Management, Specialised Research Methods and Directed Readings (both to SALISES students and the Campus in general), staff undertake research in the varied areas of crime, HIV/AIDS, labour market economics, entrepreneurship and international political economy. At the contract research level, projects are varied in geographical scope and application, from CARICOM-wide to country and organisationally specific..."

"A core approach of the Institute is not only to generate revenue, but to supply data for academic use; provide a practical experience for students; increase the presence of the University in applied research in the private and public sector; and to enhance the image of the University in the wider Eastern Caribbean community. Two core elements of SALISES approach to undertaking external research projects are the acquisition of data for future exploitation for policy development and graduate development."

From March 25 to 27 the institute held its 10th Annual Conference in Barbados during which researchers from across the region presented papers on their work in more than 70 areas of importance to Caribbean people. It was officially opened by Prime Minister and Minister of Finance, David Thompson.



Dr Justin Robinson, Head, the Department of Management Studies, Cave Hill

Serving society through Research

Responding to national and regional calls for The University of The West Indies to augment its research profile, Cave Hill's Department of Management Studies in the Faculty of Social Sciences has put itself among the front runners of institutions gaining acclaim for first class research of public benefit.

The Department of Management Studies (DOMS), headed by Dr. Justin Robinson, has undertaken research recently that informed the Transport Board's implementation of free bus rides for school children, and is now deeply engrossed in research on route rationalisation for that agency, a diagnostic analysis of the small business sector for the Inter-American Development Bank, and Internet banking for FirstCaribbean International Bank.

Principal Sir Hilary Beckles in recent times has been outlining plans to establish a number of world-class research centres that would transition Cave Hill from an undergraduate institution into a research-oriented one that produces strong, aggressive, innovative research to drive industry as well as transform thinking, product design and competitiveness.

Speaking specifically of DOMS' research work, Dr. Robinson noted: "It benefits us in the sense that many of our students, as part of their various degree requirements, must do research papers, and we are always on the look out for good research projects.

This is very good practice for them with live research... It makes it a little more interesting, especially since they tend to feel they are involved in something important. It can enhance motivation.

It is also good for the Department since it helps to raise our profile in terms of our direct contribution to the communities we serve. Our taxpayers have been pretty generous to the University and it is in a sense part of our commitment to giving back."

Robinson explained that in anticipation of the introduction of free bus rides for school children, the University had been approached by the Transport Board for assistance in determining how many children would utilise the service.

"The survey was done as a departmental research project," he added. "The students, supervised by me and faculty member Dion Greenidge, collected the data and did the analysis. We designed the instrument, we collected the data, we analysed the data and then we presented the report.

And it worked out pretty well because when we did the survey their ridership by school children was about 8,000 per day. The survey suggested that about 50 per cent of the children who were not then using the Transport Board would use it if the fare was removed. So we suggested they should plan for about 12,000 per day. They have reported that since September they have been carrying around 12,000."

Transport analysis

Now, the Department is undertaking a route analysis for the Transport Board. "We are trying to work out whether they have too many buses on some routes and two few on others," Robinson stated, explaining that University students have been riding the buses daily collecting statistics on passenger use.

"We have done about ten of the major routes so far and have covered the travel patterns Monday to Sunday from the start to the end

The survey suggested that about 50 per cent of the children who were not then using the Transport Board would use it if the fare was removed. So we suggested they should plan for about 12,000 per day.

of the bus service, so we are in the process of collating that data," he added.

"We also did a major study for NISE that measured absenteeism at work. That was a pretty big study. We are now doing some research work for the IADB — a diagnostic analysis of the small business sector.

These research projects are important. We have traditionally been, as a young Department, very teaching focused. We see these things are part of our maturing as a Department — we are growing up as an institution and making our statement in the area of research," Robinson explained.

Internet banking study

Recently FirstCaribbean International Bank provided a US \$15,000 grant to Cave Hill for Dr. Robinson and Dr. Winston Moore to undertake a study on customers' attitude toward Internet banking and the use of Internet banking services across the region.

That study will attempt to determine the demographic and socio-economic characteristics of people who adopt online banking and examine the extent to which certain characteristics of Internet banking such as speed, convenience and complexity are reasons for or deterrents against its use.

Academics tackle economic challenges

Many of the critical issues facing the region and other Small Island Developing States were treated to rigorous and probing debate when the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) held its tenth annual conference, March 25-27, at the Errol Barrow Centre for Creative Imagination at the UWI, Cave Hill Campus.

The three-day event, held under the banner **Navigating Risks and Building Resilience in Small States**, looked at almost 70 pieces of research from regional scholars covering a wide range of issues, including poverty, the environment, international trade, globalisation, children, tourism, agriculture, entrepreneurship, crime and violence and labour matters.

The recently signed and much debated Economic Partnership Agreement (EPA) between CARIFORUM countries and the European Union (EU) countries featured prominently on day one of the conference with researchers arguing that the provisions of the agreement could negatively impact the ability of countries like Barbados to meet the United Nation's Millennium Development Goals (MDGs).

Political scientist at Cave Hill Dr. Kristina Hinds-Harrison noted that the preamble to the agreement states explicitly that the EPA is supposed to promote these goals. However in a paper entitled **The Millennium Development Goals (MDGs) and Social Aspects of the CARIFORUM-EU Economic Partnership Agreement** she noted that in relation to the three goals it covered — eradication of extreme hunger and poverty, ensuring environmental sustainability, and developing global partnerships — the agreement was clearly inadequate to achieve the first.

Alleviating Poverty

"Poverty alleviation is supposed to be achieved ... by means of increasing opportunities in the labour market. So this is a market-based approach ..., but if you consider that poverty is wider than simply employment related issues, this is, in my opinion, not an adequate treatment of poverty," she pointed out.

Hinds-Harrison concluded: "Clearly, this EPA does address some of the MDGs. However, it does so in a way that is very thin, especially for [the first two mentioned above] and therefore I don't think it is very practicable... Consequently, I don't think that this agreement can move countries towards all three of these millennium goals, and even if it can, I certainly don't think it can by 2015."

Jamaican Kamilah Williams, while making a presentation on a paper entitled **Stimulating the Dynamic Macroeconomic Effects of the EU/CARIFORUM EPA on Jamaica**, jointly authored with Shernette Marshall and Robert Stennett, reported that after a thorough examination of the EPA they found that while "development is mentioned several times in the legal text, and although the EU has committed

to increasing development aid and to establishing a regional development fund, no explicit development assistance has been specified; there is no timeline and there is no set amount of development assistance that will be provided".

Conversely, however, the researchers concluded after examining Jamaica's imports, inflation and other economic indicators and plugging the statistics into a 25-year projection model: "We expect that the (negative) impact of liberalisation under the EPA is going to be relatively small for Jamaica."

Researcher Rachel Simms examined the dispute settlement provisions of the EPA, compared it with those of the World Trade Organisation, and presented some of her concerns on whether it meets the needs of CARICOM countries to the SALISES conference.

"The EPA, like the WTO, does not make any mention of human and financial resources of CARIFORUM countries. I think this is a deficiency and in order to correct it the EPA should either specify that the EU provide some form of legal aid to CARIFORUM or assist in the setting up of a regional advisory centre to assist the CARIFORUM countries with dispute settlement at the EPA and WTO level," Simms said.

Monetary compensation

She also spoke of the deficiencies with the remedies mechanism, noting there was an absence of provisions for monetary compensation for trade benefits lost as a result of breaches.

"Monetary compensation should be introduced...", Simms added, pointing out that even where there is provision for retaliatory measures such as the imposition of a tariff on imported goods, this could further hurt the small importing country by making the good more expensive for its citizens, while having no impact on the offending exporting country because the quantity being traded is insignificant to them.

Speaking to her paper **The possibilities of the EPA for Caribbean Development: A view from the experts**, Kerrie-Ann Tucker concluded after investigating the perspectives of several experts: "The data suggest the EPA may present opportunities to varying degrees, engender greater ... [interest] in the political process, encourage competition, and increase access to various types of development assistance. This period should be viewed therefore as a chance for CARIFORUM states to assess ... their preparation, including implementation of adequate tax reforms in order to reduce the potential for the negative structural and economic fall out which accompanies a drastic change in any policy."



Dr Kristina Hinds-Harrison

Dr Angela Fields and student Anton Norville



THE GIANT AFRICAN SNAIL



Dr. Fields' research into the growth of Giant African Snail populations in Barbados, which has also involved significant input by graduate student Anton Norville, has turned up two developments that are now the focus of on-going study that could potentially assist in managing

the problem. One is the discovery of a mite that was usually found on native snails being present on the Giant African Snail, while the second is the appearance of a deformed variety of the Giant African Snail.

"We are interested in finding out if the mite has anything to do with the deformity, and if the mite has any value as a native biological control agent to help us deal with the snail," she added.

She explained further: "During the time we were collecting snails, we came across some deformed snails but we could not find much on what could have caused the deformity. Anton started work on the distorted snail and that has turned into a major undertaking right now".

In addition to the practical scientific research, Fields revealed she is now representing UWI on a technical working group that forms part of a network of plant health directors set up by the CARICOM Secretariat to help member governments cope with plant pests. This also involves IICA, FAO and USDA and at the first meeting it was determined that the Giant African Snail should be treated as a priority.

Another offshoot of all this work is that the region's capacity to check Giant African Snails for the presence of the nematode that is found in rats and which causes meningitis in humans is also likely to be developed.

"We need to know if we have the nematode in the snails here that can cause meningitis," Fields said. "This also has implications for how we deal with rats because the nematode lives in rats ... the Giant African Snail is one of the snails that can house the larvae ... It is important for us to develop the capability to check for this here... . Rats will eat the Giant African Snail, and in some places where the snail has emerged there has also been an increase in the rat population. So if you are interested in cutting down the instances of leptospirosis then you have to look at the snail as well."

Scientists at Cave Hill Campus are currently involved in significant research work and hemispheric cooperation aimed at helping Barbados and the rest of the region cope with the invasion of the Giant African Snail.

Dr. Angela Fields, a lecturer in Biology at UWI, Cave Hill, is leading the University's involvement, which has so far seen graduate and undergraduate students benefit from major opportunities to be part of ground-breaking work. The projects have so far also involved CARICOM, United Nations Food and Agriculture Organisation (FAO), Inter-American Institute for Cooperation in Agriculture (IICA), the United States Department of Agriculture (USDA) and a number of regional governments.

Additionally, Fields has already conducted a "gully survey" for local agricultural authorities that looked at, among other things, the prevalence of the pest in gullies in Barbados.

Despite all the work of the past seven years, she noted, there were still significant questions to be answered about how the island and region should respond to the introduction and explosion of the populations of Giant African Snails.

"I would say that the Giant African Snail right now is established in Barbados," Fields said. "It is now a part of our landscape, our environment. We have now to talk about control as opposed to eradication, unless something new emerges.

We have to look to see how to manage the population of Giant African Snails, and how to do that without hurting other aspects of the environment. We certainly cannot give serious consideration to dumping large volumes of molluscicides (bait) in our gullies, or turning them into finely manicured areas just to get

rid of the snails... There is still a lot of research to be done."

Managing the use of bait in gullies and other virgin areas is also of extreme importance, since in addition to killing the invasive variety, it will also kill native snails which play a key role in the local ecosystem in the breakdown of decaying vegetation.

"In Barbados I was interested in finding out what was happening, so I involved students in collecting snails and recording data on them, including places of prevalence, the sizes in which eggs were present, and the possible impact of molluscicides on native snails.

It appeared to me that in some places I could see the evidence of molluscicide use in terms of the number of dead Giant African Snails. But we also saw our local snails dead, and whereas we saw evidence of recovery among the African snails, we did not see that evidence with the local snails."

Fields' work with the snail dates back to 2002, when as part of her PhD programme she collected data on land snail fauna in four Caribbean islands, which in part influenced FAO, IICA and USDA to take a closer look at the migration of the snail from the French to the English-speaking Caribbean.

"As a result of my surveying for snails generally, I was invited to give a presentation at a workshop in St. Lucia in 2002 on our work, where I met some USDA personnel, and then FAO wanted to lend their assistance to the education of people involved in pest control ... and they brought me on as a consultant for their technical assistance programme... I did workshops across the region as well as additional surveys... . The USDA was also interested in what was taking place in the region and that started an informal relationship."



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