



CHILL

news

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***Professor
Eudine Barriteau***

*Pro-Vice Chancellor and
Principal of UWI Open Campus*

CHILL news

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We welcome your comments and feedback
which can be directed to
janet.caroo@cavehill.uwi.edu
or Chill c/o Marketing Officer,
UWI, Cave Hill Campus,
Bridgetown BB11000
Barbados
Tel: (246) 417-4057 / (246) 417-7629

CO-EDITORS:

Chelston Lovell
Janet Caroo

CONSULTANT EDITOR:

Korah Belgrave, PhD

CONTRIBUTING EDITOR:

Rasheeta Dorant

PHOTO EDITOR

Lisa Yarde

EDITORIAL ASSISTANT:

Lisa Yarde

CONTRIBUTORS:

Cherri-Ann Beckles	Tennyson Joseph, PhD
Henderson Carter, PhD	Patrick McConney, PhD
Yolande Cooke, PhD	Nicholas Maitland
Akhentoolove Corbin, PhD	Maria Pena
Natasha Corbin	Amanda Pierce
Malissa Cornwell	Paul Pounder, PhD
Rennette M. Dimmott	Nevin Roach
Stacey Estwick	Elaine Rocha, PhD
Sylvia Henry, PhD	Jeniece St. Romain
Khadija Holder	Bernd Sing, PhD
Tara Inniss, PhD	Andy Taitt
Nicole Knight	Glindon Welch
Dwayne Devonish, PhD	Elsworth Young
	UWI Centre

PHOTOGRAPHY:

Steven Daniel
David Marshall
The Nation Library

In this issue...

Welcome to CHILL News. In this issue Pro-Vice Chancellor of The University of the West Indies and Principal of Cave Hill Campus, Professor Sir Hilary Beckles speaks about the academy's civic responsibility, reinforcing a commitment to its mission of helping to bring greater social and economic benefit to the communities which it serves.

We share with you some of the findings of an unprecedented economic impact assessment of Cave Hill Campus; inform about a campus-led initiative to broaden trade and economic ties between Africa and the Caribbean; and also about recent and pending changes among The UWI's senior management.

You will also meet some of our award winning researchers, learn about the strides which the University continues to make in the areas of science and technology and hear from a number of our social scientists as they weigh in several topical issues by sharing their research and expert opinions on economic and social issues of the day.



COVER STORY

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Barriteau
Assumes Helm
of The UWI
Open Campus

The UWI Cave Hill Campus

Mission Statement

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

Vision Statement

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

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The University's Civic Responsibility

Though long deemed a self-evident truth, we believe it's a creed of which we need the occasional reminder. Universities are not established to serve themselves. They are created for the benefit of the communities in which they are located. It is therefore axiomatic that the best universities are those which are deeply engaged with their publics; an engagement so intrinsic to the everyday existence of academy and civic society that the academy's contribution to socio-cultural and economic development is organic.

It is this commitment to our social role that has seen The University of West Indies embedded at the centre of the region's social and economic development for the past half a century. Our culture and tradition of getting things done ensures our place at the vanguard of regional response to every formidable challenge – whether the need to cut dependence on fossil fuels towards the greater goal of decarbonising our nations, or tackle scourges such as infectious diseases, food insecurity and the debilitating effects of unemployment.

While universities have long been regarded principally for their mandate of student development and community upliftment through research and engagement, they have also shown themselves to be economic engines on their own steam. As significant employers and purchasers of goods and services, they bring major economic benefit to neighbouring towns and cities or entire states themselves. One need only witness the eerie lull which befalls some university towns after the bustling student activity during a semester, to be able to measure in part the kind of economic impact universities engender. Cultural life, too, gets a boon from sporting, theatrical and other co-curricular endeavours on the public engagement agenda.

In this regard, we acknowledge that The UWI's contribution to regional economic activity is quite significant, though we are equally mindful that our primary remit is to provide the human capital required for the present and future demands of our nations.

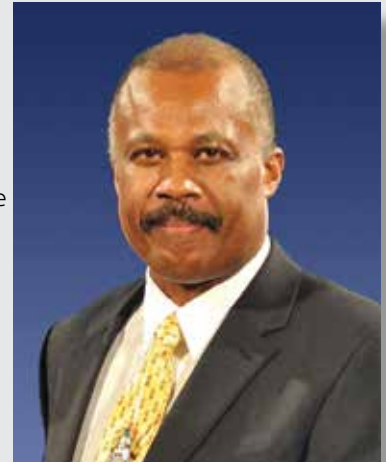
Hence, we chart our developmental course through consultative engagement with our stakeholders instead of fixing our gaze simply on the commercialisation of our educational enterprise, in spite of our ongoing aim towards self-sufficiency.

This consultative process has inspired us not to be fearful of the future even as we stand at a crossroad of conspicuous challenge. The digital revolution has ushered in a science and technology imperative that requires of our citizenry a technological ethos to enable us to compete globally or else languish in the doldrums of development.

At the academy it underscored a responsibility from which we could not shirk, and forged a resolve from which we have not retreated. With the current ICT—driven innovation and invention yielding untold promise for imaginative minds, we are carefully crafting a culture to unleash purposeful passion for the possible as we advance with elevated enthusiasm towards a future imagined.

Already we at Cave Hill Campus have rolled out a Science and Technology Initiative to give effect to enlightenment for economic transformation. It will see a greater sharing of our acknowledged accomplishments with the wider community and an end to the culture of secrecy which has impeded the scientific advancement of our society.

We remain confident that The University of the West Indies at Cave Hill, through adherence to its civic responsibility, will continue to perform a significant role and be a key partner in helping this nation and region to achieve and sustain excellence. ■



Pro-Vice Chancellor and Principal,
UWI, Cave Hill Campus,
Professor Sir Hilary Beckles.

An economic impact assessment has shown that The University of the West Indies at Cave Hill is one of Barbados' largest foreign exchange earners and that the Campus also generates significant business activity on the island.

The University-commissioned study comes in the wake of strident public comments about the state's growing cost of funding tertiary level education and arguments in some quarters that this government-financed investment yielded only a more educated workforce.

The study showed that the University was etching a bigger economic imprint on its host nation than some manufacturing industries, in that it was a major employer, purchaser of local goods and services, contributor to local taxes and contributor to earnings from abroad.

The unprecedented survey conducted by researchers in the Department of Economics, the Department of Management Studies and other senior Campus professionals, and released last July, placed the amount of direct business activity generated locally by the University at around \$30 million annually between 2009 and 2011. It noted that this sum fell slightly in the last two years because of the continued depressed economic conditions bedeviling the country and the region.

Economist and The UWI senior lecturer **Dr. Winston Moore** who led the study team noted that the University's annual operations have been generating more foreign exchange than a number of key economic sectors. Last year alone the Campus' foreign earnings rivalled the rum industry's earnings from abroad and significantly outstripped those earned by sugar.

"Total foreign exchange earnings/savings for the Campus was estimated at \$77.3 million in 2013, approximately two per cent lower than in 2012, but more than 13 per cent above the estimated figure for 2009," the study said. "Most of these foreign exchange earnings (94 per cent) accrued from the payment of tuition fees by international and regional students, while the majority of the remainder was due to foreign research grants and a small amount due to scholarships from overseas partners."

The study pointed out that the foreign exchange contributions was a conservative estimate and that it

Cave Hill A Major Economic Player

At approximately 2.3 per cent of total foreign exchange earnings, Cave Hill Campus' earnings of foreign exchange are almost five times that of the sugar industry and just 11 million less than the earnings from the entire rum industry."

might register at a much higher level if the Campus kept an accurate measurement of some campus-related happenings, including the number of visitors who came to Barbados specifically for academic conferences and other Cave Hill-hosted events, as well as those who visited relatives and friends enrolled as international students at the Campus. It was also noted that these visitors in turn spent heavily on hotels, restaurants, transportation, shopping and leisure activities, among others areas, giving a further boost to the economy.

The study noted: *"To put the ... numbers in context, (these) earnings imply that Cave Hill Campus is generating or saving more foreign exchange than the life insurance, communications, construction, (and) the financial services industries and also exceeds the amounts the island receives from royalties and other license fees."*

Continued on Page 4

Scientists Focus on Lionfish Control

Hundreds of marine scientists and others interested in coastal management met in Barbados at the start of November for a major conference, which focused, among other things, on ways to manage and control the lionfish whose proliferation in recent years threatens the region's marine ecology.

The annual meeting of the **Gulf and Caribbean Fisheries Institute (GCFI)**, now in its 67th year, is the largest and best-known multi-disciplinary marine science conference in the wider Caribbean region. It focuses mainly on ecological and social topics related to fisheries and marine protected areas.

Every year since 1947 GCFI has brought together about 200-300 university scientists and other researchers, resource managers, resource users, graduate students, environmental NGOs, inter-governmental organisations and donor agencies. They gather for technical-scientific presentations and workshops on current issues and research in marine science. The conference was last held in Barbados in 1996.

This year, it was hosted by UWI Cave Hill at the Accra Beach Hotel, under the theme ***Small islands, big issues: applying fisheries and marine science to solve problems and create opportunities.*** The theme acknowledged 2014 as the UN International Year for Small Island Developing States (SIDS) and also the 20th anniversary of the Barbados (SIDS) Programme of Action crafted at the first international SIDS conference held here in 1994.

Maria Pena and Dr. Patrick McConney of the Centre for Resource Management and Environmental Studies (CERMES) in the Faculty of Science and Technology secured UWI Cave Hill Campus' position as host following a successful proposal to the GCFI Board of Directors at the 2013 annual meeting.

GCFI (www.gcfi.org) was established in 1947 to promote the exchange of information on the use and management of marine resources in the Gulf and Caribbean region. Every year CERMES faculty and graduate students participate at GCFI by making presentations and being involved in or organizing, workshops.

Pena said: *"We made a substantial effort to tailor this year's meeting to*



the region's issues and needs; hence the SIDS theme, following up on the Third International SIDS Conference in Samoa. Another key difference proposed by CERMES for this year's meeting was a much stronger emphasis on the ecosystem, rather than a disciplinary focus, in keeping with initiatives to govern the Caribbean Large Marine Ecosystem (CLME).

*The conference featured special sessions focusing on marine protected areas (MPAs) such as fisheries management tools, fisher folk organizations and collective action, small-scale fisheries guidelines, fisheries data, marine managed areas and livelihoods, project and programme information sharing and updates, and ocean zoning, among others. Other programmed activities included a Fishers Forum the theme of which was **Fisheries livelihoods: living for the work.**"*

Conference delegates also participated in several social and cultural activities, including tours of Barbados and an excursion dinner event at the popular fishing community Oistins. ■

Cave Hill: A Major Economic Player *Continued from Page 3*

At approximately 2.3 per cent of total foreign exchange earnings, Cave Hill Campus' earnings of foreign exchange are almost five times that of the sugar industry and just 11 million less than the earnings from the entire rum industry."

Moore stated that Cave Hill Campus contributes 2 per cent to the country's annual overall economic activity with more than \$50 million in payments going to

governments alone through income tax, value added tax and national insurance.

The researchers stressed that the University's presence in the Barbadian community provided not only major educational benefits of teaching, research and community service, but that it also had a major non-quantifiable impact on the country's social, cultural and sport development. ■

A new grading policy introduced at the beginning of the academic year 2014/2015 has met with smooth implementation and general enthusiasm among staff and students.

The new grading system, implemented across The University of the West Indies' four campuses, has introduced significant change to the way assessment is conducted and grades represented on student transcripts. It also aligns The UWI assessment methods with internationally recognized standards of best practice.

Whereas a passing grade in the previous scheme was represented as a 'D', with a quality point of 1.00, in the revised scheme a passing grade is represented as 'C', with a quality point of 2.00. An old raw pass mark of 40% will move to 50%. Upper bands will also be shifted, so that, for example, the band from A- to A+ will now have a percentage range from 75 to 100%. There have also been some adjustments made to the other letter bands.

Instructional Development Specialist at the Cave Hill Campus, **Dr. Sylvia Henry**, who was part of a three member team of facilitators who helped faculty become familiar with the new policy, praised their enthusiastic response.

"Staff described the sessions as useful, informative and enlightening and welcomed the changes in the grading policy," she said, noting that **Dr. Donley Carrington**, Assessment Specialist and Lecturer in Accounting and **Dr. James Halliday**, Educational Assessment Specialist were also a part of the team.

Nine seminars were conducted and Henry reported that

New GRADES A+

93 per cent of the participants reported a medium to very high understanding of the revised system.

Participants were informed of:

- the adjustment of letter grade bands and their associated quality points – the numerical value assigned including three failing grade bands;
- the introduction of grade descriptors that explain the level of skills and knowledge represented by each letter grade; the adjustment of the percentage bands associated with the letter grades – one significant feature associated with international best practice; and
- a new cumulative GPA for graduation of 2.0.

Academic and non-academic staff was assured that continuing students would not be disadvantaged as a result of the conversion to the revised system.

Students said they have managed to maintain their grade point averages and have not been adversely affected by the changeover to the new system.

"I hope that raising the bar even higher will convince the public critics that this is a high quality institution and it is absurd to question its relevance or contribution to both local and regional development," student **Sherece Holder** said. ■

UWI ENROLMENT DOWN

The start of academic year 2014/15 ushered in dramatic change at the Cave Hill Campus. Plunging enrolment saw student numbers revert to levels recorded nearly a decade ago and appeared to threaten the viability of the Campus.

Enrolment fell nearly 30 per cent as a new tuition fee policy requiring Barbadian students to pay 20 per cent of the cost of their academic programme took effect from August 1. The unprecedented move halted the practice whereby the government of Barbados underwrote the full cost of degree programmes for first time undergraduate enrollees at all UWI campuses. Fearing the possibility that insufficient

numbers could force staff and programme cuts, the Campus implemented a number of survival initiatives. It hosted finance fairs to which lending institutions were invited so they could offer specially tailored finance packages to help students with their tuition costs. It engaged in public campaigns to encourage students not to abandon their studies at Cave Hill and also extended the late registration process.

When the final tally of registrants was revealed around mid-September, enrolment among Barbadians had dropped to around four and a half thousand down from more than 6,100 in the previous year. Overall enrolment

among Barbadians had fallen by 27 per cent and there was an even sharper decline of 34 per cent among new entrants.

Several financial institutions offered education loans to help students meet their obligation of paying one fifth of their programme costs. In addition, the Campus extended payment plans to around 1 000 students, who applied to be allowed to pay in several instalments rather than the lump sum required at the start of each semester.

Across the Campus, the Faculty of Humanities and Education was hit hardest by the enrolment decline, forcing administrators and faculty therein to postpone classes by one week in order to facilitate adjustments to schedules and timetables. ■

Support For Reparations Sought In Britain and the US

A landing in the legislative heartland of Britain and the United States.

That's where the CARICOM Reparations Commission made recent ports of call when it continued its international rally for compensation for the Caribbean, whose people and nations, it argued, were ravaged and impoverished by the African slave trade.

Chairman of the Commission **Professor Sir Hilary Beckles** delivered addresses in the British House of Commons on July 16 and to the Congressional Black Caucus in Washington DC on September 27, where he presented the case for reparations using moral and economic arguments. He urged the UK to *"free itself from the bondage of its own sins and crimes,"* while he called on members of the US Congress to show solidarity for the establishment of *"reparatory justice for slavery as a civil right"* and to help to mobilise a global movement for it.

Sir Hilary said the British Parliament in 1833 assessed the 800,000 enslaved people in the Caribbean as chattel property, worth £47 million. It provided the sum of £20 million in grants to the slave owners as *"fair compensation for the loss of their human*



L-R: Professor Sir Hilary Beckles greets Congressman John Conyers, Dean of the US Congressional Black Caucus

chattel" and hid from the world its determination for the enslaved to pay to their enslavers the remaining £27 million by means of the Apprenticeship – effectively a four-year period of free labour.

"It was a cruel and shameful method of legislating emancipation by forcing the enslaved to pay more than 50 % of the financial cost of their own freedom," Sir Hilary said, arguing that *"Britain and its Parliament could not morally and legally turn their backs and walk away from the mess they have left behind,"* but should, instead, be part of the *"healing and rehabilitation of the Caribbean"*.

As part of the legacy of slavery, he argued, Jamaica was left with 80 % black functional literacy at Independence in 1962 and as a nation has struggled with development and poverty alleviation.

"The deep crisis remains. This Parliament owes the people of Jamaica an educational and human resource investment initiative," he said.

With regard to Barbados, he said the psychological trauma and stress profile of slavery in combination with the population's inherited slavery diet has created within the country *"the world's most virulent diabetes and hypertension epidemic"* and added that the British owed the people of Barbados an education and health initiative.

Sir Hilary said the situation was the same for the Bahamas, the Leewards, the Windwards, Guyana, Trinidad and Tobago, Belize and beyond, and regional governments *"have been cleaning up the mess left behind by the British colonial history"*. He stressed that since the British Parliament prepared the basis for the evil system of slavery it had a moral obligation to set right the wrong.

"It is here, we now imagine, the laws for reparatory justice can be conceptualized and implemented," he told his audience. *"It is in here, we believe, that the terrible wrongs of the past can be corrected, and humanity finally and truthfully liberated from the shame and guilt that have followed these historical crimes."*

In his US presentation, Professor Beckles argued that *"the struggle for reparatory justice for the crimes of genocide, slave trading and chattel slavery, segregation and apartheid was a global movement which we must pursue as one people"*.

"In much the same way that the great (Marcus) Garvey brought to you from the islands our commitment to silence the enslavers from the cotton fields, we call upon you to strengthen our claim against the slavers of the sugar cane field," he urged.

"Let us merge our mutual efforts as one force, use this Congress to press for a global summit on reparatory justice, and let our voices echo a common call, the redemption song of reparations, against the pirates who robbed and must now repair." ■

The West Indies Federal Archives Centre (WIFAC) at The University of the West Indies, Cave Hill Campus, Barbados, is celebrating its 10th Anniversary (2004-2014). The mandate of the Centre is to acquire, preserve and make available records of The West Indies Federation (1958-1962) and to locate, preserve and make accessible records of other movements of regional co-operation dating as far back as the late 19th century. In addition to the Federal Archives fonds, the Centre houses the papers of notable international statesman and West Indian Federalist Sir Shridath Ramphal, the records of the Association of Caribbean Historians (ACH) and the British West Indies Airways (BWIA) Collection.

As part of the activities to celebrate the anniversary, WIFAC participated in the National Career Showcase of the Barbados Association of Guidance Counsellors at the Lloyd Erskine Sandiford Centre on 12th February 2014. Over one hundred and fifty students from approximately ten secondary schools visited the WIFAC booth. At the booth, students were given oral presentations on the role of the archivist; they examined a specially designed poster entitled, "Exploring a Career in Archives" and were encouraged to participate in demonstrations on how to carry out basic conservation techniques such as saving a water-logged book and cleaning small artefacts. The Cave Hill UWI STAT Ambassadors toured WIFAC on 7th February 2014. The students viewed key documents and participated in a Federal Q&A session. They were shown how to use WIFAC's archives database and watched a film from the Federal period.

An Anniversary Public Lecture was held on 22nd May at 7.00pm at the 3W's

Professor Emeritus Sir Woodville Marshall delivered the WIFAC anniversary lecture



WIFAC Celebrates 10 Years

Pavilion, The UWI, Cave Hill Campus to celebrate the milestones of the WIFAC and Barbados Department of Archives (BDA). The BDA is celebrating its 50th Anniversary this year (1964-2014). The featured speaker, Sir Woodville K. Marshall, Emeritus Professor of History and Chair of the Federal Archives Advisory Board and Barbados National Archives Advisory Committee gave a riveting and informative lecture entitled, "Reflecting on Archives: My 55-Year Journey". The event included a small display of archival documents and artefacts from WIFAC and the BDA, as well as the showing of archival footage on the Federal period from the Barbados Government Information Service (BGIS).

Upcoming Plans and Events

A significant part of the planned activities for the celebration is the hosting of an international conference that covers all aspects of The West Indies Federation (1958-1962). This conference will include recognised historians, integrationists, political scientists, economists and other researchers from the region and beyond. A special focus will be on sharing information from researchers

who used the Federal Archives *fonds*. The Conference is scheduled to take place early in 2015. The Centre also plans to host a Federal workshop targeting secondary school history teachers to sensitize them to the topic of The West Indies Federation and its legacy.

The Archives staff will also be updating an earlier version of a photographic magazine to produce a coffee-table book in celebration of ten years of the Centre. Additional photographs and text will be added in the revised edition. WIFAC continues to work in conjunction with the Errol Barrow Centre for Creative Imagination (EBCCI) on the Federal Oral History Project. The Educational Media Services department of the Campus is assisting WIFAC with preparing a five-minute trailer with extracts of interviews and images captured in order to garner funding to continue the work of the project. This trailer will be used to complement funding proposals to relevant bodies towards the completion of the final phases of the project.

Please visit the updated website of the Centre at www.wifac.org where recently released archival footage has been added to the Gallery page. ■



EXPLORING AFRO- CARIBBEAN TRADE

A section of the audience at the opening of the IAABD conference

As the region seeks economic opportunities in non-traditional markets, Cave Hill Campus provided a major stepping stone when it hosted a business to business forum which brought together representatives from the region's business and academic communities with their counterparts from the African continent. *The 15th International Academy of African Business Development Conference* ran July 26 -29 at the Errol Barrow Centre for Creative Imagination.

Lecturer in the Department of Management Studies(DOMS) Dr. Dion Greenidge hailed the landmark event as an important step for The University of the West Indies; one that ushers in a new era of building relationships with the business community. Noting it followed hard on the heels of a well-attended breakfast forum for the local business community which DOMS had hosted, Dr. Greenidge touted The UWI's capacity for research in business management which could be applied successfully to business practices.

Delegates heard that trust, lack of control and lack of awareness owing to inadequate direct air travel feature prominently among concerns expressed by diasporic citizens who sought to engage in business with the continent of 54 countries and a population of 1.1 billion.

UK-based **Fola Kudehinbu**, Chief Executive Officer of Fountain Initiative for Social Development (FISD) in Lagos and Executive Chairman of the African and Caribbean Chamber of Commerce (ACCCE) in Britain, blamed the media for a lot of myths about African industry. He said many would-be investors relied on these reports instead of undertaking their own research and analysis and noted that there were huge mineral deposits, for example, that offered opportunities to Caribbean businesses in mining.

He noted that the growth of the Nigerian film industry, Nollywood, which currently produced about 50 films per week, was evidence of African willingness



Dr. Anayo D. Nkamnebe



Dr. Dion Greenidge

Continued on Page 9

Exploring Afro-Caribbean Trade

Continued from Page 8

to work hard to create a sustainable industry, with little or no government support.

Attendees at the IAABD conference heard from **Rev Dr. Anayo D. Nkamnebe** of Nigerian's **Nnamdi Azikiwi University** that from a western perspective, much business activity was viewed as formal and corporate, whereas in his country a lot of business activity was mainly informal. In this regard much business activity went unrecorded, which had implications for measuring business success and poverty levels.

He noted though that the high level of informality meant that small and medium size enterprises (SMEs) accomplished things more quickly and were deemed more effective.

According to Dr. Nkamnebe, apprenticeship has proved the most successful way of facilitating entrepreneurship in Nigeria, in that after mastering his trade a young person would move on to start his own business and employ others. He noted that in a situation where there were more university graduates than available jobs, entrepreneurship

Entertainment by John King



courses were compulsory in Nigeria to start students thinking of creating rather than seeking jobs.

He also pointed out that there were about one million people in Nigeria who were qualified to pursue higher education, which they could not access because of insufficient space; an international pool of students which he felt the region's tertiary level institutions could tap into. ■

Do you know AFRICA?

1

Africa is so huge that within its borders can fit the United States, China, Japan, India, Eastern Europe, Germany and France.

2

It is estimated that Africa is home to at least **3,000 different ethnic** groups.

3

The word "Africa" may have come from the Latin 'Aprika' "sunny", or the Greek word 'Aphrike' meaning "without cold."

4

Africa is home to the **largest** land animal (the elephant), the **tallest** animal (giraffe) and the **fastest** land animal (cheetah).

5

There are **54** African countries. Algeria is the largest country (by area). Nigeria is the most populated (with an estimated population of 125 - 145 million people).

6

The Nigerian film industry is the **second largest** in the world.

7

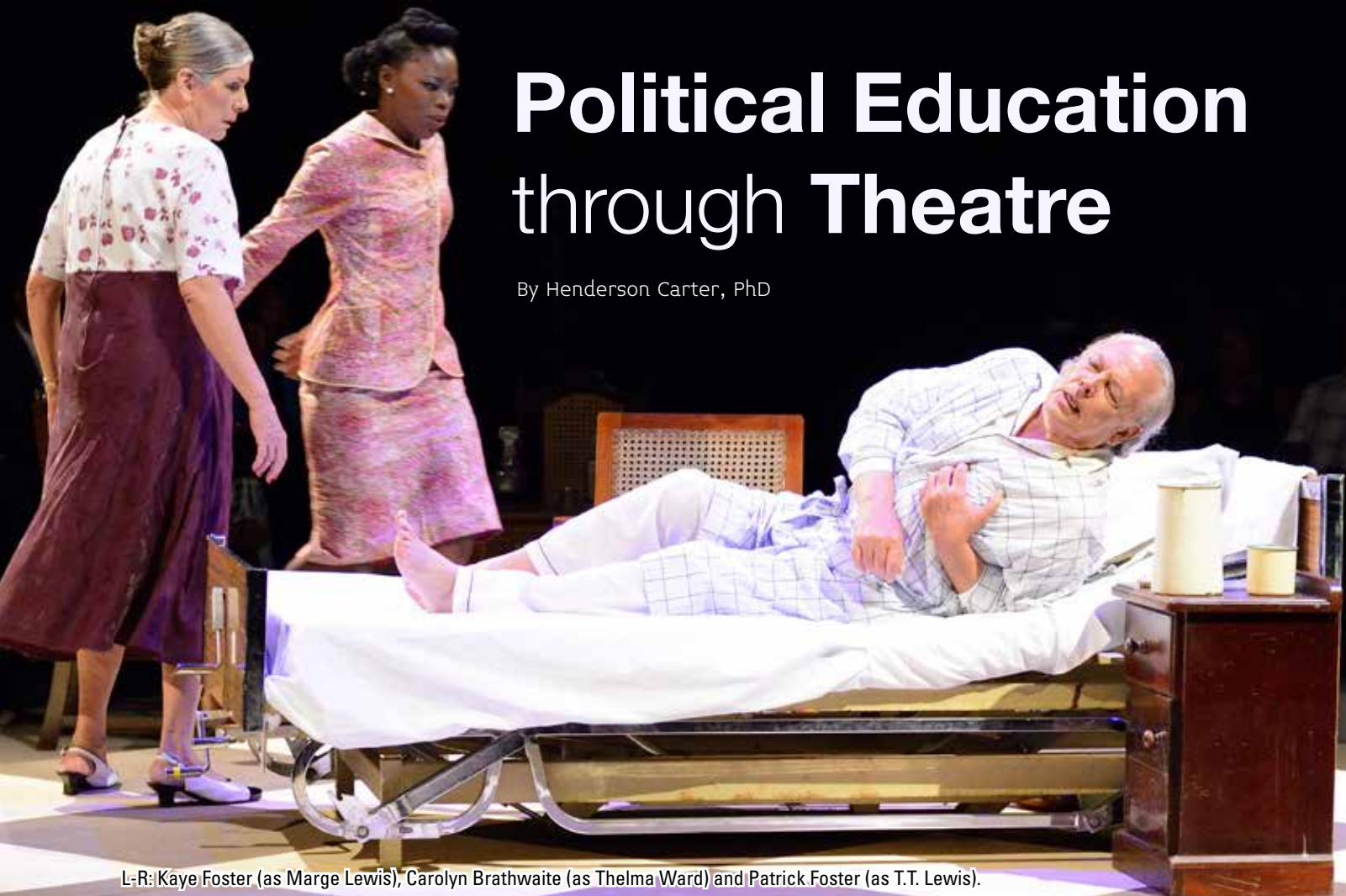
The approx. distance between Cairo, Egypt and Johannesburg, South Africa is **3900** miles.

8

The continent has the **largest reserves of precious metals** with over 40% of the planet's gold reserves, over 60% of the cobalt, and 90% of the platinum reserves.

Political Education through Theatre

By Henderson Carter, PhD



L-R: Kaye Foster (as Marge Lewis), Carolyn Brathwaite (as Thelma Ward) and Patrick Foster (as T.T. Lewis).

The Hilary Beckles play, **No Country for a White Hero**, featuring the politics of **Athol Edwin Seymour 'T.T.' Lewis**, comes at a time when the nation is celebrating the 375th anniversary of parliamentary rule, much of which was under the domination of the planter-merchant elite. It captures a very critical period of this parliamentary history, the period 1942 to 1956, when power was wrested from the elite, and middle class leaders sought to cement themselves within the existing parliamentary framework, ostensibly for the benefit of the masses.

The play introduces the nation to a white social reformer, A.S. 'T.T' Lewis, who played a significant role in shaping the direction of the country. It is a much needed introduction because many Barbadians might not have heard or seen the biography of Lewis, written by his great nephew, **Gary Lewis** and published by the UWI Press in 1999. The play highlights the contribution of 'T.T.' Lewis in the campaign for franchise reform in a period when only 3,500 people voted in a population of 200,000 people. Lewis also takes a stand for government sponsored education for everyone in the society in an age when poverty prevented many bright, black children from acquiring a secondary education. He calls for the sub-division of bankrupt plantations as a means of ending the near chronic landlessness in the country. This political stance places him at the heart of the social revolution, along with Grantley Adams and Wynter Crawford.

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Political Education through Theatre

Continued from Page 10

The play is also significant because it highlights the long and difficult struggle for universal suffrage in colonial Barbados. When that franchise was attained, over 95,000 people were placed on the voting register, the vast majority voting for the first time in the General Elections of 1951. The Beckles play is a timely reminder to all Barbadians that we ought to cherish and exercise this political right, if only because of the sweat and tears of our political leaders in the 1940s.

The play presents a unique situation, not often repeated in the island's political history – that of a white man fighting for social reform against a well entrenched planter-merchant class. This political agitation threw T.T. Lewis into the same 'political furnace' as Charles Duncan O'Neal, Clennell Wickham and Clement Payne. While T.T. Lewis was white, with familial links with the plantocracy, he was 'numbered' with the black masses from the perspective of the oligarchy. This political history is also unique for another reason. It is one of the few times in which black Barbadians marched through the streets of Bridgetown alongside and in support of a white Barbadian. I would have loved to have seen more of this January 1949 event depicted in the play.

I am pleased, however, that the **Harcllyde Walcott** directed play, by placing T.T. Lewis in the context of a hospital bed in St. Lucia, where he is first introduced and where he eventually dies, underscored the reality of two struggles – one for reform and the other for survival against a chronic health problem. That health problem took his life, some six years before his dream of free education came to fruition and unleashed the talent of Barbadians.

The play underscores the nature of party politics in the 1940s and 1950s. The political battles of Lewis, with the oligarchy; Crawford, and Adams, represent a good object lesson for the many school children who attended. It shows that public life is not for the faint-hearted, that the road to success is always littered with many obstacles, and that party affiliation, in the case of Lewis, Crawford and Barrow, is never constant.



L-R: Patrick Foster, Kenneth 'Jack' Lewis (as 'Reds') and Dawn Grosvenor Davis (who performed dual roles as Pearlette and Jestine).



I thoroughly enjoyed the play, with its intimate seating arrangements. The actors and the entire production team did a fantastic job and must all be commended for taking us back to that formative stage in our political democracy. Special congratulations to my former student at St. Anthony's, **Carolyn Brathwaite**, who played the role of 'T.T.'s' political strategist and lover.

Sir Hilary must be commended for his eighth play; he continues to make an invaluable contribution in using theatre to ventilate Barbadian historical struggles. I look forward to similar works on **Wynter Crawford** and **Clennell Wickham**. ■

After a career spanning more than 30 years at The University of the West Indies, Cave Hill Campus, where she last held office as deputy principal, **Professor Eudine Barriteau** has been appointed principal of The UWI Open Campus.

She took up her new position last August 1, succeeding Professor Hazel Simmons-McDonald, who has retired.

Distinguished Record

Grenadian by birth, with a distinguished record as a Caribbean scholar and administrator, Professor Barriteau has served in various roles at The UWI. She holds a PhD in Political Science from Howard University, an MPA in Public Sector Financial Management from New York University and a BSc, Upper Second Honours in Public Administration and Accounting from The University of the West Indies. She also holds a professional certificate in editing and scholarly publishing from the International Rice Research Institute in Los Baños, the Philippines.

In 1993, Professor Barriteau assumed the headship of the Centre for Gender and Development Studies at The UWI; a position she held for fifteen years. In 2004, she added first female Campus Coordinator of the School for Graduate Studies and Research to her portfolio, and served for four years until becoming the second female to be appointed Deputy Principal at

the Cave Hill Campus, in 2008. In that role, two of her major accomplishments were serving as Chair of the Cave Hill Campus Institutional Accreditation Exercise, which resulted in full accreditation of the Campus for six years and serving as Chair of the 2011 UWI Games Organising Committee.

Awards

Professor Barriteau has received a number of national, regional and international awards and recognitions. In celebration of Barbados' 47th Anniversary of Independence in 2013, the Barbados Government awarded her the Gold Crown of Merit, the country's third highest honour in recognition of her invaluable contribution to gender and development. In July 2011, she was given the 10th CARICOM Triennial Award for Women at the Opening Ceremony of the 32nd Regular Meeting of the Conference of Heads of Government of CARICOM in St. Kitts. Professor Barriteau served as the President of the International Association for Feminist Economics (IAFFE) from 2009 to 2010. She was an inaugural International Research Fellow at the Centre for Excellence in Gender Research, GEXCEL, Orebro, Sweden in April 2008, and returned in November 2010 and March 2013 by special invitation. In 1997 she had the honour of being the Inaugural Fellow of the Dame Nita Barrow Distinguished Women in Development Visitor Programme at the University of Toronto. She was awarded a Howard University Doctoral Fellowship in 1992 and was a LASPAU/Fellowship scholar at New York University 1982 – 1984. In 1992, she became a Scholar of the American Association of University

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Barriteau assumes helm of The UWI Open Campus

Barriteau Assumes Helm of The UWI Open Campus*Continued from Page 12*

Women and prior to that, the first Caribbean scholar to be awarded the Margaret McNamara Memorial Fund Scholarship in 1991.

Open Campus

Professor Barriteau will build on the platform established by outgoing Pro-Vice-Chancellor and Principal, Professor Hazel Simmons-McDonald and her imperatives will include overseeing the expansion of on-line, distance education, particularly those linked to programmes provided by residential campuses, garnering solid links with The UWI's Single Virtual University Space System and broadening the delivery of face-to-face, professional programmes at the University's more than 46 Open Campus sites. ■

Professor Eudine Barriteau



UWI Vice-Chancellor Demits Office in 2015

Vice-Chancellor of The University of the West Indies (The UWI) **Professor E. Nigel Harris**, has announced that he will demit office in April 2015. At that time, he would have served for 10 years as Vice-Chancellor, a length of time he believes appropriate to serve as senior administrator of an organisation such as The UWI.

Growth And Transformation

Professor Harris sees the last decade as a journey of growth and transformation for The UWI. The university's enrolment has more than doubled, reaching approximately 50,000 – large by any global measure. This has been accompanied by growth in the number of students achieving both undergraduate and graduate degrees – a total of 9,000 to 10,000 annually. Applications have also doubled to approximately 30,000 annually and about half of these are admitted. This growth has been supported by the expansion of physical facilities on all campuses – in excess of 500,000 square feet, and exponential growth in ICT support and electronic library resources. Revenues have doubled largely due to growth in non-governmental institutional initiatives. Heightened attentiveness to teaching quality and other quality assurance modalities have maintained high standards despite the growth in student numbers. In addition, dozens of undergraduate and postgraduate programmes have been introduced; many designed to meet workforce needs in the region and global workplace.

He points especially to the launch of the Open Campus in 2008 which provides on-line degree and professional programmes to students anywhere in the Caribbean, with particular attention to UWI-14 countries, namely countries without residential



campuses. Enrolment in Open Campus degree programmes exceeds 6,000 students and it is anticipated that these numbers will grow exponentially with the introduction of video-streaming to create virtual classrooms. The award of a multi-million dollar grant to the Open Campus from the Canadian Government makes the possibility of programme expansion by distance a reality.

Awards

The UWI has received more and larger research awards primarily from international funding agencies, several of which address regional issues such as marine studies, issues of sustainability in small island states, agriculture and food security, chronic non-communicable diseases, HIV/AIDS, disaster risk reduction, bio-safety, renewable energy and other topics. *"Some of these grants",* Vice-Chancellor Harris said, *"enabled The UWI to link with many regional and international universities — some 150 universities in 50 countries. Particular attention will continue to be placed on areas of research that can contribute to regional development and on innovative research ideas that can be commercialised. The UWI has more than 25 patents; some of which can possibly be transformed into gainful industries."*

International Expansion

There has also been an expansion in international linkages, especially with Latin America, Europe, China, Africa and India. Visibility has grown as evidenced

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UWI Vice-Chancellor Demits Office

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by the election of administrative and academic staff as well as student representatives to leadership posts in several international bodies. In the last few years, both Bermuda and the Turks and Caicos have become members of The UWI family and The UWI's presence is being courted in countries like Haiti, and San Andrés Island. Alumni engagement has significantly increased, with generous support from organisations such as the American Foundation for The UWI, the British Foundation for The UWI and the Canadian Gala Committee.

The Vice-Chancellor notes that financial stability is a major challenge, bearing in mind this economically challenging time for Caribbean governments. While University revenues have nearly doubled in the last decade, largely through the efforts of the campuses to grow non-governmental revenues, the economic travails of many contributing countries in the wake of the global economic collapse in 2008 has resulted in arrears in payment by regional governments.

In his last year at The UWI, Vice-Chancellor Harris plans to focus on the expansion of linkages with community colleges in the UWI-14 countries and with teacher and other colleges in Jamaica. He plans to expand access to students in tertiary level institutions which become linked to The UWI via on-line and video-streaming modalities within the context of the Open Campus/Single Virtual University Space. ■



Pro-Vice Chancellor and Principal of Cave Hill Campus Sir Hilary Beckles will

be the next Vice-Chancellor of The University of the West Indies. He takes up office on May 1, 2015.

The Chair of the Search Committee Dr. Marshall Hall noted that the advertisement for the post attracted in excess of 50 applicants from all over the world and the Search Committee eventually came up with an initial short-list of seven, which was eventually whittled down to three candidates who were invited to be interviewed. As a result of the interview and subsequent discussions, the Committee arrived at a consensus on Sir Hilary as the preferred candidate. The Council expressed its gratitude to Dr. Hall and the Committee for the efficient and expeditious manner in which their work was carried out.

The Chancellor in congratulating Sir Hilary noted that he would be the ninth Vice-Chancellor. He would bring to the position impeccable academic credentials, impressive managerial skills and the gravitas that such an office required. He was confident that Sir Hilary would have the confidence and support of the University's many and diverse stakeholders.

Sir Hilary: Next UWI Vice-Chancellor

Sir Hilary Beckles, Vice-Chancellor Designate is well known regionally and extra-regionally. He is currently the *longest serving campus principal* and has a distinguished record of achievement and service as a university administrator, economic historian and specialist in higher education and development thinking and practice. At the international level, he currently serves as a member of the UN Secretary-General's Science Advisory Board on Sustainable Development, Chairman of the Caribbean Reparations Commission, Vice President of the International Task Force for the UNESCO Slave Route, and as adviser to the UN World Culture Report *inter alia*. He is the recipient of many honours, awards and honorary degrees and serves on the boards of several of the region's largest corporations.

Sir Hilary, an avid lover of cricket, was an accomplished cricketer in his youth, has written extensively on the subject, and has served on the WICB for many years. He is married to Mary, a Jamaican (née Motta) and they have two sons. ■



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**PREPARED TO
BE DIFFERENT**

FUNDING OUR REGIONAL UNIVERSITY

By Stacey Estwick

Over the past couple years, the Caribbean region has been faced with very tough economic times. Recession has reduced the pace at which we as Small Island Developing States progress. Governments are trying to counter the impact of rising debt. Households are faced with decreasing income and rising prices. Businesses are faced with decreased demand, and the repercussions can be felt even in The UWI.

The University of the West Indies is faced with some of the most trying times in the history of its existence. The education that has contributed to the development of the Caribbean is under severe threat. Unfortunately, although we as a people have appealed to the conscience of our leaders, our cries are being dismissed as “noise” and we are being asked to accept our fate and “let the system work”. This reaction brings us to the startling fact that this is our new reality. There is little possibility that tough decisions will be reversed and austerity will simply disappear. Therefore, one question remains: Where do we go from here?

Despite our strong feelings and opinions on this matter of funding university education, let us not mistakenly believe that we are alone in such a situation. The question of tertiary education funding has been raised in the USA, the UK, and Canada, to name a few. It therefore comes with little surprise that we in the Caribbean are struggling with this issue. The one glaring difference, however, is the philosophy of our leaders and governing institutions. In August 2013, the President of the United States of America outlined a plan to combat rising university costs and make college affordable for all American families. This move came in the wake of the reality that a university education, though rising in cost, is the single most important investment that we can make in the future of our youth. In the UK, research is continuing which investigates a way to fund university education, but still make it accessible. Their thrust is motivated by the findings of the UK Commission

... a university education, though rising in cost, is the single most important investment that we can make in the future of our youth.

for Employment Working Futures 2010-2020 report that forecast a trend of continued employment in higher skilled white collar professions. This report estimates an additional two million jobs in such occupations. Considering that the Caribbean is a part of increasing globalization, it would be remiss of us to ignore these global trends and just leave the dust to settle. The community of The University of the West Indies must be committed to ensuring our long-term viability and the continuance of our mandate to promote the Caribbean as a competitive force in the global market.

There has been a call by some of our leaders to operate The University of the West Indies as a business in an effort to combat the changing operating environment. While there is definitely some merit to using business acumen in the running of such institutions, we need to be clear on some facts. Though a university definitely benefits from operating at a surplus, a university will never be driven solely by the profit-making motive of an ordinary business. Those who see the university solely as a business have lost sight of the long-term merit of higher education. In examining the financial records of the top 10 universities in the USA for the year 2012, the percentage of surplus is in the range of 2.5% to 7%. Surely this demonstrates that there must be more to a university than profit.

How then can we as a university attempt to consolidate our position in the Caribbean economy? In addition to our mission to serve the region, this move is absolutely necessary given

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Students visit one of the booths at the finance fair seeking to finance their studies

Funding Our Regional University

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the competition from extra-regional universities that are now establishing themselves in some of our territories. We must also recognize that any increase in the cost of our degrees will serve only to cover current rises in operating costs and is not enough to create the expansion and continual upgrades which we need to be competitive in today's market.

A breakdown of the revenue of the top 10 universities in the USA reveals that while there is still some contribution from government, the operating model focuses on creating sustainable revenue and growth through research capabilities. When I speak of research capabilities, many assume that I refer to producing more published research in recognized international journals. Such research is absolutely necessary for the University in order to boost its profile, create goodwill and attract international students and donations. However, if we are to fully maximize the value of our research, we must link such research to commercialization. This calls for a large element of innovation in our research, and for consideration of the practical needs that proliferate the region. This research should focus on health and medical care, expanding and improving our agricultural sectors, and creating cutting edge technology. Even in the field of finance, research should investigate the best means of earning investment income for the University, which is another way

that many top universities earn income. We need to be an incubator for business start-ups, and also be willing to invest in some of our own created technology for a return on equity stake. Many of the world's top universities earn income from patents and licensing. Some universities even participate in venture capital schemes. Such commercialization can be of much benefit to the university's viability, the development of our human capital, and the competitiveness of the region. It relates research to practical needs and skills and prepares our young minds for the global market. One further avenue of funding, which our university is current pursuing, is alumni contributions. Many top universities receive gifts and aid from former students and associates. Perhaps if we commercialize our research and be innovative in our approach, members of the alumni would be more willing to be associated with the institution as they too can benefit from the additional marketing mileage.

These recommendations highlight a major point. The University of the West Indies can only continue to be "Oriens ex occidente lux" (a light rising from the West), if we work together as a community: students, employees, alumni, and families. We must not fail. Instead, the very stone which the builders rejected must become the head of corners. ■

Stacey Estwick is a lecturer in the Department of Management Studies, Cave Hill campus.

DEFENDING HUMANITIES

By Tennyson S.D. Joseph, PhD

With the termination of free tertiary education by the government of Barbados, it was widely anticipated that the Faculty of Humanities at Cave Hill would have felt the harshest impact. Conditioned by the notion that only profession-driven degrees like Law, Medicine, and Accounting are useful, it was unlikely that a population new to paid education would have been eager to invest in subjects to which their anti-intellectual, dependent-capitalist societies have attached little value.



Dr. Tennyson S.D. Joseph

The situation has not been helped by recent uninformed pronouncements by some prominent graduates of the faculty of humanities itself. For example, historian and former trade unionist Bobby Morris, in his new role of wide-eyed convert to

unbridled capitalism, has claimed that given *"the stage of development Barbados has reached"*, financing emphasis should be placed on the STEM subjects (Science Technology Engineering and Mathematics) over the humanities.

Whilst the value of science and technology is undeniable, what is interesting is that these anti-humanities sentiments go against current higher education hiring practices in the very leading capitalist societies which our slow Caribbean mimic-men idolize as their ideal models.



It is now regular practice by the leading Fortune 500 companies to scout the top students in the classics and humanities, as opposed those who do MBAs or related areas. It has been discovered that it is in the students of the liberal arts that can be found the communication and critical thinking skills badly needed for producing innovative ideas and original responses, especially in a context of crisis and heightened competition. For proof, the naysayers can simply google *"why top CEOs want employees with liberal arts degrees"*.

A recent follow-up study by Richard Arum and Josipa Roska to their book *"Academically Adrift"* written four years ago, noted that *"within the large population of college graduates, those who were poorly taught are paying an economic price. Because they didn't acquire vital critical thinking skills, they're less likely to get a job and more likely to lose the jobs they get than students who received a good education"*.

What is clear is that the Caribbean's anti-humanities sentiments are part and parcel of the new dominance of neo-liberal doctrine in which assumed "market value" is now the measurement of the importance of everything. When translated to university education these assumptions are reflected in obscene notions of "assess in classes" (backsides on benches) as the determinant of what the university should teach.

When viewed in this way too, the folly of the elevation of polytechnics and community colleges as part of the wave of anti-UWI sentiment which has taken root in recent times, becomes crystal clear. We can train as many people to fix and build things as our business rulers would like, but who will think, guide, manage and lead the society?

Remember, enslavement is letting someone think for you. ■

Striving for Academic Excellence: A Critical Focus

By Renette M. Dimmott

The overall focus of any university is to help students achieve academic excellence in all areas. The University of the West Indies, Cave Hill Campus is no different when it comes to ensuring that excellence is practised and maintained. As I begin to further reflect on Cave Hill's educational development, I feel compelled to comment further on how the University has strategically mainstreamed and focused on several critical educational areas in order to achieve its objectives and goals. In fact, The UWI has positioned itself to be on par with international universities, with a goal of being globally recognized, by ensuring that students are exposed to appropriate high quality educational material.

Proven Success

The Campus prides itself on its reputation over the years for producing high quality graduates and this is evident as many of our prominent leaders, business men, and women throughout the Caribbean region have graduated from there. The Cave Hill Campus community has sought to ensure that student success through active learning, robust ongoing research, entrepreneurship preparedness, innovative readiness and ongoing cyber space technological readiness are all a part of its ambit in order to empower

and prepare students for future success. When students pursue degrees at The UWI, they are exposed to these necessary skills set which prepare them to function in highly competitive working environments. The teaching and learning processes at Cave Hill are designed to facilitate this process and to develop a climate conducive to active learning, social interaction, engagement and frequent dialogue between students and teaching personnel.

As higher, active learning is the cornerstone for achieving excellence in the classroom because it engages students in active tasks such as projects and discussions. The UWI Cave Hill Campus recognizes the need to have students engage in well-structured round table discussions or prepare critical questions on the subject matter, since actively involved students produce better results.

Conducting well-structured social scientific research that focusses on empirical evidence is one major focus of the campus and it prepares post graduates to efficiently and effectively function in their field. A further goal of the Cave Hill Campus is to foster ongoing research and this is critical for all students as it creates the opportunity for them to participate in this field. It also assists students by building a solid research community and foundation that will later extend to their field of study and may allow them to apply their research experience to other fields of study or settings. Furthermore to this, since Cave Hill is focussed on robust research methodology, it is setting a standard to be on par with international universities around the globe.

Building Skillsets

Entrepreneurship preparedness is also relevant and the campus has envisioned the need for this innovative approach among students. The concept of one acquiring entrepreneurial skills and readiness from being exposed to this field is astronomically imperative. The campus has added this rising and vibrant field to its cohort of business courses and students are able to pursue studies in this area with the view of preparing, exposing, nurturing, and building appropriate skills in this field.

The campus has also directed its path to embrace innovative thinking and ideas by encouraging students to be innovators and to think abstractly about their studies as they aspire to achieve higher education. It creates an environment that is geared towards collaborative thinking, diversity, and creativity. The university lecturers set the course outlines to reflect critical thinking skills, a necessary skill set that is

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The Cave Hill Campus community has sought to ensure that student success through active learning, robust ongoing research, entrepreneurship preparedness, innovative readiness and ongoing cyber space technological readiness are all a part of its ambit in order to empower and prepare students for future success.

Striving for Academic Excellence: A Critical Focus

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greatly needed to foster innovative thinking and students are encouraged to take risk which allows for innovative thinking and readiness.

New Technology

The educational world has changed tremendously since the introduction of new technological advances and communication, and students are prepared to cone these important implementations that are necessary to their intellectual development. The campus has made it easy and created an IT environment by enabling and creating smooth access to online resources and the internet. This approach is consistent with the technological readiness at universities

abroad, a common goal on which universities strive. In turn, this will foster learning, and growth from several perspectives. It is the view that students tend to learn more rapidly when they are exposed to computer assisted classes, training, and while conducting online research. The motivation for this widespread use of the internet on campus will expose students to online database articles and newspapers as well as websites. Therefore, IT exposure at Cave Hill is paramount for building a future of independent self-reliant learners and thinkers and these are two qualities that are needed for students to succeed on and beyond campus. ■

Rennette M. Dimmott is a lecturer/tutor in Psychology, Department of Government, Sociology and Social Work and an author.

Matching Labour with Employment Needs

A significant number of graduates of the Cave Hill Campus' graduate programme in Labour and Employment Relations have been appointed to senior and professional positions in human resources management and industrial relations within a cross section of leading private, public sector and non-governmental organizations in Barbados and other member states of CARICOM.

Prominent organizations making such appointments are Goddard Enterprises, MASSY (Barbados), LIME (Barbados) Ltd., B & B Distribution Ltd., Gildan Active Wear SRL, PricewaterhouseCoopers Barbados, Rotherley Construction Inc., Unicomer (Barbados) Ltd., the Queen Elizabeth Hospital, Jewell (Barbados) SRL, the Financial Services Commission, Profiles (Caribbean) Inc., the Barbados Workers' Union, the Barbados Employers' Confederation, the Labour Department, British Petroleum (BP) Trinidad and Tobago, the Caribbean Institute for Meteorology and Hydrology, SAGICOR Financial Corporation and Barbados Light and Power Co. Ltd.

Both Pro-Vice Chancellor and Principal **Professor Sir Hilary Beckles** and **Professor Eddy Ventose**, Campus Coordinator, School for Graduate Studies and Research, lauded the achievements of the graduates.

Programme Coordinator and retired Permanent Secretary, Ministry of Labour, Barbados, **Elsworth Young**, in extending best wishes for successful careers to all graduates of the programme, observed that their success in meeting high level professional needs of employers was in congruence with a primary strategic focus of the University's Strategic Plan, which is committed to providing top class knowledge persons to meet the needs of employers.

He observed that the technical knowledge, specialized skills, problem solving and other attributes comprising the repertoire of graduates bore powerful testimony to employers' confidence in the University's ongoing ability to honour its commitment by provide personnel of the calibre highlighted in the diversity of achievements of the graduates. Such persons would add considerable value

to their respective employers through the application of specialized skills and practical hands-on experience.

In commending the discipline and hard work of graduates, he also acknowledged the contribution of the team of highly qualified and experienced lecturers who combined excellent teaching skills with practical work experience in carrying out their class-room responsibilities and supervising students' major research projects. Additionally, he expressed appreciation to employers for offering internships to those graduates who had exercised that option in meeting the final stage of their graduation requirements.

Young observed that while the private sector predominated in the majority of reported cases of upward mobility, he hoped that the public sector would,

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Dawn Layne (2012)

Head, Human Resources,
MASSY (Barbados) Ltd.

"The education and training to which I was exposed in the master's programme has greatly enhanced my preparation for my current role as Head of HR, MASSY (Barbados) Limited. This was especially so in the development and implementation of effective corporate strategic goals and objectives and those of affiliated companies, overseeing human resources policies and procedures, as well directing the Barbados HR team towards ensuring that affiliated HR departments effectively support companies in achieving the group's overall business goals and objectives."

Cheryl Sandiford (Class of 2009)

(Senior Administrative Officer, Caribbean Institute for
Meteorology and Hydrology)

"The Masters in Labour and Employment Relations has been a repository of knowledge and experiences which have strengthened my competencies for serving as Head of the Administration Section at the regional Institution where I am currently employed... The programme also significantly boosted my confidence and desire to assume more challenging responsibilities, such as research, and training personnel for development."



"Grads Feedback"

**Kay Browne (2011)**

(Administrative Assistant,
Faculty of Science and
Technology, UWI, Cave Hill)

*"Completing the Masters
in Labour and Employment*

Relations has been very rewarding

for me. It has taught me how to interact more professionally with those with whom I have to come into contact and also to better manage those for whom I am responsible".



Camela Knight (2010) (Governance Administrator,
SAGICOR Financial Corp., and doctoral student)

"The Labour and Employment Relations (LAER) graduate degree allowed me to gain insight into important workplace issues, especially in the decision-making process. ... I proudly recommend this programme to students interested in acquiring both theoretical insight and practical experience in the management of employment relations."

Edleen Dunbar-Scott (2013)

(Administrative Cadet, Department of Labour, Government
of St. Vincent and the Grenadines)

"The wealth of knowledge gained from the MSc in Labour and Employment Relations has allowed me to contribute positively to organisational success through critical and strategic thinking and competent execution of my duties. It has enriched my capacity for addressing labour matters efficiently and effectively and in conducting training in several associated areas, including conflict resolution."

Siobhan Robinson (2010)

(Human Resource Manager,
B & B Distribution Ltd).

"The MSc Labour and Employment Relations was a fantastic programme as it meshed theory and practical components to ensure that the students were well-rounded and competent to add value to any organization which they entered. I was able to do just that at both the Barbados Employers' Confederation as Labour Management Advisor, as well as in my substantive post as Human Resources Manager at B&B Distribution. I urge any Industrial Relations or Human Resource professional or budding professional to complete the programme".



Kaydeen Beckles (2010) (Doctoral Student)

"The Masters in Labour and Employment Relations at The University of the West Indies, Cave Hill Campus is an exceptional program. It has solidified my interest in human relations and has equipped me with new skills and knowledge that I have been able to pass on as a tertiary level educator... The programme also helped to develop my analytical, presentation and report writing skills which helped in my presentations at international conferences as a part of the criteria for my doctoral studies"

Carrie-Ann Morris-Searle, Head of Human
Resources, LIME Barbados:

"Completing the MSc programme in Labour and Employment Relations has equipped me to successfully undertake the role of Head of Human Resources at LIME. Besides the practical and theoretical knowledge gained from all of the courses in the programme, I found the lecturers quite receptive and accommodating."



Donnay Harewood

(Current student — Statistical Assistant, Barbados Statistical Service)

"The Labour and Employment Relations programme provides that critical foundation necessary for persons desirous of expanding their scope in the field of Human Resource Management... I have increased my knowledge base and gained a greater awareness as to the multifaceted nature of the employer-employee relationship."



Michelle Arthur

(Current Student – Director, News and Current Affairs, Caribbean Broadcasting Corp.)

"Not only has the Master's programme broadened my knowledge of Industrial relations, but it has opened my eyes to the possibilities that exist for re-definition of the trade union movement... The Master's in Labour and Employment Relations provides both theoretical understanding and practical skills, which are more relevant today than ever".



"Grads Feedback"

Geri-Ann Austin (2010)

(Human Resources Manager, Unicomer (Barbados) Ltd)

"Obtaining the MSc in Labour and Employment Relations has greatly assisted in my development as an exceptionally well-rounded

and mobile professional with an unbeatable combination of an intimate knowledge and understanding of employment law and industrial/employment relations and human resources management on a local, regional and international scale that allows me to ensure that human resources contributes to the achievement of organisational goals by being able to function at my optimum in any type of organisation."



Carol Jordan

(Current Student – Director, Human Resources and Corporate Services, Barbados Tourism Marketing Inc.)

"Through participation in the programme, my understanding and analysis of workplace and workforce complexities have been re-shaped. Beyond this however, across disciplines I was introduced to alternative theoretical models, legal frameworks, current workplace best practices and problem solving initiatives on which I can now draw to more confidently support my organization's business strategies and performance goals".



Allison Kirton-Holder

(Current Student — Senior Human Resources Officer, Roberts Manufacturing Co Limited)

I have found the MSc Labour and Employment Relations programme extremely beneficial and applicable to my everyday functions as a human resources practitioner. It was not only theoretical in focus, but dealt with a plethora of issues that are critical in today's fast paced and ever changing work environment. ... What I especially liked about the programme is its Caribbean focus. Even though systems from the international arena were discussed, the specific detail on each Caribbean territory was priceless. It gave me a greater appreciation for our differences and more importantly, our similarities as a region.



Kevin Chase (2012)

(Associate Consultant in HR and Employee Relations: LCI – Lewis Consulting Inc.)

"The Master's programme in Labour and Employment Relations has provided for an exceptional experience indeed. The programme has catered for the development of not only my theoretical, but also my practical knowledge, skills and competencies... The on-the-job training facilitated through the programme allowed me to understand the mechanisms of business from every angle and also to develop my professional portfolio. At the end of the programme, I now work as an Associate Consultant in HR and Employee Relations with the very management consulting firm where I completed my internship."



Matching Labour with Employment Needs

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over time, emulate that sector and make greater use of the specialized knowledge and skills acquired by its representatives in the programme.

A number of graduates have provided statements on the usefulness of the programme to their personal growth and professional development.

Lecturers in the programme comprised Ambassador **Robert “Bobby” Morris**, **Dr. Dwayne Devonish**, Lecturer, Department of Management Studies, The UWI, Cave Hill; **Toni Moore**, General Secretary of the Barbados Workers’ Union; **Emerson Smith**, Managing Director, PACE Associates Inc.; **Harold Oxley**, Regional Managing Director for the Caribbean and Central America, REA Envirohealth International; the late **Tennyson Beckles**, former Manager of Human Resources, Banks Breweries Ltd.; **Dr. Akentoolove Corbin**, Lecturer, Department of Management Studies, The UWI; **Orville Lynch**, Human Resource Development Specialist, Human Resource Development Strategy, Ministry of Labour, Social Security and Human Resource Development, Government of Barbados; **Olivia Smith**, Deputy Programme Manager, CSME Unit, Barbados; **Lennox Marcelle**, Attorney at Law, Trinidad and Tobago; **Dawn Jemmott-Lowe**, Human Resources Manager, Arawak Cement Ltd.; **Katrina Sam**, HRMS, Caribbean Development Bank; **Dr. Cheryl Cadogan-McClean**, Lecturer, Department of Government, Sociology and Social Work, The University of the West Indies, Cave Hill, **Janis Marville**, Director, Human Resources, Central Bank of Barbados and **Elsworth Young**.

Apart from regular lectures, graduates also benefited from special guest

lectures on early working class history in the English speaking Caribbean by Campus Principal Sir Hilary Beckles and **Dr. George Belle**, Senior Lecturer, Department of Government, Sociology and Social Work, The UWI, Cave Hill.

The programme which is managed by the Faculty of Social Sciences was conceptualized by the Cave Hill Campus and subjected to critical and extensive discussion with the Mona and St. Augustine campuses, local employers’ organisations and the trade union movement. It was inaugurated in 2008 through the School for Graduate Studies and Research, with the overall goal of improving the quantity and quality of graduates in employment relations and kindred areas in organisations across various sectors of Caribbean economies.

By providing such persons with advanced knowledge and skill in areas vital to competitiveness, overall efficiency/effectiveness and global performance, it is geared to develop a cadre of graduates who possess a thorough understanding and grasp of Caribbean labour history, enhanced critically thinking skills and advanced knowledge and skill in employment relations necessary for providing high standards of service in a variety of human resource related disciplines.

The programme spans twelve months of full time or twenty-four months of part-time study, entailing completion of core courses, electives and an optional practicum (work attachment) or major research paper. Since its inception, seventy-seven persons have graduated from the programme, with almost equal proportions drawn from both private and public sectors.

Courses offered under the programme sought to provide a broad-based perspective of subjects related to employment relations. Students were

**... the University ...
is committed to
providing top class
knowledge persons to
meet the needs
of employers.**

required to complete compulsory courses in specific subject areas and a number of electives from other areas.

The programme was recently reviewed as part of a general evaluation of graduate programmes offered by the Faculty of Social Sciences. That review led to a strengthening of the programme by adding specific subjects and deleting those which had not been taught in the programme. Of note is the addition of courses on CARICOM and the CARICOM Single Market and Economy, Leadership and Organisational Behaviour, and Public Sector Employment Relations as electives.

The addition of Public Sector Relations is significant as it should make the programme more attractive to applicants from the public sector. Upgrading of the knowledge and skills of Caribbean public sector officials is imperative in view of the spate of public sector labour legislation enacted by governments in the Region in recent years.

In an effort to attract applicants from outside Barbados, who for reasons of work commitments and/or financial constraints have found it impractical to undertake the programme, a discussion has been initiated with the Open University with a view to offering the programme online. ■

High Employee Engagement in a Recession: Mission Possible or Impossible?

by Nicole Knight

Recruiting the right employees into the organisation has always been a challenge for employers. Assuming that the right employees have been selected, another challenge presents itself – the issue of motivating employees to be engaged productively beyond the “honeymoon” orientation phase.

Many argue that it is an employee’s responsibility to be intrinsically motivated. Others suggest that perhaps if managers gave employees desired incentives, then issues related to low morale and productivity within organizations would cease to exist. The discussion therefore continues as to whether or not high employee engagement is possible in a recession.

Engaged employees work with passion, feel a profound connection to their company, drive motivation and move the organisation forward. Engagement speaks to the “harnessing of organisation members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”. Robinson et al (2004) define engagement as “a positive attitude held by the employee towards the organisation and its values”. They offer that an engaged employee is aware of business context, and works with colleagues to improve performance within the job, for the benefit of the organization. Disengagement therefore, is

the “uncoupling of selves from work roles”; where people withdraw and defend themselves physically, cognitively, or emotionally during role performances.

Employee engagement is critical for both public and private sector organisations. It has been linked to other important organizational outcomes such as employee satisfaction, organizational effectiveness, productivity, profitability, organisational citizenship behaviour (OCB), commitment, safety and customer satisfaction.

Achieving a highly engaged workforce, however, is not an easy task. During recessionary times, it becomes even more challenging to maintain high morale levels within organizations. Employee engagement can be threatened because a downturn in the economy can have a negative effect on people’s attitudes and behaviours. For example, an employee who is facing severe financial difficulty may also experience challenges in his or her personal and professional relationships, all contributing to a disengaged worker. Thus, the organisation must work to develop and nurture engagement, which requires a two-way relationship between employer and employee. The Barbadian workforce is currently experiencing job cuts within the public and private sectors. How can we attempt to achieve high engagement in these times? How can management ensure that the staff which remains is engaged, so that service quality and commitment do not become compromised?



UWI Finance Fair

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High Employee Engagement in a Recession:

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I offer a few suggestions:

- 1** Give employees a general as well as a **job specific orientation** into the mission, vision, and values of the job.
- 2** Begin **engagement at the top** of the organisation. Therefore, managers need to lead by example.
- 3** Offer satisfactory **opportunities for career development**. This becomes particularly relevant when attempting to create incentives for highly trained employees, who desire self-actualization.
- 4** Equip employees with the requisite **tools to function** in their jobs.
- 5** Provide **appropriate training** for employees. This serves to create a more confident, competent and possibly more committed employee. In recessionary times the training budget must be examined carefully to ensure that the right employees are being targeted for training.
- 6** Develop a **robust feedback** system. Specifically, managers as well as employees must be held responsible for their levels of engagement. The performance appraisal system must be tied to the overall clear objectives of the organisation. Conducting employee surveys to measure engagement will assist management in developing SMART (specific, measureable, achievable, results oriented and time bounded) goals for the organisation.
- 7** Focus more attention on **recognition and praise of excellent workers**, especially in light of the recession. Incentives are critical. Research shows that there is a link between employee performance and enhanced pay, recognition and praise.

Engaged employees work with passion, feel a profound connection to their company, drive motivation and move the organisation forward.

- 8** Focus on top performing employees. Placing **emphasis on top performers** and engaging them, reduces the turnover of the high performers within the organization. This may also serve to incentivise others.



Nicole Knight

- 9** Maintain **two-way communication** that allows employees to express their concerns, and share ideas. This is vital during recessionary times. In addition to sharing decision making, it is critical for employees to be informed of impending organizational changes in a timely manner. When employees are unclear of objectives, goals and initiatives, this void causes mistrust, and promotes a disengaged workforce. If the organization is fair and treats its employees with respect, there is a greater likelihood that employees will be motivated to work.
- 10** Create a **culture of engagement**. A strong effective culture is necessary to immerse new employees in the norms of the organisation. Moreover, by creating a unique culture (spirit), management gives employees a true sense of belonging, which encourages engagement. Fostering a supportive and innovative organisational culture can assist in recessionary times.

Finally, it is important to underscore that employees must take responsibility for their personal work ethic. In these challenging economic times, cost cutting measures are unavoidable. Therefore, employees must ensure that their performance levels are high, and that they contribute, through contractual obligation and responsibility to the well-being of their organisations, since the current economic landscape can no longer tolerate mediocrity. Hence, in order for organisations to derive maximum productivity and profitability (essential in this economy) greater effort must also be placed on strategies that will convince workers that the mission of improving engagement and productivity in a recession, is indeed possible. ■

Nicole Knight lectures in Management Studies at Cave Hill Campus.

Taking Stock

Two Cave Hill Lecturers discuss the recent changes to some familiar Barbadian Brands



The Massy Invasion

by Stacey Estwick

Recently, Barbadians witnessed the rebranding of all the various Neal and Massy subsidiaries across Barbados. Super Centre, Illuminat, Dacosta Mannings, Knights Pharmacy and United Insurance are but a few of the companies which have been renamed in the recent exercise. This rebranding exercise has been completed in all the Neal and Massy subsidiaries across the Caribbean, and has led to a substantial degree of discussion across Barbados. Interestingly enough, the changes have also sparked discussion in Neal and Massy's hometown of Trinidad and Tobago, with the popular "Hi-Lo" supermarket also being renamed Massy Stores. This change has been so prominent that it was even noticed by my 5-year old daughter, who continues to question me on the reason there is a "Massy Stores" sign on the Super Centre building in Warrens.

For some time now, Barbadians have patronised many of the Neal and Massy subsidiaries. However, the recent rebranding has led to the resurrection of much of the anti-Trinidad sentiment that accompanied the original takeover of the Barbados Shipping and Trading Group by Neal and Massy. Many Barbadians think that the change is a deliberate act on the part of the large Trinidadian conglomerate to remind many of our struggling companies of Trinidad's continued dominance in our market. While one cannot help but question the business motive behind such a change, we must realize that events such as these



Attitude to Risk

by Dwayne Devonish, PhD

In her article "Massy Invasion", author Stacey Estwick, makes a call for local businesses to change their current business attitude and take on an aggressive business model that seeks to solidify their brands and penetrate other markets. The article also speaks of the need for government to support local businesses by creating "the atmosphere that is conducive to the changing face of business". I am in full agreement with these suggestions. However, a question can now be asked: "How do local businesses seek to accomplish international competitiveness, especially in the face of the harsh economic times?" Businesses that would seek to establish and/or solidify their brands in other territories and markets must first develop positive "risk-taking" attitudes towards the business environment. Expanding one's business suggests that a business is taking on more risks. Therefore, a negative attitude towards risks is a serious impediment to an aggressive business model that is needed for local firms to succeed in the international markets. Research has shown that the implementation of successful business models is strongly linked to the attitude of the business owner. Hence, success begins with a strong positive business attitude.

The Global Entrepreneurship Monitor 2012 (a major report on business and entrepreneurs of various countries) reported in their findings that Barbadians (and Barbadian-based businesses), compared to their Trinidadian counterparts, exhibit a higher fear of business failure, lower perceived capabilities to start and manage a business, and lower entrepreneurial intentions. The

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Accidental Innovation

Stumbling across a successful brand

by Yolande Cooke, PhD

One of Barbados' best-loved mauby syrups was developed, somewhat, accidentally. *Rose and La Flamme*, a locally owned company which manufactures drink flavours and concentrates, happened on its unique mauby blend from an employee, whose grandmother's age-old mauby recipe had become a big hit in the company's lunch room. With the employee's permission, the company tested the syrup in the market and, as they say, the rest is history. *R & L Sweet and Dandy Mauby Syrup* has not only become one of the company's best-selling products, but it is also a leading brand among Barbadian consumers.

Rose and La Flamme is not alone in stumbling across a successful brand. Human achievement is dotted with incredible accidents and serendipitous discoveries or inventions that have, in some cases, changed the course of history. For



example, in the medical field, penicillin was discovered when a mould sample was inadvertently dropped onto a culture plate. Other, well-known accidental pharmaceuticals include anesthesia, smallpox vaccine and Viagra. In the food category, *Angostura Bitters* was first blended as a medicine to fight stomach diseases during World War I, but it was found to have much greater value when added to gin! Other accidental foods include corn

flakes and artificial sweeteners. The long list of other accidents that have become successful products includes cellophane, nylon, photography, stainless steel and x-rays.

Most of these accidents have become such successful products, integral to our lives, that we might be tempted to wonder about the need to formalise the process of innovation. Yet, over the past 30 years, the formalisation of the innovation process has dominated both scientific and management literature. Managers constantly want to find ways to funnel ideas into new products, services and processes in a highly controlled environment to remove as many uncertainties as possible. Their aim is to decrease the amount of time and the chance of failure. As a result, many models for this process have been developed over the years. They range from simple linear models, to the more complex

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The Massey Invasion

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are popular features of globalization and the international business environment.

On being questioned about the change, Gervase Warner, Chief Executive Officer of the Massey group of companies said that the change came as a result of a desire to improve how the company interacted with the public. He stated that the rebranding is also intended to ensure that brand loyal customers can identify with all the group companies, enhancing the strength of the group. As he correctly stated, many of the international brands with which we are familiar attach their names to their many subsidiaries. Toyota, which has become known for quality in car manufacturing, also has many other subsidiaries, the majority of which are identified by the name "Toyota" in their title. The same can also be said for Mitsubishi. Recently, Sunshine Holdings PLC, a diversified conglomerate, renamed the popular Swiss Biogenics "Sunshine Healthcare". They too have cited an effort to solidify the brand as the reason for the change.

However, there is a real danger that the rebranding will destroy any brand loyalty that existed for the legacy brands. These brands have become known over the years and are ingrained into the culture of many Barbadians. I am sure the same can be said for our Caribbean neighbors. History has shown that rebranding has the potential to become public

relations disasters if consumers do not accept them. For example, in 2009, Radio Shack changed its name to "The Shack", and has not to date recognized any substantial change in market share.

Furthermore, any loss of consumer loyalty for the brand will negatively affect company value, through declining goodwill.

While Neal and Massey has given reasons for the name change, it is evident that the general public will continue to question the motive for the "Massey invasion". In order to create a new identity in the minds of consumers and distance themselves from negative publicity, some companies have used rebranding. However, we are not aware of any recent publicity disasters for any of the Neal and Massey companies. It, however, seems shallow to attribute the name change to an effort on the part of the Trinidadian giant to showboat to their Caribbean neighbours about their dominance in our local markets. It would after all be irresponsible for management of a company to spend millions in logos, new shopping bags, and price labels for the sake of a gloat. This could also create much negative consumer sentiment.

While I too question the severity of the rebranding exercise, which has now erased a part of Caribbean consumer legacy, one must remember that the market is not limited to our Caribbean region. In an effort to better compete on an international level, it may sometimes be necessary for companies to solidify their brands and highlight their superior market position. This move by Massey is indicative of a desire to be seriously considered as an international market player, and

to spread market share in the more developed markets. They are indeed sending a serious message. Such corporate aggression is the face of global business, and Massey's owners cannot be faulted for their efforts to increase value for their shareholders.

I would not go as far as to label our local companies as "lazy" or "sitting ducks". However, if Barbadian businesses intend to grow and create value, both for the present and for the future, there is a need to recognize the international market as the consumer base and to aggressively try to claim a stake in other countries. Presently, the financial sector is very liquid, so we would expect larger companies to take the opportunity and make similar bold moves in an effort to boost returns and to establish themselves internationally. Our response to the "Massey Invasion" should be a change in our attitude to business. Local players need to put inhibitions aside and "dare to dream". They must recognize that it is not enough for a business to settle for contentment, if the intention is to be a viable entity which creates wealth for current and future generations. Barbados has produced many intelligent, industrious and skilled individuals who have the ability to take our companies to the next level. Our Government too needs to create an atmosphere that is conducive to the changing face of business. Let us harness our talents, believe in our abilities, and prepare for the "Bajan Invasion". When this happens, it will be a time of great national pride, and maybe then, we will all understand the move that Neal and Massey has made. ■

*Stacey Estwick lectures in
Accounting and Finance in the
Department of Management Studies,
Cave Hill campus.*

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Attitude to risk

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report also indicated that Trinidadians, compared to Barbadians, perceive more successful opportunities for new and established businesses. Furthermore, the report indicated that Trinidadians are almost six times more likely than Barbadians to establish or start up new businesses. Hence, it is not surprising to witness the apparent dominance of the Trinidadian conglomerate Neal and Massy in the various markets of the region. Attitudes to business and risks must change if local business owners in Barbados are to realise and experience success and growth in their businesses.

However, although taking business risks is seen as positive, one must remember that these risk-taking business actions should be informed and sensible. This involves obtaining a sound understanding of local, regional and international markets, diverse competitors, and the general business environment. For example, one should not expand one's business to a foreign territory without carefully considering the import and other business set-up costs, market receptiveness, and other cultural, political and social factors of the foreign territory. Hence, it is important that businesses conduct sufficient market and business environment research to understand the impact of their

business decisions and actions. Moreover, sound market research should inform a robust but flexible business strategy. Business strategies should have an international focus and provide business owners with sufficient understanding of how to penetrate and dominate the markets in which they are interested. Business strategies should also reflect and communicate the business values, attitudes, and cultural disposition of the business for the cementing and reinforcing of a "firm's brand" in a particular territory or market site.

In summary, local businesses need to take on positive risk-taking attitudes, sound market research, and robust and internationally aligned business strategies, as first steps in achieving international competitiveness. Finally, governments must also play a significant role in creating the incentives that permit local businesses to acquire these aforementioned resources, through sensible and collaborative policymaking. ■

Dr. Dwayne Devonish lectures in Management Studies at Cave Hill Campus.

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Accidental Innovation

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Dr. Yolande Cooke

multi-actor processes, which are facilitated by IT networks. The reason behind this hive of activity in designing innovation

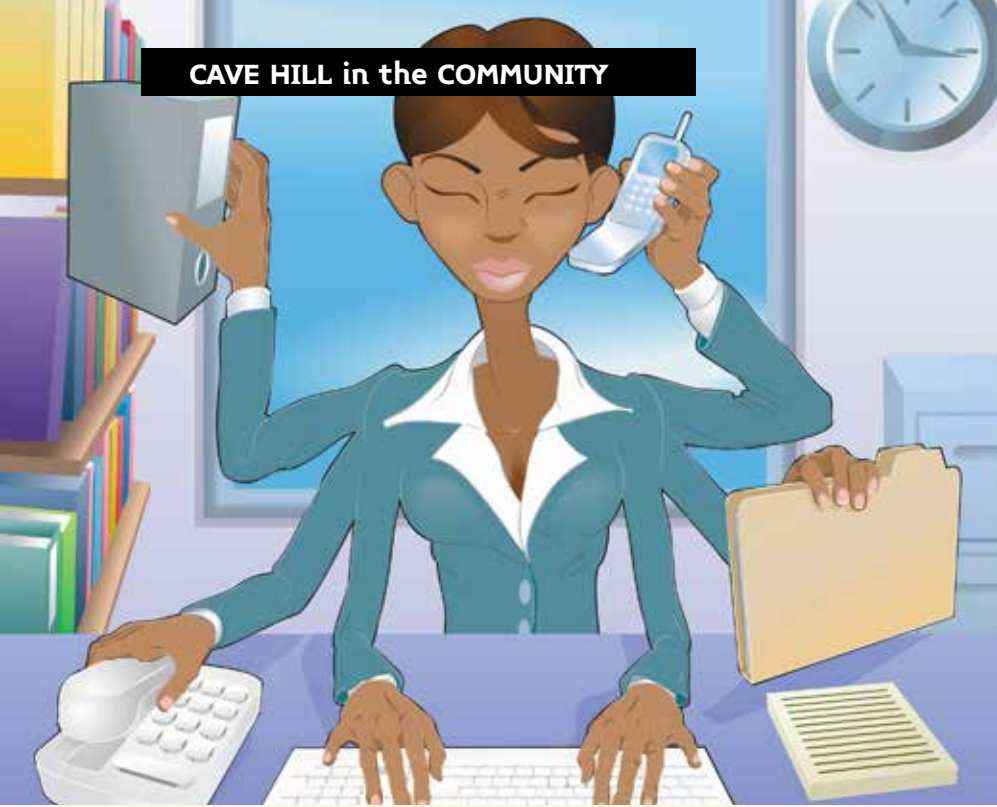
process models is that it is widely recognised that innovation is the driving force behind the success of not only companies, but whole economies as well.

But is there still a place for innovation that happens

unintentionally? Do innovation process models remove all opportunities for serendipity? One line of thought supports the idea that unpredictability can be built into the formal innovation process. In other words, innovators keep their options open to happenstance as they work through the development of new products, for example. They look forward to and, in some cases, rely on accidents that will improve their creations. Research has already noted that these 'planned accidents' are perhaps more suitable to some industries such as the theatre arts — where actors can adlib — or in the creation of physical artwork

where the artist intentionally wants to make each piece unique. But this can be costly in other industries where accidents can have a damaging impact on resources, such as in the pharmaceutical industry where it is prudent to minimise failures in new medicine development.

So, in the innovation literature there remains a tension between purposeful and accidental innovation. However, in our world where we appreciate structures, procedures and science, purposeful innovation will probably win the match. Nevertheless, I will continue to enjoy my accidental *Sweet and Dandy*. ■



Management and the Entrepreneur

By Nicole Knight

There has been a call for a greater entrepreneurial culture in Barbados in light of the current economic crisis. In fact, beyond the call for greater innovation and creativity towards new business ventures, many individuals have been compelled to start up small ventures as a means of survival or to supplement their family's income. Considering this reality, the subject of entrepreneurship, particularly within the context of the small enterprise, becomes relevant to us locally and regionally in these times.

Entrepreneurs frequently highlight the satisfaction that comes from giving birth to a new idea, and the pride experienced in seeing it develop and materialize into a successful enterprise. However, oftentimes many small businesses face serious challenges that are completely

unrelated to the quality or strength of their innovation. It is important to underscore that while many of us have had life-long dreams of starting that small business venture, there is still a limited number of people who actually take the plunge (and all the risks that go along with it) and attempt the new venture. This requires a great deal of courage as well as creativity. However, this is not all that is required. Small businesses, like huge corporations, require excellent management in order to thrive, grow, and remain viable. The assumption therefore should not be made that an excellent business idea will necessarily result in a successful enterprise.

Management Skills

An entrepreneur must be able to define the business strategy of his or her organisation. In these challenging times it may become necessary to

alter the strategy or diversify into more lucrative avenues for the organisation. Additionally, the organisations' mission as well as short-term and long-term objectives should be identified. This allows the organisation to stay focused on its goals. It also serves to provide employees with some idea of what is important to the organisation, and to assist in fostering the organisational culture. Succession planning is another important activity in which small business persons must engage. In reality many small entrepreneurs face challenges in terms of passing on the family business to their children. A number of business people have stated that their children are not interested in the business and worry that their business ventures will die with them. However, in communicating with some small business people, it was noted that in many instances children who were involved from an early age in the business remained in the business and developed and rejuvenated it. Ultimately, however, I believe that success in this area depends on the individual owner and his or her approach to management and leadership within the business. If competent employees (including children) are allowed to contribute to the development of the business, the likelihood is greater that the business will thrive.

The organising function is also critical to the survival of the small business. Small companies tend to have flat structures, that is, structures in which top management in direct contact with the frontline salespeople, shop floor employees, and customers, since this type of structure facilitates better communication among the small number of employees. As businesses grow, quite often it becomes necessary

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Management and the Entrepreneur

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to alter this structure. If a flat structure is retained, this can lead to role confusion and challenges with the monitoring and control of employees. As a direct result, the productivity of the organisation can be compromised.

Leadership

Many small business people admit that they struggle with trusting others with the management of the business. While vigilance must be maintained, and proper control systems implemented, it is important to ensure that, as the company grows, other talented, trained, competent individuals are recruited. Delegating responsibility to competent employees provides the opportunity for the owner to engage in much needed strategic activities.

Monitoring/Control

All organizations should utilize budgeting as a means of controlling costs. Many small businesses have challenges in this area. If proper systems are not in place to account for spending, to monitor inventories, for example, business owners can easily lose track of their finances, especially when they lack training in accounting and finance.

Competitive Advantage

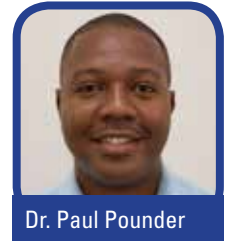
In these harsh economic times, apart from having adequate systems in place to monitor and control inventories and human resources, small businesses must ensure that they deliver quality goods and services. Cottage industries, small manufacturers, bakeries, among others, must be able to compete with the imported brands. This is not an easy task. Therefore, businesses must be able to diversify their products and services. Small business people must engage in research to identify the competition in the market, as well as their target market. Additionally, a clear understanding of the needs and demands of that market must be identified, within the context of the current environment. In reality, products and services must be delivered to the market at a sufficiently high quality and reasonable price that will allow the business to capture market share.

Individuals are responding to the call, and others desire to respond to the call, to start up their own enterprise. Many of us have unique and viable ideas that can generate income and contribute to the well-being of the Barbadian economy. However, it is imperative that we do not forget the importance of the management aspect of entrepreneurship. The brilliant idea is only the starting point. In order for the “ship” to remain afloat it must have a competent captain, and over time, a few good men and women, to ensure it survives the rough seas. ■

Nicole Knight lectures in Management Studies at Cave Hill Campus.

Self Help for Prisoners

Entrepreneurship is being touted as the key to improving the reintegration process of former inmates back into society.



Dr. Paul Pounder

Dr. Paul Pounder, Lecturer in the Department of Management Studies, has embarked on a project

aimed at inspiring entrepreneurial activity as well as developing innovation and social change among the prison population.

The initiative which is being undertaken in partnership with the Barbados Investment and Development Corporation (BIDC) seeks to harness the skills that are taught within Barbados's lone adult prison and use them as a means for new venture creation as well as for generating revenue.

“The challenge is that most persons still face discrimination even after serving their time and research has shown that a major cause for the high rate of recidivism is that former inmates encounter grave difficulties finding employment,” said the management studies researcher.

Dr. Pounder, who is also one of the region's top researchers in entrepreneurship, further explained that the complexity of this challenge is a challenge for many countries across the world and Prison Entrepreneurship Programme (PEPs) are seen as viable solutions.

He added that *“though much attention is given to crime reduction, more emphasis needs to be placed on those already in prison and on finding ways to assess and manage offenders, especially as it relates to repeat offenders.”*

The collaboration involves first evaluating the existing **Thinking and Living Skills Programme** at the prison and then, in its second phase, investigating the entrepreneurial orientation and intention of the prisoners through a series of surveys.

“The purpose of this exercise is to add some international best practices to our local environment,” Dr. Pounder noted. *“We will then examine ways of building further capacity based on the shortcomings or gaps highlighted from survey results.”*

The final phase will involve the training of prison officers who would then be expected to help administer the required training to prisoners during their day-to-day activities. ■

The Cave Hill Centre for Chinese Studies - A Confucius Institute in partnership with the China University of Political Science and Law



L-R: Minister of Foreign Affairs and Foreign Trade, Maxine McClean has the attention of Ambassador of the People's Republic of China to Barbados, Wang Ke; Minister of Education, Science, Technology and Innovation, Hon. Ronald Jones; Professor Sir Hilary Beckles, Principal, Cave Hill campus and Chairman of Campus Council, Paul Altman.



L-R: Professor Sir Hilary Beckles, Paul Altman, Ambassador Wang Ke, Min. Ronald Jones (partially hidden) and Senator Maxine McClean witness the unveiling of a plaque to commence construction of the Confucius Institute.

Engaging China

A new facility to help Caribbean people understand and learn more about China and its geo-political significance has received major endorsement from a key member of the Barbados Cabinet who says the region *"...will become more aware of (Chinese) culture, language, politics and (its) people"*.

The comments by Minister of Foreign Affairs and Foreign Trade, Maxine McClean were made at an award of Chinese scholarships just over a month after she, accompanied by Cabinet colleague and Minister of Education **Ronald Jones**, attended the unveiling of a plaque to mark the start of construction of a Confucius Institute at The UWI Cave Hill Campus.

Principal of Cave Hill Campus **Sir Hilary Beckles** said at the unveiling ceremony that the Institute would be the forerunner to two other centres – a Centre for African Studies and a Centre for Brazilian Studies – which were also being established to help the region pursue economic opportunities that would foster growth and development. ■

Upcoming Conferences

January 15 & 16th 2015: The UWI will host its first **Biomolecular Sciences Conference** at The Faculty of Medical Sciences Teaching and Research Complex at the Mona Campus. For further information please contact **Thornia Smith** at thornia.smith@uwimona.edu.jm

February 5 - 6, 2015: The University of the West Indies, Cave Hill campus in conjunction with the Society of Obstetricians and Gynecologists of Canada will host the **Minimal Invasive Surgical Procedures** conference. This is an excellent opportunity for the continuing surgical education workshop for West Indian gynaecologists.

June 1 - 4, 2015: The University of the West Indies, Cave Hill campus, Faculty of Humanities and Education will host the **UWI Schools of Education Biennial Conference 2015** under the theme *"Transforming Education: New Frameworks and Alliances"*. The conference will be held at the Cave Hill campus. For further information contact **246-417-4429 / 246-417-4431**

June 24 - 26, 2014: The **International Breadfruit Conference** *"Commercializing Breadfruit for Food and Nutrition Security"*, will be held at The Faculty of Food and Agriculture, UWI, St. Augustine campus.

The Cave Hill Campus has reactivated one of its income generating initiatives.

The Translation Bureau which was re-launched by the Department of Language Linguistics and



Glindon Welch

Literature is set to provide premier translation services in a wide variety of areas including medical, legal, technical and business texts.

The team comprises several UWI collaborators offering their services to the public in Spanish, French, Portuguese, German and Chinese translations.

Translation Bureau

Coordinator and Spanish Lecturer **Glindon Welch** said the re-launch is meant to encourage persons to consider Cave Hill as a primary option for these services as well as raise a residual income for Departmental activities. *"We have very qualified and experienced staff members who already do this work on a daily basis. Our translations are of a high quality, certified, affordable and fast."*

He also added that the Bureau which officially started two years ago was now being revamped. *"This is a very timely initiative, not only because the funds are*

needed, but because we realised that many people were unaware of the services that we offer, so we thought it necessary to get this project mainstream once again."

The standard cost is BDS\$0.24 per word; however, documents to be translated can also be costed by page. The rate for translated text can also vary according to the degree of certification required; text type and the size of the document. All translated documents will be signed and will bear the official stamp of the Bureau. ■

Historians Without Borders is a new project that has just started with the essential support of the Cave Hill Educational Media Services. Taking advantage of the training and information given in the course: *Advancing Teaching and Learning with Technology*, part of The UWI Postgraduate Certificate in University Teaching and Learning, **Dr. Rocha** describes how she started this programme for interaction between students and lecturers/teachers working in the same area to improve the understanding of the history of Latin America and Brasil. Using free Internet resources, online chats, debates and lectures are available without the costs of a video-conference room. The advantage is that students at The UWI will have the opportunity to discuss a text with the author, or to engage in a debate with students on other campuses and in other countries.

Technology Bridges The Distance

By Dr. Elaine P. Rocha

"The first trial of the project came from an unexpected place: the interior of the Amazonas state. Invitations to participate in this project were sent to some of my colleagues in different universities, and again the Brazilians had a prompt start as they accepted and put in place our first section. In the Instituto Federal de Educação, Ciência e Tecnologia do Amazonas, located in Coari, a town with a population of about 78,000 people, a history teacher (also a PhD student) **Ygor Cavalcante** asked me if we could do the first experiment with his students. The reasons:

- their students were studying the same topic that we were discussing in class in the History of Brazil course;
- their school is considered a high level secondary school, part of a federal programme that was created to give double certificates to talented students: an upper level secondary school certificate, plus a certificate in I.T.;
- history is a mandatory discipline in all primary and secondary schools in Amazonas.



There was only one problem: they do not speak English and our students at Cave Hill do not speak Portuguese. However, we decided to go ahead with an online lecture and debate, in which I presented the topic for discussion and they could ask me questions and make comments. Their own technicians helped me through Internet chat, while we arranged the technical aspect of the presentation and we had two hours of interaction, information and fun.

Why is the event in Coari important? Because we could see that the system works and we can improve and extend; moreover it gives Cave Hill and the Department of History a

great visibility. Brazil is a huge market for university education, and Coari is also the headquarters for one of the Petrobras research projects, and those students are more likely going to federal universities with scholarships. Many universities around the world are investing in internationalization. One of the tools for that is the interactivity with other universities at all levels, for which it is also important to be recognized as a modern institution. The language barrier is not a difficult one, and can easily be overcome. It is only a question of making the resources

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Bonding with Brazil



Dr. Rocha (on screen) with Coari

Technology Bridges The Distance

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available for teaching and learning foreign languages and making the students feel the need to learn and use other languages to become the best professionals.

The course History of Carnival in Brazil has received online collaborations from **Dr. Scott Ickes**, from the University of South Florida; **Aroldo Macedo**, a Brazilian journalist specializes in racial relations, and **Marcelo Reis** also a journalist and member of Rio de Janeiro's Samba Schools Association. They participated of a class debate, using skype, in a way that students could ask them questions about their work, publications and questions about the Brazilian society, adding a new component to classroom dynamics.

Apart from the online conferences, our agreement with the Historical Archives of the Judiciary Secretary of Rondonia, has proved to be very fruitful as dozens of digitalized criminal processes are already available for researchers interested in learning more about the experiences of Barbadian migrants in the Rain Forest region, about one hundred years ago." ■

During the period May 18 – 25, 2014, the Grupo Coimbra de Universidades Brasileiras (GCUB) visited The University of the West Indies' three campuses – Mona, Cave Hill and St. Augustine.

The GCUB was represented by **Rector Maria Lucia Cavalli Neder** (UFMT), the President of GCUB; **Professor Rossana Valéria de Souza e Silva** (UnB), Executive Director of the Group, and **Professor Paulo Teixeira de Souza Júnior**, Secretary of International Relations of Universidade Federal de Mato Grosso.

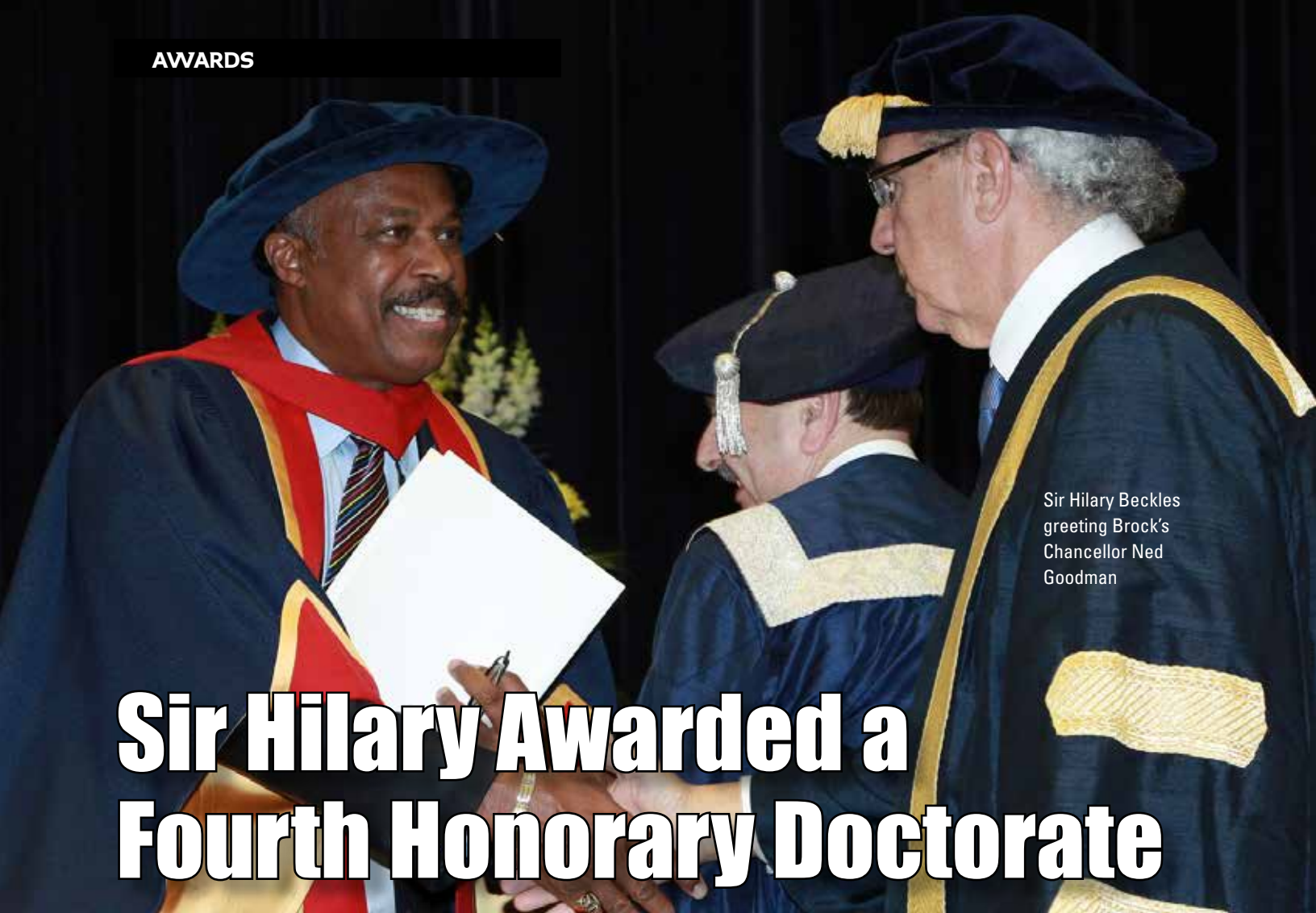
The objective of the mission was to celebrate the General Cooperation Agreement between the GCUB and The University of the West Indies. On May 20th the President of GCUB and The UWI Vice Chancellor **Professor E. Nigel Harris** signed an agreement which aims to promote and intensify scientific and cultural cooperation between The UWI and the 65 universities associated to GCUB, through research, education and project management.

Director of External Relations **Dr. Anthony Fisher** has noted that the collaboration is a major development in The UWI's internationalization strategy by allowing The UWI students to take advantage of specific full degree programmes, as well as mobility programmes.

UWI students also became eligible for more than 500 scholarships for master's and doctoral programmes offered by the Organisation of American States (OAS) and COIMBRA. ■



Signing of the General Agreement of Cooperation GCUB-University of the West Indies, held May 20 at the Mona Campus, Jamaica. L-R: Ambassador of Brazil in Jamaica, Antonio Francisco da Costa Silva; Dr. David Rampersad, Executive Director of the Central Office for International and Regional Affairs of the UWI; Rector Maria Lucia Neder Cavalli, President of GCUB; Professor Archibald McDonald, Director of the Mona Campus; and Professor E. Nigel Harris, Vice Chancellor of the UWI.



Sir Hilary Beckles
greeting Brock's
Chancellor Ned
Goodman

Sir Hilary Awarded a Fourth Honorary Doctorate

Pro-Vice Chancellor and principal of UWI Cave Hill Campus Sir Hilary Beckles added to his string of international accolades when he received a fourth honorary doctorate last June. It was awarded by Brock University in Ontario, Canada at that university's spring convocation.

Brock which is currently marking its 50th anniversary noted that Sir Hilary has distinguished himself in a multifaceted academic career and through his public engagement.

"An accomplished scholar, leader, cricket writer, playwright, university administrator, Sir Hilary is one of the most respected scholars of Caribbean history in the world," orator **Behnaz Mirzai** noted in the citation. *"He is a leader with diverse experiences, as well as a seasoned administrator in different areas, including his present position (as principal)."*

"He has seamlessly blended academic concerns within the wider non-academic spheres. His essays and

books have generated considerable interest and have earned him a great deal of respect, including major awards. Every one of his works advances the frontier of knowledge."

In his acceptance speech, Sir Hilary noted: *"Brock is a very distinguished university with an enviable record of research and applied commercial engagement, and in many ways serves as a role model for the Cave Hill Campus. It is interesting that the person after whom your university is named, General Sir Isaac Brock, while serving in the British army was stationed at the Garrison in Barbados in 1812. It is an honour to be a part of this history, and to be recognized by your fine institution and the excellence it represents."*

Sir Hilary has authored, co-authored and edited more than thirty books, and has written over seventy academic articles on the subject of Barbadian history, Caribbean history, Atlantic and colonial history, often within the context of slavery, gender and labour.

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Sir Hilary Awarded a Fourth
Honorary Doctorate
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He attended secondary school in Barbados and Britain, after his parents migrated there in the 1960s. He studied economics and social history at Hull University, from which he earned his doctorate in 1980. He joined the History Department at UWI, Mona in 1979, and speedily rose through the ranks to become — in rapid succession — professor, dean, pro-vice chancellor and campus principal.

In 2002, Sir Hilary led the Barbados national delegation to the UN Conference on Race in Durban, South Africa. He is vice-president of the UNESCO Slave Route Project, a consultant for the UNESCO Cities for Peace Global Programme, an advisor to the UN World Culture Report, and a member of UN Secretary-General Ban Ki-Moon's Science Advisory Board on sustainable development. He is also chairman of the Caribbean Community Commission on Reparation and Social Justice.

His previous honorary Doctor of Letters degrees were awarded from the University of Hull in 2004, from the Kwame Nkrumah University of Science and Technology in Ghana in 2009, in recognition of his meritorious and distinguished lifetime achievements, public service and contribution to the world of learning and higher education, and from the University of Glasgow in 2011, in recognition of the major contribution he has made to academic research into the transatlantic slave trade and plantation slavery. ■

Award for Antonio

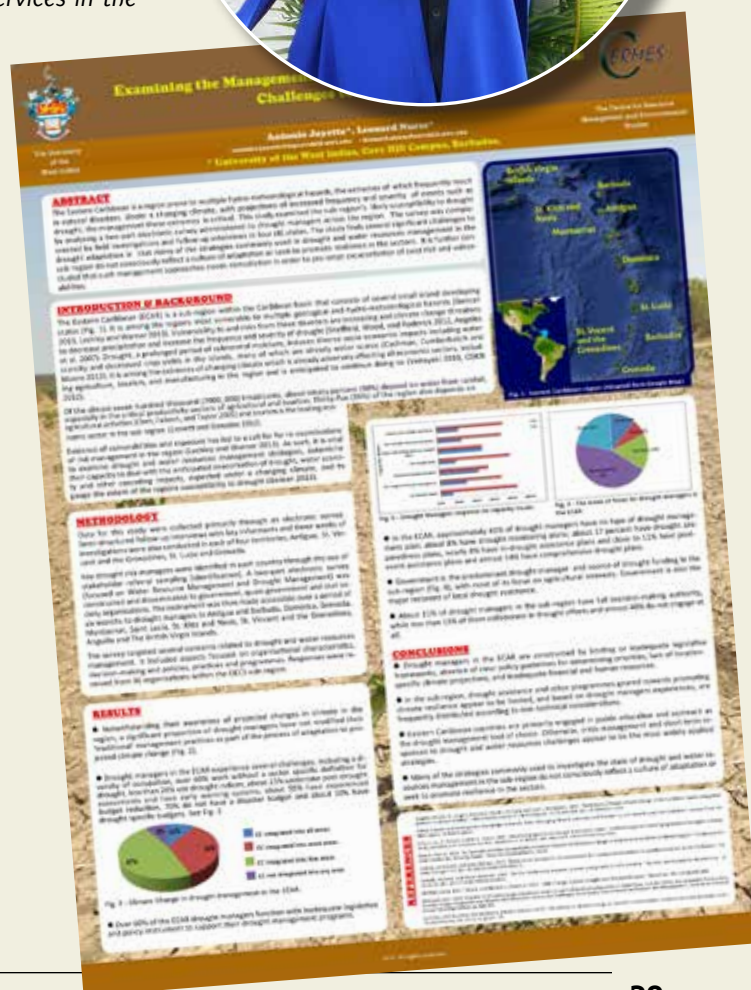
Antonio Joyette provided ample evidence that the region continues to keep stride with the rest of academic community in global research into climate change when his work captured a top award at a gathering of world scientists.

Joyette, a doctoral student in the Centre for Resource Management and Environmental Studies (CERMES) at The UWI, Cave Hill Campus attended the *World Climate Research Programme's* (WCRP) Open Science Conference held at the Laboratorio Tecnológico del Uruguay (LATU) in Montevideo, Uruguay, March 17-21, 2014.

The forum convened under the theme “Developing, linking and applying climate knowledge” gathered more than 220 climate science researchers, including students, from the Latin America and the Caribbean (LAC) areas. The symposium's main objective was to “define the research agenda needed to contribute to the provision of effective climate services in the LAC region”.

At the event, Antonio presented a poster based, in part, on his current research work. It was entitled “Drought Management in the Eastern Caribbean: Challenges to Adaptation” and finalised with assistance from his supervisor, Dr. Leonard Nurse. The poster was adjudged Best Poster in the Best Poster Competition. ■

Antonio Joyette



Salute to Leading Women

Having already received their country's top honour, three Caribbean women were further saluted with the highest accolade which the University of the West Indies at Cave Hill could bestow on them when that institution held its graduations ceremonies on October 18 this year.

Dame Cécile



Dame Cécile La Grenade receives her honorary doctorate from Chancellor Sir George Alleyne

Dame Cécile La Grenade, a Grenadian food scientist, was sworn in as the Governor-General of Grenada, Carriacou, and Petite Martinique in 2013. She holds a Bachelor's degree in chemistry from The UWI, as well as a Master's degree and doctorate in Food Science from the University of Maryland, Washington. Dame Cécile was appointed a Dame Grand Cross of the order of St. Michael and St. George by Queen Elizabeth II in 2013.

Dame Billie Miller



From 1969-1976, and 1987-1994, **Dame Billie Miller**, a Barbadian, worked as a barrister and attorney-at-law, specialising in family law. She was the only woman practising at the private Bar in Barbados at the time. Dame Billie was the first woman to sit in the Cabinet of Barbados and has had an active and illustrious political career.

The accolade, Dame of St. Andrew, Barbados' highest honour, was conferred on her by the Governor General in 2003, in recognition of her distinguished career and her outstanding contribution to Barbados, to international organisations and to politics. In 2008, she was the winner of the United Nations Population Award, in recognition of her stellar outstanding leadership and advocacy on population and gender issues.

Beyond politics, she was also active in non-governmental and parliamentary organizations. She was Chairperson of the NGO Planning Committee for the 1994 International Conference on Population and Development and President of the International Planned Parenthood Federation's Western Hemisphere Region. The IPPF honored her in 2004.

They were the first female Governor General of Grenada, Dame Cécile La Grenade who received an honorary Doctor of Sciences degree; former Barbados foreign affairs and foreign trade minister Dame Billie Miller; and women's right activist and former Barbados parliamentarian Dame Maizie Barker-Welch, the latter two of whom each received honorary Doctor of Laws degree.

Dame Maizie Barker-Welch



Dame Maizie Barker-Welch has a distinguished record of service at the national, regional and international levels in the fields of community and women in development, ageing, and politics. Her developmental work in Barbados and the region spans seven decades.

She is the founder of the St. Joseph Action Group, an NGO which helped to address the concerns of women in rural areas in Barbados. In addition, she has served in senior positions in various national and regional organisations devoted to those causes, and has represented Barbados repeatedly on the global stage. She has also had a political career, and has received a number of outstanding awards.



Dr. Marjorie Patricia Downes-Grant

When Mona campus hosted its graduation ceremonies on October 31 and November 1, among the six distinguished regional citizens who were honoured in Jamaica was President and CEO of Sagicor Life, Barbados, **Dr. Marjorie Patricia Downes-Grant**.

Downes-Grant, a Barbadian who heads the largest financial conglomerate in Barbados and the OECS received an honorary Doctor of Laws degree. Not only is she the leading woman in corporate Barbados, but a transformational leader who has done a great deal to ensure that The UWI benefits from her success. She has had extensive experience in business consulting, financial services and development banking, and has been with Sagicor Life since 1991. Dr. Downes-Grant is also director of a number of statutory boards and private companies in Barbados.

The UWI recognised a total of 19 eminent and influential people during its round of graduation ceremonies held in St. Lucia, Barbados, Trinidad and Jamaica in 2014.

Cervical Cancer Study Wins Top Award

A pioneering study, whose findings could save countless lives from falling to cervical cancer, has wowed the regional medical community and brought significant recognition to a Cave Hill graduate student.

Juann Ward, a researcher in the Faculty of Medical Sciences, won the prestigious student prize for Best Oral Research Presentation at the Caribbean Public Health Agency (CARPHA) Research Conference held May 1–3, 2014 in Aruba. She presented a paper based on the prevalence and type of human papillomavirus (HPV) in Barbadian women. HPV is a leading precursor to cervical disease.

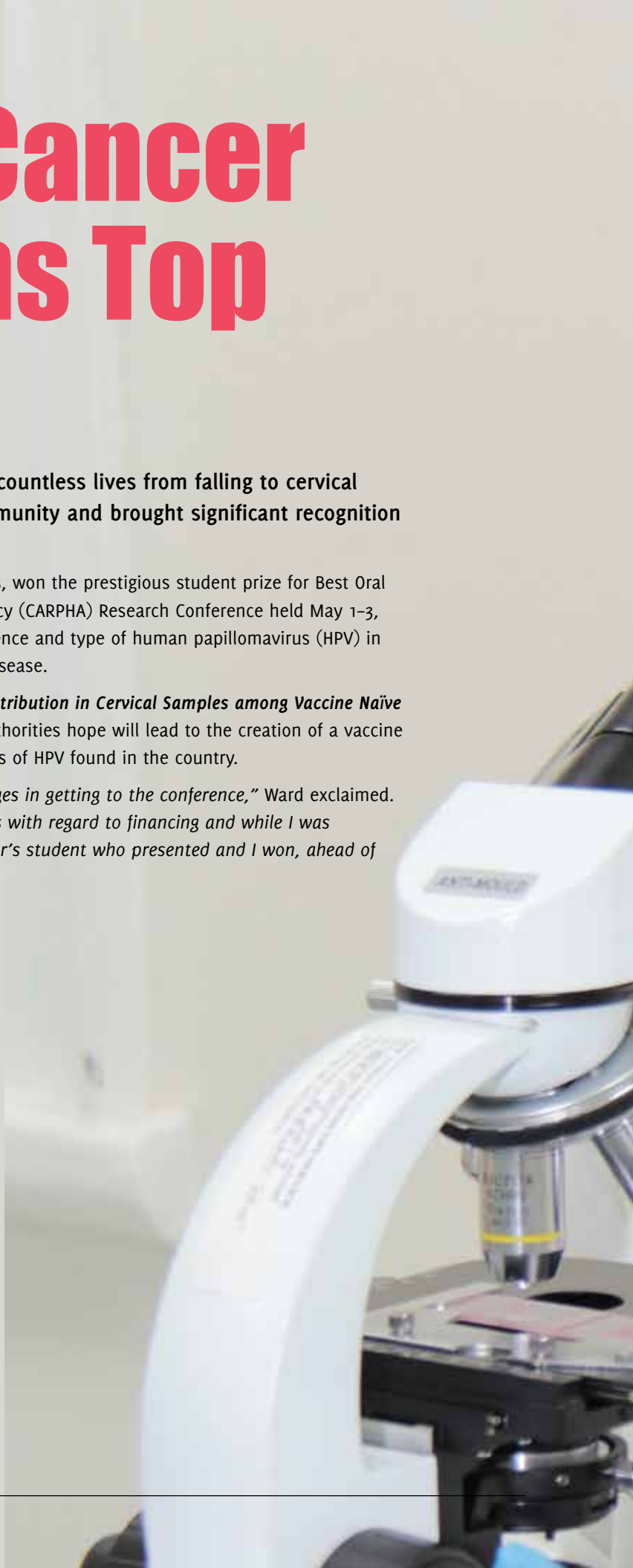
Ward's paper entitled *"Human Papillomavirus Genotype Distribution in Cervical Samples among Vaccine Naïve Barbados women"* sprang from ongoing research which authorities hope will lead to the creation of a vaccine specifically targeted at staving off the most common strains of HPV found in the country.

"I felt really ecstatic because I had endured lots of challenges in getting to the conference," Ward exclaimed. *"As graduate students, we are faced with lots of challenges with regard to financing and while I was surprised, I was also pleased because I was the only Master's student who presented and I won, ahead of the PhD students who also made presentations."*

PRESENTATION winning criteria

The winning criteria which helped Ward to beat out more than a dozen competitors from across the region included:

1. Concept or hypothesis was sound;
2. The results and their interpretation were credible and statistical analyses of the data valid;
3. The conclusions were important and relevant to Caribbean health problems;
4. The quality of her presentation was high, especially with regard to delivery and clarity of slides.



Medical Journey

Ward's investigative medical journey began at the Barbados Community College where she gained qualifications in medical laboratory technology. A diploma and a fellowship from the Caribbean Association of Medical Technologists, a post graduate certificate from Michigan State University in Immunodiagnostics and Flow Cytometry, and studies in immunohistochemistry, tissue microarray technology and molecular biology at various international organisations, including the Centre for Disease Control (CDC) in Atlanta, the Department of Medicine in Chicago, Dako in Santa Barbara, California, and the Saskatchewan Disease Control Laboratory, Regina, Canada, among others, would prepare her more than adequately for her current research pursuit into one of the most aggressive below-the-belt cancers. Ward's paper was also accepted for presentation at the Human Papillomavirus International Conference. ■

Cave Hill's Critical Research Role

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Cave Hill's Critical Research Role

When the government of Barbados proposed the introduction of human papillomavirus immunization for pre-teen and adolescent school children, medical scientists at The University of the West Indies, Cave Hill Campus were pressed into action and asked to conduct the seminal study. *Juann Ward*, our award winner profiled on page 42, having also done several research projects including research in breast cancer, was imminently qualified to take part in the cervical cancer research programme.

This study was undertaken to provide baseline HPV genotype distribution among women in Barbados before HPV immunization was introduced. The information could also be used as a denominator for post-vaccine surveillance and is expected to aid in understanding the effect of vaccination on cervical disease in Barbados.

There are approximately 100 HPV-related cancers. Ascertaining the types most common in the Barbadian population would facilitate creation of a vaccine tailored specifically to treat them. More than 400 women ages 18-65 were screened in a population based study which involved three clinics, including one renowned for treating sexually transmitted infections. Sexual behavior as well as other socio-demographic information was obtained from self-administered questionnaires.

Although an HPV vaccine was introduced into the school system in January 2014, well before completion of the local study, whose delay was due to funding constraints; the request underscored the reliance and critical importance which policy-makers today place on evidence-based decision-making. Baseline values for HPV type prevalence are important because they can reveal the high risk types linked to cervical cancer and whether these



HPV is said to be responsible for 99 per cent of the cervical cancers in women, and this type of cervical cancer is the second cause of mortality by cancer in women.

types are changing in the population over time.

Microbiologist **Dr. Marquita Gittens-St. Hilaire**, who supervised the study, explained that in spite of its delay, it has so far shown strong evidence of yielding results which can be critical to preventing or fighting cervical cancer among women. For instance, researchers have isolated HPV type 45 as one of the most prevalent types

found in Barbadian women, which is in keeping with that found in other Caribbean islands, as opposed to HPV 16 and 18 which is predominantly found in North America.

HPV is said to be responsible for 99 per cent of the cervical cancers in women, and this type of cervical cancer is the second cause of mortality by cancer in women. ■

In a country where diabetic sufferers lose life and limbs at an alarming rate, a small medical team attached to the **Chronic Disease Research Centre (CDRC)** at The UWI Cave Hill Campus continues to churn out ground breaking research that yields significant hope for an imminent deceleration or even reversal in the high incidence of diabetic amputations and related deaths in Barbados.

Ten years after its audacious opening in March 2004, the Edmund Cohen Laboratory for Vascular Research has published more than 50 peer reviewed papers in scientific literature and established itself as the leading vascular research centre in the Caribbean.

One of its latest publications, creating some excitement in the scientific community, is a study which has established that a symptom found in rheumatology patients could also be a major predisposition to diabetic complications. The paper published in the Oxford University-based scientific journal *Rheumatology* found that an autoinflammatory condition, medically referred to as TRAPS, which manifests itself in joint, muscle and ligament disorders, could also cause inflammation of the bone or bone marrow and thus lead eventually to amputation in diabetic patients.

The study which also examined genetic variations within a population, or polymorphisms as they are referred to medically, hopes to heighten awareness among rheumatologists, which could lead to earlier screening for diabetes and a reduced incidence of amputations.

Newly appointed director of the CDRC, **Professor Clive Landis** sees the discovery as "a wakeup call for specialists to remember

Making strides to cut amputations

that we must treat the whole person, not an artificially created discipline called 'diabetes' or 'rheumatology'."

Landis, who is also director of the Edmund Cohen lab, stated: "The CDRC is interested in genetic polymorphisms that are over-expressed in African ancestry populations. One such polymorphism is TRAPSP46L which is well known to rheumatologists as it is associated with excess inflammation in rheumatoid disease."

"However, our paper makes it clear that TRAPSP46L is also associated with diabetic complications: specifically diabetic foot amputation. The importance of our study is to alert rheumatologists, who might have identified this genetic polymorphism in one of their patients, to actively screen for risk factors of diabetic foot, or at least refer their patient to a specialist diabetes clinic."

The finding is deemed of major significance in Barbados which reportedly has a high prevalence of diabetic amputations and a high

related mortality rate. Figures show that half of all diabetic amputees die within five years and for those with a major amputation (above the ankle) half die within one year.

The vascular research lab is also conducting a wound healing study (WHY study) aimed at early identification of persons at risk of developing diabetic foot.

According to Professor Landis, his team is confident that the WHY study will provide such a launch pad for future research and interventions into diabetic foot at the lab, that instead of Barbados carrying the inaccurate and inappropriate description as the globe's "amputation capital", the country will become known instead as the diabetic foot research capital of the world. ■



Professor Clive Landis

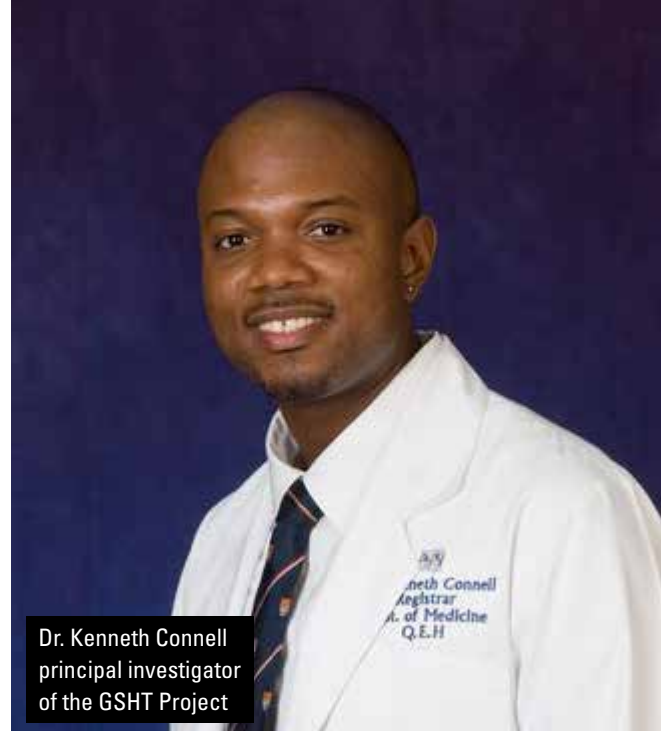
Cave Hill: Academic Home for HBP Study

As the world sharpens its focus on hypertension, a University of the West Indies (UWI), Cave Hill scientist has assumed lead responsibility in a global pilot project in search of a model treatment for controlling the illness.

This illness affects one in three adults across the globe and is starting to appear in younger populations, including primary school children in Barbados.

Dr. Kenneth Connell, lecturer in clinical pharmacology at the Cave Hill Campus of The University of the West Indies is principal investigator of the study, which seeks to establish a set of global protocols to effectively treat hypertension.

Funding for the **Global Standardized Hypertension Treatment Project** (GSHTP) is provided by the U.S. Centers for Disease Control and Prevention (CDC) along with the Pan American Health Organization (PAHO), and it is managed by the Barbados-based



Dr. Kenneth Connell
principal investigator
of the GSHT Project

Healthy Caribbean Coalition (HCC). The GSHTP's has been given key mandates for ensuring that its solutions are transferable and applicable to other low to middle income countries.

The GSHTP arose from a 2013 meeting of the CDC, PAHO, and other regional stakeholders, in Miami. Statistics show that raised blood pressure, hypertension is the main risk factor for cardiovascular diseases, globally, it is responsible for over nine million preventable deaths each year. The GSHTP began work in April 2014, and it is currently in the research and data gathering stages, using the Edgar Cochrane and Winston Scott Polyclinics, in Barbados, as its implementation sites.

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What is High Blood Pressure (HBP)?

"Blood pressure" is the force of blood pushing against the walls of the arteries as the heart pumps blood. If this pressure rises and stays high over time, it can damage the body in many ways. High Blood Pressure (HBP) itself usually has no signs or symptoms. You can have it for years without knowing it. During this time, though, HBP can damage the heart, blood vessels, kidneys, and other parts of the body.

Blood pressure is measured as **systolic** (sis-TOL-ik) and **diastolic** (di-ah-STOL-ik) pressures. "Systolic" refers to blood pressure when the heart beats while pumping blood. "Diastolic" refers to blood pressure when the heart is at rest between beats. You most often will see blood pressure numbers written with the systolic number above or before the diastolic number, such as 120/80 mmHg. (The mmHg is millimeters of mercury – the units used to measure blood pressure).



<http://www.nih.gov/index.htm>

The ubiquitous cell phone is being put to use to help curb the region's rise in chronic non-communicable diseases.

Aiming to monitor and address health behaviours through the use of technology, The UWI Cave Hill Campus researcher **Dr. Michelle Gittens** has devised a mobile application to help people track their caloric intake and other health-related practices.

"Quality of life technologies are increasing rapidly throughout the world," she noted. "At The UWI we're looking for practical solutions that are effective in understanding what is required specifically for our own demographic. We're also looking to implement long lasting solutions and evaluate the results."

The pilot project which utilises an app called **M-Health** was launched as a twelve step programme to assist users with keeping a check on their daily health habits.

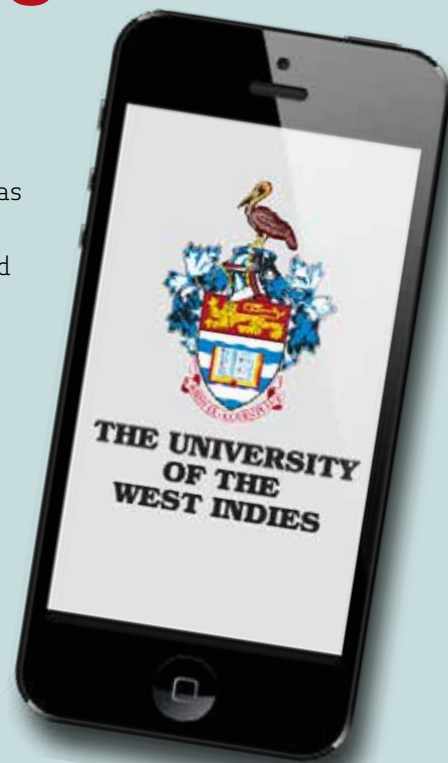
"The use of technology solutions is very limited and we want to change that," Dr. Gittens said. "In looking at what currently exists, we decided that we were going to develop an app that was across platforms and this particular solution would be pushing information to you as well as pulling information from you."

"Every day, once a day, users enter information on the activities that they are engaging in, as well as information on their daily meals. We are also able to profile data based on characteristics such as age, gender and occupation that would help significantly with research and marketing."

Prescription for Life

Dr. Gittens, a Lecturer in Computer Science, described the initiative as a "prescription for life" which is intended to add personalized healthcare to the many features currently offered on mobile devices.

"The Cave Hill Campus is an excellent location for the study because we have a Caribbean diversity as well as age diversity," she said. "Technology can be the last piece of your puzzle in solving many of the lifestyle diseases that are rapidly increasing not only in Barbados, but in the Caribbean and beyond." ■



Cave Hill: Academic home for HBP Study

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Dr. Connell leads the project team of UWI trained doctors: **Dr. Addison St. John** and **Dr. Jamarie Skeete** (Clinical Research Fellows). Additional contributors include **Professor Sir Trevor Hassell**, **Maisha Hutton** (HCC), **Dr. Pragna Patel** (CDC) and **Dr. Marc Jaffe**, consultant from Kaiser Permanente.

"We are pleased to be working with our colleagues in Barbados to implement this project and we are hopeful that it will result in a model for hypertension treatment and control that can be replicated in other clinics and adopted throughout the region," said Dr.

Patel, NCD Special Projects Lead within CDC's Center for Global Health, Division of Global Health Protection. *"Our long-term goal is to engage in dialogue with other countries in the Caribbean to expand this project."*

The team employs a focused and aggressive approach to the standardised management of hypertension. It is addressing the management of the disease on three fronts: standardised use of a core set of anti-hypertensive medications, sustained availability of this core set of drugs, and improved elements of care delivery. Though still in the preliminary stages, GSHTP has been featured in the May, 2014 edition of the high impact medical journal, *The Lancet*; suggesting its imminent importance to the field of medicine. ■

Science Explosion

A recent explosion of science-focused activity by faculty and students, which touched all educational levels from nursery to tertiary, has underscored Cave Hill's commitment to enhance science and technology learning and create a platform for widespread innovation.

The Campus's vibrant outreach programme in recent times, under the aegis of its Faculty of Science and Technology, has included a raft of activity besides the customary public lectures and symposia. Among these were the gifting of technological equipment, training in computer programming and hosting workshops for senior educators to promote **Science, Technology, Engineering and Mathematics (STEM)** disciplines.

Principal of the St. Thomas-based Maria Holder Nursery School, **Shelley Boyce**, who accepted two computers assembled by 11 Cave Hill students for her institution last June 26 commented: *"This shows that our University is working; it shows the education system is working; we don't have to fetch anybody from overseas in the international domain to do this. We are up there with the best."*

She told lecturer in computer architecture **Dr. Adrian Als**, who arranged the donation: *"Your style of teaching is commensurate with the style we use at the nursery*

level; we talk, but children must participate and do. Children learn best by doing and therefore, Sir, you are to be highly commended for the creativity that you have brought to your programme at The University of the West Indies."

Acknowledging an appreciative level of computer literacy among her pre-primary students, Boyce said the equipment would enhance the institution's syllabus and encourage IT exploration among the youngsters.

Knowledge Skills

Als pointed to the knowledge and skills which his own students gained from building the systems, noting it would better prepare them for the world of work, whether entrepreneurial or otherwise; he praised corporate donors **D.E. Computers Unlimited Inc.** and **PricewaterhouseCoopers** who provided the equipment and funding respectively for their generosity.

"All of the stakeholders do recognise the importance of a good education. Therefore, by investing in our children, even at this age,

we are, in essence, investing in our future with the hope that early exposure to technology will help to nurture a tech-savvy generation.

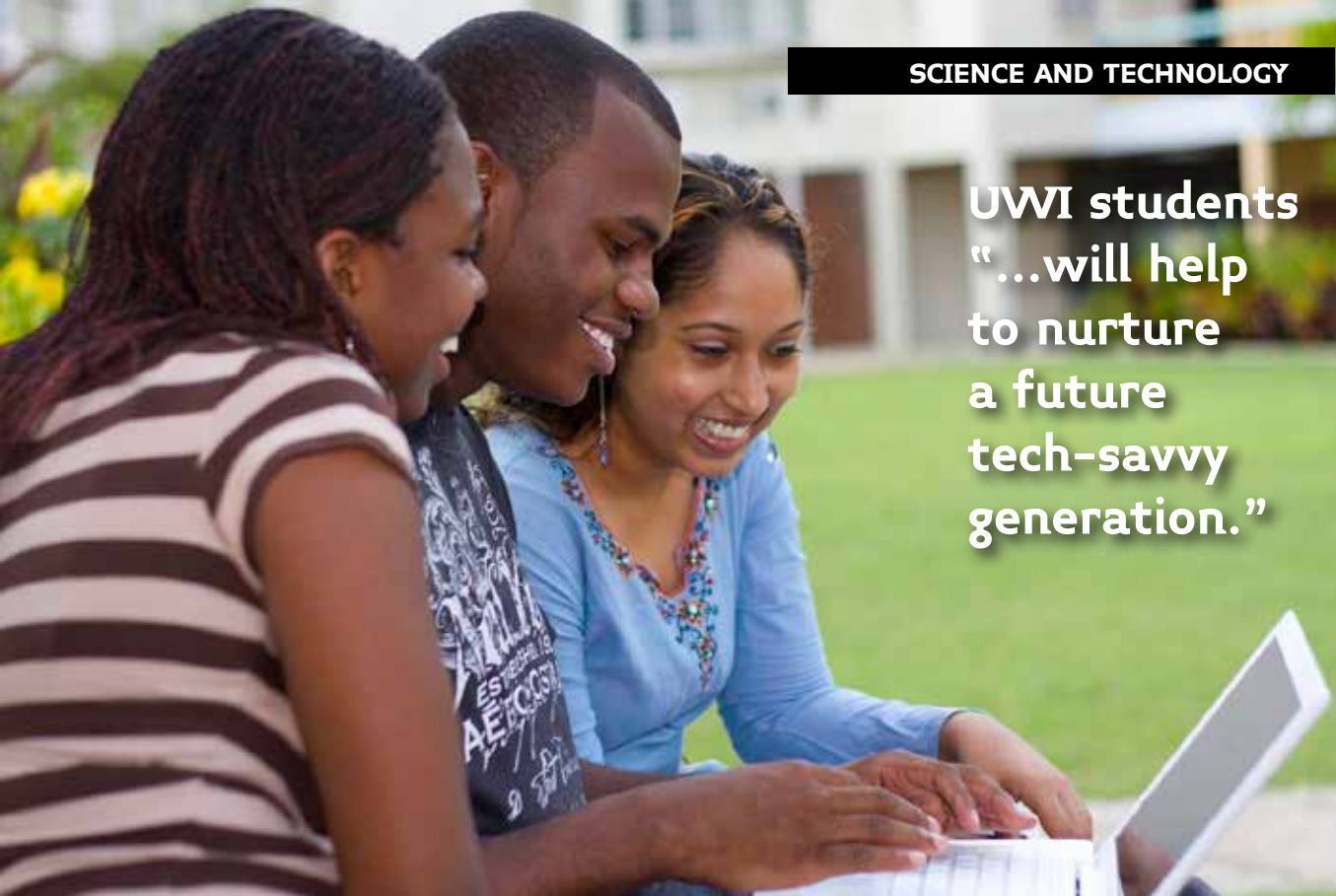
"Moreover, there is also the likelihood that some of these students will someday be at UWI. By extrapolation, we can envision the effect of raising the bar at this early age on the quality of the future graduates from UWI."

Als who teaches in the department of Mathematics, Computer Science, and Physics, also revealed that his team would roll-out *"pedagogically sound, multimedia rich, edutainment software"* created by the students to be installed on the two computer systems.

"The aim of this initiative is to engage and motivate the nursery school pupils to excel by capturing their imaginations while, of course, making learning fun," he said.

Earlier in the month, a one-day workshop hosted by the faculty for primary school principals helped to chart a path for deeper collaboration among the primary, secondary and tertiary levels and ensuring adequate STEM preparation for students seeking to advance to higher learning. Principal of Cave Hill Campus **Professor Sir Hilary Beckles** spoke then of the

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**UWI students
“...will help
to nurture
a future
tech-savvy
generation.”**

Science Explosion

Continued from Page 48

need for the requisite throughput from primary and secondary school in order to grow the Faculty of Science and Technology.

The faculty which is charged with leading Cave Hill's advancement and more meaningful participation in the digital age has been deepening its collaboration with corporate stakeholders in its quest to advance the University's mission.

In this regard, it partnered, last April, with the **Guardian Group** to stage a computer programming workshop for 90 children, 8-10 years from 70 primary schools. Students benefited from three 2-hour sessions, with 30 children each.

Important Outcomes

Dean of the Faculty of Science and Technology **Dr. Colin Depradine** explained: “In the lab, the children

were taught basic computer programming techniques using software called Scratch (<http://scratch.mit.edu>). Scratch is a project of the Lifelong Kindergarten group at the MIT Media Lab. It is a web-based software and an online community has formed around it. It allows the teaching of basic programming skills, but also emphasizes creative thinking, reasoning and team work. It allows of the creation of interactive stories, games and animations. In our session we focused on creating interactive games.

He noted that although lab sessions were taught by a member of staff from Guardian Group, six computer science students from Cave Hill acted as proctors (teaching assistants) and they helped with the teaching in the lab.

“The children were first introduced



to the software for about 20 minutes and then placed in groups to work on their projects. Each group was led by 1-2 proctors depending on the number of groups formed. In the last 30 minutes of each 2-hour session, the children were brought to the conference room where each group demonstrated their game to the parents.”

“One important outcome of the event is that it demonstrated how quickly young children can grasp basic computer programming concepts. The children who attended picked up the basic concepts very quickly and were able to complete their games in the one hour period.” ■

PARTNERING FOR ENERGY SOLUTIONS

by Natasha Corbin

The University of the West Indies, Cave Hill Campus collaborates with several universities and regional institutions to build capacity for the transfer and exploitation of innovative solutions and modern technologies for enhanced energy access and efficiency in the Caribbean.

Although new renewable energy programmes are much more economically competitive today, there are still issues with lack of appropriate resources and trained personnel to accelerate development of the technologies in the region.

To assist in addressing these challenges The University of the West Indies, Cave Hill Campus through the Office of Research has collaborated with The University of Alicante (Spain), Chalmers University of Technology (Sweden), The University of Technology (UTEC, Jamaica), and the Instituto Tecnológico de Santo Domingo (Dominica Republic, Intec) along with several regional institutions including Jamaica Intellectual Property Office (JIPO) and Oficina Nacional de la Propiedad Industrial (Dominican Republic) to execute the project entitled **"Knowledge Transfer Capacity Building for Enhanced Energy Access & Efficiency in the Caribbean (CAP4INNO)"** funded by the European Commission through the African Caribbean and Pacific (ACP) Edulink programme to the tune of **Euros 492,865.46**.

The CAP4INNO project aims to provide a solution to the challenges of energy access and efficiency by promoting knowledge transfer, capacity building and regional integration of Higher Educational Institutions (HEI) academic staff, managers, students and professionals through the **3-tiered approach** mentioned below:

- 1 *Providing the labour market with high level skills required to enhance energy access and efficiency by modernizing the education training programme offered, making it directly relevant to the needs of regional markets and socio-economic development priorities.;*
- 2 *Reinforcing co-operation among HEI's, businesses, governments and other relevant stakeholders in the Caribbean and with the EU; and*
- 3 *Fostering innovation and knowledge transfer through dissemination, networking and outreach activities to enhance the impact of the project and promote region wide up-take of the action by other HEIs.*

During November 18–21, 2013, project partners were invited to Spain and Sweden to attend a kick-off meeting which marked the commencement of the project. Participants were informed of the common rules of EDULINK programme and they discussed issues to deepen their understanding of the work plan, goals and expected outputs of the project.

A few of the expected project outputs and outcomes are listed below:

- *Increased awareness of qualifications needed in the energy sector and training needs of staff and students to build capacities for a sustainable energy sector;*
- *Upgraded qualifications of partner HEI academic and management staff, with a view to providing high-level skills required for capacity development in the energy sector;*
- *Improved institutional frameworks, modernised offers of academic and research programmes, and amplified lifelong learning opportunities for professionals, including via distance learning;*
- *Reinforced inter-institutional networking and cooperation among key actors of the innovation system: HEIs, enterprises, and government, for enhanced energy access among the less favoured groups of Caribbean societies; and*
- *Enhanced impact and promoted regional up-take of the pilot transversal courses in other faculties and HEIs in the Caribbean. ■*



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Applications are invited for admission in August 2015 to graduate degree programmes at the University of the West Indies, Cave Hill Campus, Barbados. Applications are open to all persons who satisfy the University's matriculation requirements for higher degrees.

↓ HOW TO APPLY

Online

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On Paper

Download an application form, instruction sheet and referee report forms from www.cavehill.uwi.edu/gradstudies/prospective-students/document-library.aspx

↓ DEADLINE DATES

Applications to Cave Hill graduate programmes must be submitted by January 31, 2015. For deadline dates for the Mona Campus and for the Open Campus visit www.open.uwi.edu/

↓ APPLICATION FEES

All persons applying online are exempt from paying the application fee.

Fees for Caribbean nationals applying on paper are: BDS\$30.00, TT\$90.00, JM\$900.00 or the equivalent in your local currency.

Fee for international applicants applying on paper is US\$30.00.

↓ CONTACT INFORMATION

Persons who need information not available from www.cavehill.uwi.edu/gradstudies/prospective-students.aspx should email us at gradstudies@cavehill.uwi.edu or call (246) 417-4909 or (246) 417-4910

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Biochemistry/Biology/Chemistry/Ecology/
Microbiology (MPhil/PhD)
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Building and Construction Management (MSc)
Business Administration – Entrepreneurship (MBAE)
Business Administration (MBA) with concentrations
in General Management, Public Sector Management
and Human Resource Management
Business Administration (DBA)
Caribbean Studies: Languages/Literatures
Computer Science/Electronics/Mathematic / Physics
(MPhil/PhD)
Computing Innovation (Postgraduate Diploma/MSc)
Computing Research (MSc)
Counselling Psychology (MSc)
Creative Arts (MA)
Cultural Studies (Postgraduate Diploma/MA/
MPhil/PhD)
Economic Development Policy (MPhil/PhD)
Economics (MPhil/PhD)
Education (MEd) – many specialisations available and
(MPhil/PhD)
Education – Secondary (Postgraduate Diploma)
Emergency Medicine (MSc/DM)
Environmental Studies (MPhil/PhD)
Epidemiology (MPhil/PhD)

Family Medicine (Postgraduate Diploma/MSc/DM)
Finance (MPhil/PhD)
Financial and Business Economics (MSc)
Financial Management (MSc)
French (MPhil/PhD)
Gender Studies (MPhil/PhD)
General Surgery (Parts I and II) (DM)
Governance and Public Policy (MPhil/PhD)
Heritage Studies (MA)
History (MA) (MPhil/PhD)
Human Resource Management (MSc)
Hydrogeology/Meteorology (MPhil/PhD)
Immunology (MPhil/PhD)
Integration Studies (MSc)
Intellectual Property Law
Internal Medicine (DM)
International Master of Business Administration – (IMBA)
International Management (MSc)
International Trade Policy (MSc)
Investments and Wealth Management (MSc)
Labour and Employment Relations (MSc)
Law (MPhil/PhD)
Law with optional specialisations in Commercial
and Corporate Law
Law LLM (General)
Legislative Drafting and Public Law (Postgraduate
Diploma/LLM)
Linguistics (MA) (MPhil/PhD)
Literatures in English (MPhil/PhD)

Logistics and Supply Chain Management (MSc)
Management Studies (MPhil/PhD)
Marketing (MSc)
Medical Microbiology (MPhil/PhD)
Natural Resource and Environmental Management (MSc)
Natural Resource Management (MPhil/PhD)
Obstetrics and Gynaecology
Ophthalmology (DM)
Orthopaedic Surgery Part 2 (DM)
Paediatrics (DM)
Pharmacology (MPhil/PhD)
Political Science/Sociology/Social Work (MPhil/PhD)
Project Management and Evaluation (MSc)
Psychiatry (DM)
Public Health (Master/MPhil/PhD)
Renewable Energy Management (MSc)
Social Policy (MPhil/PhD)
Spanish (MPhil/PhD)
Sport Sciences (Postgraduate Diploma/MSc)
Technology Entrepreneurship (Postgraduate
Diploma/MSc)
Telecommunications (MSc)
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Tourism Marketing (MSc)
Tourism with Project Management (MSc)
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Interdisciplinary Tropical Studies

By Rasheeta Dorant

The current strategic priorities of the Cave Hill Campus include innovation, internationalization, entrepreneurship, food security and cross-disciplinary learning. Few initiatives at the University weave these elements together like the Barbados Interdisciplinary Tropical Studies (BITS) programme. This programme was introduced in 2010, and predated the rebranding of the Faculty of Science and Technology and the launch of the Centre for Food Security and Entrepreneurship. BITS enables Cave Hill to achieve its strategic objectives of attaining academic excellence and enhancing its international reputation.

The BITS programme, which is facilitated by a Memorandum of Understanding between McGill University and the Cave Hill Campus, has excelled at building bridges across academic disciplines to achieve practical and student-centered approaches to research. It is available to students enrolled at both universities and addresses a global need for experienced international professionals in targeted disciplines.

"What UWI has in this predominantly horticulture course is a fantastic example of experiential learning with great international appeal," says Programme Director and McGill Professor **Dr. Danielle Donnelly**.

"This is unconventional and innovative when compared to most universities because the traditional way is to specialize in your own discipline, but where else would an arts student, for example, have access to science and engineering concepts for practical use?"

The first stage of the interdisciplinary programme deals with horticulture, followed by a second phase on animal rearing and production. Students are exposed to a critical hands-on approach to their studies with several opportunities for practical components such as fermenting tropical fruits to produce their own beverages.

"This is the theoretical ideal," Dr. Donnelly acknowledges. *"They're in the classrooms in the morning and then they're on a tour that reinforces their classroom learning in the afternoon. We not only focus on nutrition but also explore how you get to the next level with foods; for example, they study how sugarcane is grown and experiment with its alternative uses as animal feeds, sugar or fermented into beverages."*

"We've been to a lot of vegetable and food production sites. We go to the markets and the grocery stores; we know what's being produced on the island versus what's imported."

Dr. Donnelly noted that some international students have been eating bananas and citrus fruits such as lemons and grapefruits, but have never seen them growing.

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Horticultural class learns from James Sealy at the NCC



BITS students listen to Dr. Francis Lopez at UWI



BITS group poses with Trevor Hunte at C.O. Williams

Interdisciplinary Tropical Studies

Continued from Page 52

"In this programme they study how some of these foods are constructed botanically, and we're pretty rigorous on that, but for students who have never studied agriculture or horticulture, it's a fascinating experience and it's that kind of excitement that motivates them, puts them in charge of their learning and causes them to look more critically at the vegetation surrounding them."

Dr. Donnelly explained that much of the terminology is new to the students because they do not come from an engineering background, but instead of being disadvantaged it enables them to bring "a very innovative and unique perspective to their individual in-class presentations".

Apart from food production, students also focus on renewable energy in the third and final phase. They experience solar installation first hand and make their own mini solar collectors.

"Barbados is the best place to study alternative energy," Dr. Donnelly noted. "You have a solar heater on most roofs and people are starting to install solar devices and get on the grid. There're two wind farms; there is biodiesel (being produced), there is water catchment, and solar pumping and new solar fields going up, there is oil being pumped It's all very interesting"

Collaborative Effort

The BITS programme is conducted predominantly within Cave Hill's Department of Biological and Chemical Sciences and projects are supervised by both Cave Hill and McGill faculty. The fledgling programme requires a major sacrifice and collective effort on the part of the specialist tutors who go beyond the call of duty to ensure its continued success. Organizations such as the National Conservation Commission and the Ministry of Agriculture also contribute local expertise.

"...It's a dynamic course. The students love it and it is an indication of the direction the Campus is headed because there is a practical and entrepreneurial component to everything we do. We discover many business opportunities from the projects and UWI students get an opportunity to start building an international network," says Dr. Donnelly

Expansion

Apart from the agri-energy elements, summer 2015 will see further expansion to BITS with McGill adding a managerial component to the programme through its Faculty of Management.

"If you take University students and you teach them well, they can learn anything with the right support functions in place," Dr. Donnelly remarked. "This practical approach to isolated concepts and artificial constructs is an example of what is working." ■

They are chosen for their capacity to change the lives of others.

And when around 50 of the world's most academically gifted entered Cambridge University this year, under the highly competitive and much-coveted **Gates Cambridge Scholarship**, Cave Hill alumna **Jerelle Joseph** was numbered among them.

The 25-year-old who completed undergraduate and graduate studies at Cave Hill enrolled at Cambridge to study for a PhD in chemistry, having earned the distinction of being the first graduate from The University of the West Indies to gain entry to the UK institution under the prestigious Gates Cambridge Scholarship programme. The programme, which

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FIRST GATES SCHOLAR

By Rasheeta Dorant



First Gates Scholar *Continued from Page 54*

was launched in 2000 by Microsoft founder Bill Gates, attracts intense competition annually. This year 55 persons were selected from 3,647 applicants around the globe, including Joseph.

Hailed as some of the “world’s most academically brilliant and socially committed young people” Gates Scholars are chosen not only for their academic ability but their leadership capacity and commitment to improving the lives of others.

Joseph completed a BSc in chemistry and mathematics at Cave Hill where she graduated in 2012 with first class honours and was voted class valedictorian. She then enrolled for an MPhil in chemistry at Cave Hill under the supervision of **Professor Sean McDowell**, a highly regarded professor in theoretical chemistry, who is frequently published in leading scientific journals.

McDowell praised Joseph’s graduate studies sojourn as “phenomenal”, pointing out that the two year journey culminated in her being awarded an MPhil in Chemistry with high commendation.

“She made several well-received presentations of her work at the departmental, university, regional and international levels,” he noted. “In November 2013, she delivered a lecture at the 14th Annual Cariscience Conference and annual general meeting at the Grand Bahia Principe hotel in Runaway Bay, Jamaica. She also gave a poster presentation of her work at the 248th American Chemical Society National Meeting and Exposition in San Francisco in August 2014, one of the largest chemistry conferences in the world.

However, he felt Joseph’s most remarkable achievement during her tenure at Cave Hill was “an astonishingly prolific publication record” in collaboration with him.

No fewer than seven papers in some of the world’s top scientific journals in the field of chemical physics (such as *Journal of Chemical Physics*, *Physical Chemistry Chemical Physics* and *Journal of Physical Chemistry A*) have been published since she started her MPhil in September 2012, including five published this year (2014) alone — quite possibly an unprecedented feat in the history of the Faculty of Science and Technology at Cave Hill.

A book chapter in a volume of the prestigious Springer series “*Challenges and Advances in Computational Chemistry and Physics*”, authored by McDowell and Joseph, is to appear in print shortly, adding to her growing and impressive list of academic accolades.

“I was encouraged to apply for the Gates Scholarship by my MPhil supervisor,” Joseph said. “He thought that I would make an ideal candidate for the award. (However) when I saw how competitive the selection process was, I was very hesitant in applying for it.”

Joseph regards the cultural diversity and academic rigour encountered at Cave Hill as adequate preparation for her UK environment. In pursuing further post graduate studies in chemistry, she will focus on the use of atomistic modelling to investigate variable pathogens such as influenza and HIV.

Rapid mutations of these viruses pose a major problem for vaccination. Joseph’s research will aim to “predict the structures of these pathogens, to link this to their antigenic properties.” She hopes eventually to apply her research to the development of viable vaccines for these viruses.

Joseph believes the secret to success is always finding the thing that you are passionate about and pursuing it relentlessly. Over the last two years, the focus of her research has been the study of a phenomenon known as halogen bonding. This unusual intermolecular interaction is of emerging scientific interest due to its application in fields such as crystal engineering and drug design.

“I fell in love with computational chemistry while working with Prof. McDowell. When I was considering applying to Cambridge, I read up on some of the work that researchers were doing in that area. The work of Prof David Wales was particularly intriguing to me (that is, his use of computational chemistry in the study of biologically important molecules) and so I decided to do my PhD in that field.

“My dream is to become a professor of computational chemistry and to lead my own research group in the Caribbean. I hope to further elevate the standards of scientific research in my region and to inspire others to do the same,” she stated. ■



“Energized, Committed and Ready to Serve”

By Jeniece St. Romain

The UWI STAT – *Students Today, Alumni Tomorrow* – corps plays an integral role in the continued development of UWI Cave Hill Campus. Semester I of the 2013/2014 academic year has been termed by some as the Corps’ most productive semester to date.

The UWI STAT Ambassadors are the Student Representatives of Vice Chancellor **Prof. E Nigel Harris**, charged with encouraging student integration, developing leadership skills, and educating the wider student body about the importance of maintaining strong ties with The University of the West Indies. The group strives to foster a spirit of social and cultural cohesion by promoting regionalism and encouraging its members to engage with the Caribbean community through field promotions and various interactive volunteerism drives. To this end, a review of the activities hosted and participated in by the Corps in Semester I are as follows.

The UWI STAT Ambassadors volunteered as student helpers for the Regional Students’ Orientation in August 2013 and operated a booth at the Guild of Students Fair for clubs and societies at the start of the semester.

Year of Awareness

On Thursday, September 30, 2013, UWI STAT gathered students of the Cave Hill Campus together in the Law Faculty, Moot Court Room for its premiere event of the semester, the UWI STAT Annual Caricom Quiz. The Corps, as stated, strives to promote Caribbean pride and culture, as well as regional diversity, and as such were the hosts of this fun, educational and interactive event. The Caricom Quiz’ pool of questions covered information relating to the various CARICOM territories such as capital, leader, national dish, and so on.. The Student Association of St. Vincent and the Grenadines (VINSAG) won the top prize.

Following this event, UWI STAT was also able to jumpstart its “Year of Awareness” initiative, designed to sensitize students to various diseases and health conditions through “T-Shirt Thursdays” under the leadership of the



Executive and senior members of UWISTAT 2013/14 Executive and senior members of UWISTAT 2013/14

Volunteerism and Programming Vice President, **Emily Prentice**. The initiative was launched with a Balloon-POP on the Guild Lawn to raise awareness for ovarian and prostate cancer and continued with T-shirts Thursdays as the semester progressed, highlighting further ailments such as lupus, mental illness, and children with disabilities. The Corps also visited the Violet-Gittens Centre (a home for disabled children). The Ambassadors were given the privilege to spend an afternoon engaging the children through various games and activities. The Corps presented two gift baskets with various items such as toiletries, small appliances, colouring books and other gift items to the home as a parting gesture.

Alumni Relations

UWI STAT works closely with the Alumni Relations arm of the Institutional Advancement Division in order to increase regional ties between students and alumni and create student awareness of alumni relations and alumni involvement. **Courtney Vigo**, Vice President of Alumni Relations ensured that UWI STAT played its part in contributing to the success of Cave Hill Reunion Week 2013. UWI STAT Ambassadors assisted mainly with the marketing efforts and the Corps served as joint host of the 7th Distinguished Alumni Lecture which took place on Friday, 10th October, 2013. The event was hosted in collaboration with the UWI Office of Student, Corporate and Alumni Relations (OSCAR) and the UWI Alumni Association (UWIAA). Teachers, students, officials and the general public, including those who watched via an online live-stream link (www.cavehill.uwi.edu/50th), were treated to a warm,

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“Energized, Committed and Ready to Serve”

Continued from Page 56

witty, and inspiring presentation by the **Hon. Kamla Persad-Bissessar**, Prime Minister of the Republic of Trinidad and Tobago. A graduate of The University of the West Indies Cave Hill Campus Class of 1985, she spoke from the heart on the topic, “Preparing the Present for the Future: Preparing the Professional for Future Leadership.”

The Communications Committee of the UWI STAT Cave Hill Chapter, in its effort to make the Corps’ presence felt amongst the Cave Hill student body, embarked upon a day of appreciation on Thursday, 31st October, 2013. Small tokens of appreciation were distributed to students of the University across campus. This helped in building campus pride amongst students.

Caribbean region

As the semester progressed, **Liann Clark**, the Vice President of CARICOM Relations, represented the Cave Hill Corps on a UWI STAT Island Visit to Antigua and Barbuda. The visit was intended to promote The University of the West Indies as the leading tertiary educational institution in the Caribbean region, and also involved meeting with heads and ministers of government, and other members of the UWI Community while there. It was also an avenue used by the ambassador to discuss important issues in the Caribbean region such as Caribbean Integration: CARICOM and CSME, HIV/AIDS and Disaster Mitigation with high school students. The visit lasted six days and included school visits, courtesy calls, media appearances and a presence at the Antigua Commercial Bank International College Fair.

During this period The UWI STAT ambassadors also teamed up with the Marketing and Admissions departments of The UWI for local high school visits. Ambassadors were given an opportunity to speak to various high school and sixth form students in Barbados about student life at The UWI, with the hope of persuading them to enroll at the institution in the near future.

Media Engagement

Kris Liburd, President and **Jeniece St. Romain**, Vice President of Communication and Internal Relations also represented the Corps on a televised edition of *Good Mornin’ Barbados*. The ambassadors used the opportunity to sensitize the general public about the work of UWI STAT, the various benefits to be derived from joining the UWIAA as well the various ways in which alumni could give back to The UWI. A display at the Sidney Martin Library was assembled by members of the UWI STAT CARICOM Relations Committee, including fun and interesting facts about various Caribbean



territories such as area, capital, CARICOM responsibility/ portfolio, leader, popular sayings, and so on. The display stood for one week and was decorated with various fabrics, crafts, artwork, and other items commonly found across the region.

Training

UWI STAT prides itself on being the Vice Chancellor’s Ambassadors Corps and in order to ensure its continuity, new members or ‘ambassadors-designate’ were trained throughout the semester to equip them with certain skills as well as an understanding of the purpose and structure of UWI STAT. These sessions, organized by the Vice President of Membership **Kareem French**, covered areas such as HIV/AIDS awareness, disaster mitigation, UWIAA, preparing for school visits, CARICOM and the CSME, etiquette, and stress and time Management, among others.

One of the last events held was the Corps’ largest fundraiser for the semester: the Secret Santa Candy-cane Delivery Service. Here, customers were given a chance to send a candy cane with an attached message to persons of their choice for Bds\$3.00 each. The candy canes were delivered by ambassadors to specified locations on campus, whether it was a classroom, lecture theatre or even a picnic bench. This initiative was spearheaded by **Lillian Peña Diaz**, the Vice President of Finance.

Rhodes Scholar

To end the semester on a sweet and resounding note, UWI STAT Ambassador **Chloe Walker** emerged as Barbados’ first Rhodes Scholar in 7 years, much to the pride of her peers. In summary, the UWI STAT Cave Hill Chapter worked tirelessly in the pursuit of its mandate. Through hard work, team work and the support of the staff, students and alumni of the UWI, it is safe to conclude that the past semester was a resounding success. The Ambassadors remain ENERGIZED and COMMITTED and are READY TO SERVE the Campus community in the future. ■

Jeniece St. Romain is VP Communications and Internal Relations, UWISTAT.



Nadeana Reece

Mastering Math

Nadeana Reece often speaks a language that few of her peers understand and is quite accustomed to drawing blank stares when addressing her favourite subject, **Mathematics.**

This 22-year-old has achieved an intellectual attainment in Mathematics that makes her the envy of many, particularly in an era when the science, technology, engineering and mathematics (STEM) disciplines are deemed crucial to regional development but widespread scholarly interest and mastery of them has waned to such an extent that it is felt an immediate reversal is vital to help Caribbean societies emerge successfully from their current economic malaise.

Reece's early recognition that she was "naturally better" at numeracy than literacy fostered within her a competitive spirit to best her primary schoolmates at both. This she always did by topping the class each term. Ironically, in spite of her preference for numbers she would earn a higher mark in English than Mathematics in the Common Entrance Examination, gaining entry into Harrison College.

By third form, Reece's focus was riveted on Mathematics as a first love, though she found increasingly that she was

drawn almost equally by her artistic yearning to the arts. She found expression in art, dancing and singing at church and on the national stage where she won a number of National Independence Festival of Creative Arts (NIFCA) awards. To this day, she continues to dance with three Christian dance groups, sing in a chorale and is a member of a gospel band.

Reece's successful completion of a general associate degree in sixth form earned her a Barbados Exhibition after she excelled in two units in art, mathematics, spanish, geometric and engineering drawings.

She noted: *"After a review of my grades from the first three form levels by my teachers, I was entered to do the Caribbean Examinations Council (CXC) Caribbean Secondary Education Certificate (CSEC) examinations in mathematics and English language, both of which I received with a distinction.*

"Subsequently I was admitted into the Advanced Mathematics class where I was introduced to elements of calculus, probability and statistics. I completed the Cambridge level math course and was awarded the 5th Form Math Prize, as I had placed in the top three in my school. This encouraged me to continue in this discipline as I sought to further my studies at tertiary level."

Though debunked by scientists, popular theory holds that people are either left brain dominant, that is, analytical, logical and methodical or possess the right brain preeminence of being artistic and creative. To many, it seemed that Reece was both by the time she sought to pursue an undergraduate degree.

She said: *"Originally, I had applied to The University of The West Indies, Cave Hill Campus to do a degree in Mathematics with Fine Arts since I still enjoyed art and had received two bronzes at NIFCA and the Irving Burgie Scholarship for my artwork."*

With that degree option unavailable, however, Reece found a successful formula in Mathematics with Statistics and earned a first class honours degree, graduating at the top of her class in 2013.

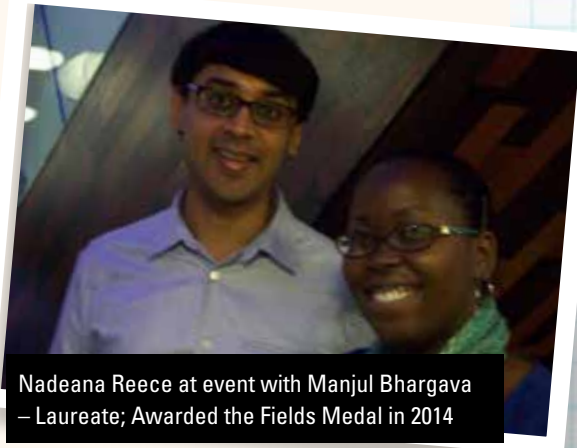
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Nadeana Reece with Hermann Mena – Hot Topic Presenter and first person to receive a doctorate in Ecuador

Mastering Math *Continued from Page 58*

Inspired by a few courses in her undergraduate studies, especially Abstract Algebra and Number Theory, Reece enrolled in an MPhil in Mathematics at Cave Hill last year, where under the supervision of **Dr. Bernd Sing** she started delving into the



Nadeana Reece at event with Manjul Bhargava
– Laureate; Awarded the Fields Medal in 2014

heady domain explained as “*transcendental numbers and normal numbers*” to the uninitiated.

Her research has secured her rite of passage to several rarified gatherings, perhaps none more exclusive and exalted than the prestigious Heidelberg Laureate Forum. This invitation-only convention in Heidelberg, Germany was held last September 21–26 for young 200 researchers – 100 of the world’s top mathematics students and 100 global top computer science students. There she would rub shoulders with a number of illustrious laureates in both fields.

“Realising that it would be an amazing opportunity to interact with other young mathematicians, not to mention glean from expert mathematicians who were recipients of the Abel Prize, Fields Medal and the Nevanlinna prize, I applied and waited for a reply. I was greatly

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An Explanation...

Exploring ‘typical’ numbers

In my MPhil thesis I explore real numbers or, more specifically, what a ‘typical’ real number looks like. As it turns out, this depends on one’s understanding of the word ‘typical’. There are at least two common meanings;

- one is measure **theoretic**,
- the other is **topological**.

Let’s start with **Measure Theory**. **This is the theory underlying probability theory.**

In this sense, one can think of putting all the real numbers in a bag and randomly drawing one from it. What would you expect this number to look like? The French mathematician Émile Borel answered this question in 1909. He proved that, typically, one should expect to get a real number that is “normal”; i.e., the decimal expansion of this number has the same number of 0’s, 1’s, 2’s, . . . , 9’s – on average every tenth digit will be either a 0, a 1, a 2, . . . , or a 9.

However, this is not the only way to say what ‘typical’ means. **Topology is the theory behind calculus and analysis.** In the latter, one learns that there are both infinitely many rational numbers (fractions) and infinitely many real numbers. However, it is not the same infinity! There are countably infinitely many rational numbers, but uncountably infinitely many real numbers. So there are a great deal more real numbers than rational numbers and, in fact, a great deal more irrational numbers (numbers like $\sqrt{2}$, π , etc. that cannot be written as fractions) than rational numbers. In topology, we say the rational numbers are a meagre set. In this topological sense, a number from a meagre set would not be ‘typical’. However, as it turns out, the set of normal numbers is also a meagre set!

So ‘typical’ numbers in the measure theoretic sense are not at all ‘typical’ in the topological sense. Trying to better understand what is ‘typical’ in the topological sense is at the heart of my thesis.

An interesting and useful illustration

Think of the ‘typical’ numbers as the hay in a haystack and the ‘atypical’ numbers as the needles. So we have two haystacks, a “measure-theoretic” haystack and a “topological” haystack. We can either find each number as needle or hay in each of these two haystacks. Now, it turns out that some of the needles in the “topological” haystack actually make up all the hay in the “measure-theoretic” haystack, and some of the needles in the “measure-theoretic” haystack make up all the hay in the “topological” haystack.

In fact, it is even more drastic. It is hard to actually find hay in either haystack because most of the numbers that we work with – natural numbers, integers, fractions etc. – turn out to be needles in either one. For other well-known numbers like π , ∞ and $\sqrt{2}$ we don’t actually know if they are needles or hay. In both these haystacks it is easy to find needles, but hard to find hay!

Application

The question what does ‘typical’ mean is at the heart of **ergodic theory** (the mathematical theory behind ‘statistical physics’). Imagine you have a box and your aim is to find the typical properties of a gas molecule within the box, for instance, its speed. Knowing such a microscopic ‘typical property’ is important because it determines a macroscopic property like the temperature in the box. Thus it is important to know what ‘typical’ in this example means.

Nadeana Reece (MPhil Mathematics Student of Dr. B. Sing)

Legal Triumph for Student Debaters

Cave Hill Campus made a clean sweep of the top prizes to emerge overall winners of the 4th Annual Inter-American Sustainable Development Law Moot Court Competition in Brazil last March.

In so doing Cave Hill became the first English-speaking team to win the competition which was held at the FGV Direito Rio de Janeiro Law School in Rio de Janeiro, Brazil. The Campus' triumphant international mooting team comprised **Kavita Deochan** and **Rushane Campbell**.

Team Cave Hill also won the **Best Written Memorial** and the **Best Delegation prizes**. Deochan was adjudged the **Best Oralist** in the finals as well as the **Best Oralist** of the overall competition.

Teams of students representing law faculties and law schools (where enrollees usually have an extra year or two of legal training) participate in this competition spanning the entire region of the Americas and the Caribbean. The trilingual contest allows students to argue in Spanish, Portuguese or English.

This year's moot case dealt with the **human rights of indigenous peoples under the American Convention of Human Rights** and other issues including property rights, sustainable development and international law.

One week earlier, another team of Cave Hill debaters earned the Campus the title of Best Academic Institution; the Campus picked up this prize for the second time this year after winning it at the inaugural offering in March 2012. This year's title was won at the Caribbean Court of Justice's International Moot Court competition in Trinidad on March 14th, 2014.

The Cave Hill debating team in Trinidad comprised **Suzanna Clarke**, **Andre Sheckleford** (2nd year direct entrants) and **Christopher Harper** (2nd year).



L-R: Westmin James (coach), Kavita Deochan and Rushane Campbell

Appearing before the CCJ's panel of **Justice Winston Anderson**, **Justice David Hayton** and **Madame Justice Desiree Bernard**, the Cave Hill team bested all other participating Faculties of Law.

On winning their match against sister campus St. Augustine, the Cave Hill participants were complimented on their skills. Clarke was praised for her gravitas as a lawyer and the Bench indicated that she had a good grasp of the law. Sheckleford was commended for his clear and measured tone and his very good knowledge of the law.

This year's moot case, heard under the CCJ's original jurisdiction, dealt with issues related to free movement under the Revised Treaty of Chaguaramas for CARICOM nationals, economic citizenship, the Court's advisory jurisdiction, and other international legal matters. The overall winner of the competition was the **Eugene Dupuch Law School**.

The Faculty of Law, headed by **Dr. David Berry**, Dean extended warm congratulations to all contestants as well as to **Westmin James**, the team coach and coordinator of the Faculty's International Mooting course, for their tireless preparatory work leading up to the competitions. ■

Mastering Math

Continued from Page 59

surprised, relieved and immensely happy when, in May, I received an invitation to the Forum. After all, applicants from all over the world were considered and I was one of the 100 young mathematicians chosen.” Reece said.

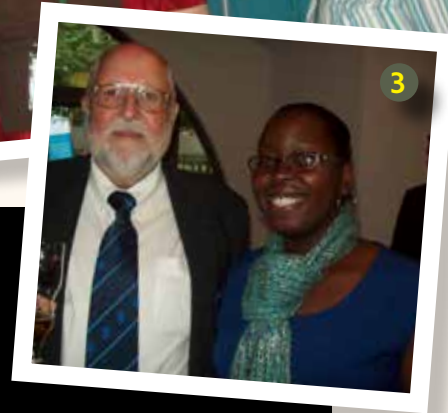
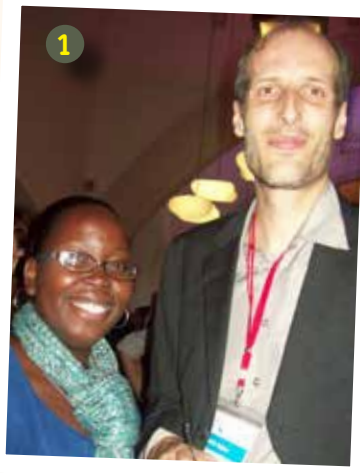
She described as “fantastic” the experience afforded for her to network with leading scholars in her field from China, India, US, Europe and Latin America, among other geographic areas.

Though full comprehension of Reece’s research may at times elude listeners, there is no misreading the passion she exudes the moment she broaches the subject.

“In my research thus far, I have encountered normal numbers with respect to measure theory, I have viewed them from a topological viewpoint and I have been introduced to summability methods, particularly the Cesàro, Borel and Abel Methods. As I discover new material, a desire to explore other realms of Mathematics is fueled.

For example, I applied for – with the help of my supervisor Dr. Bernd Sing – and was awarded two grants from the Post Graduate Studies Research Grant to broaden my mathematical horizons. In January, the first grant was used to fund my trip to the joint Mathematics Meeting held in Baltimore. The joint Mathematics Meetings is the largest annual meeting of mathematicians (over 6000 mathematicians were in attendance) in the world. The experience was fascinating and definitely an eye-opener. It allowed me to interact with thousands of students worldwide, who studied diverse areas in Mathematics, almost unheard of in my region. Further, I attended talks and presentations on topics that I had not been not exposed to in my undergraduate degree.

Further, with the second grant I visited Germany (the home country of my supervisor Dr. Sing) in July. I spent two weeks at the University of Erlangen doing research, followed by a week-long summer school on “Diophantine Analysis” at the University of Würzburg. I presented a poster at this summer school and also gave a talk at a conference on Elementary and Analytical Numbers at the University of Hildesheim.



Nadeana Reece at events with:

1: Martin Hairer – Laureate; Awarded the Fields Medal in 2014

2: Ingrid Daubechies – First Woman President of the International Mathematical Union (IMU) 2011-2014

3: Klaus Tschira – Founder of the Heidelberg Laureate Forum

My participation in these events – both the joint Mathematics Meetings in the USA and my four-week long stay at various German universities – cemented my fascination for mathematics and, in particular, elements of algebra and number theory.”

On completion of her MPhil at the end of the current academic year, Reece is seeking to pursue a PhD in Mathematics and is currently researching universities across Canada, Europe and the UK.

“I will always seek to grasp any opportunity that I can to further the advancement in my studies. Unfortunately, as a Barbadian, opportunities to interact with members of the Mathematics community in my country are virtually non-existent. I am one of three students reading for a higher level Mathematics degree on Campus and, with the current economic situation, not to mention the aversion to studies in Mathematics, I doubt that this will change in the near future.

“As a young woman, I want to be an example to students, and in particular aspiring mathematicians in my region. I would love to be able to show them that, despite limited resources, we in the Caribbean – together with our enthusiastic supervisors – are still capable of producing well rounded and educated researchers in all fields imaginable.” ■

Walker's Road

By Rasheeta Dorant

Students usually choose a specific academic path which they hope would keep them on track for a career of choice. **Chloe Walker** does not conform to convention and is not afraid to take the road less travelled. She has long held fast to the belief that her goals will be met so long as she pursues her passion.

"Do what you love and success will follow..." she stated candidly.

With such conviction as a guiding principle, the Barbados Scholar and University of the West Indies Cave Hill campus graduate copped one of the region's most prestigious academic awards – the Commonwealth Caribbean Rhodes Scholarship tenable at Britain's Oxford University.

Walker's journey to Oxford was paved with a love for the Humanities which she discovered in sixth form at her alma mater Harrison College. **"Most people pursue disciplines that they feel pressured to undertake but it's just so refreshing to be able to study something that excites you,"** she said.

Swayed initially towards legal studies, she enrolled at Cave Hill to pursue a Law degree but did not take long to come to the realisation this was not the route she wanted to travel as she **"quickly discovered that (Law) was a bit too rigid for me"**.

Unwavering in her commitment to explore her academic interests, the

confident teen enrolled in Literary and African Studies at the University of Toronto where she excelled. She returned to Barbados and completed a Masters in Linguistics at Cave Hill. Having found her niche and with a flair for creativity, Walker couldn't be happier but after returning home from Toronto she recalls being bombarded with one particular question – **"What work are you going to do with that degree?"**

"I understood the concern from a pragmatic perspective but we need to be more creative in what we view as job prospects. People think you have to study X things to arrive at Y career which is true for areas like medicine and law, but having a multidisciplinary background is not only advantageous but a necessary requirement for many others especially in the globalized world" she said.

Her willing embrace to be academically diverse and exploratory contributed to Walker copping the highly competitive and coveted Rhodes Scholarship, one of 80 awarded annually across the world. While high academic achievement is a requirement for the award, special focus is placed on well-rounded students who display exceptional leadership potential and an understanding of international issues.

"The key is to get involved in activities while you are here on Campus," Walker advised. **"So even though your degree may be in history you have the opportunity to gain valuable skills and experience from leading a particular club or project."**

"All students can also take advantage of semester exchanges abroad. So the ideal balance for me is to study a subject area you love while gaining practical skills through your extracurricular activities"

At the age of 22 Walker has walked her talk. Along with other noted accomplishments she is the recipient of the Innis College Exceptional Achievement Award in Toronto, the regional Cape Award for top performance in Humanities and a UWI Graduate Scholarship. The avid debater shares her literary passion among young people as a **"Read For Life"** volunteer through a community-based organization. She also serves as a supervisor for the Duke of Edinburgh's International Award and as a founding member of the global youth network AISEC's Barbados chapter, a student-run-not-for-profit organization focused on world issues leadership and management.

"For the past two years my interest and my passion has been refined to education and teaching only further solidified that for me," she stated with reference to her recent stint at Harrison College where she returned as a member of the teaching staff. That experience awakened within her a passion for guiding young minds and provided a segue way into her current academic pursuit at Oxford.

Enrolled at Oxford to pursue further research into African Studies initially, Walker hopes this will transition into research into education that leads to a PhD. Eventually, she hopes to contribute to the use of educational technology in the further development of the Caribbean and the acquisition of standard English.

Continued on Page 63

Walker's Road *Continued from Page 62*

She has been exploring the relationship between language awareness and language use among students, observing students at Harrison College to see how much they know about language, and how it affects their writing and proficiency in standard English.

She said: *"In many cases the students have so much potential and most are eager to learn but I can still see from my own teaching there're a lot of (unresolved) issues outside of behavioral issues."*

Walker believes that the time is ripe for greater educational reform that embraces greater use of technology.

"I'm very, very interested at this point in language education and also reform; for example, how to introduce technology and how to incorporate it into the classroom. I know that there needs to be a change so I want to equip myself with the tools to allow me to (create change) and equip myself with the ability to determine how things can change ... because it's not something that we can ignore much longer."

"The average five year old can now operate electronic devices but we put them in a class and expect to capture their attention by just writing on a board and then we blame them when they don't learn ..." she lamented.

Walker believes, however, that there is a need to strike a balance between the reform she seeks while instilling and maintaining discipline in an academic environment.

"Today there is a completely different kind of child. They're home and on the computers ... from the time they could touch something they were on touch screens. I really want to learn how to improve things without destroying what is in place because when we introduce technology we lose the basics so I want to be able to figure out a balance between the two." ■



Chloe Walker

Postcards from Middleton Place

UWI History Graduates in South Carolina

By Tara Inniss, PhD



For the past two summers, graduates of the Department of History and Philosophy's postgraduate programmes have availed themselves of a unique opportunity to shadow curators and heritage managers at one of South Carolina's premiere heritage tourism attractions. Invited to participate in the 4-week programme, both Dr. Gloria Sandiford and Zakiya Doyle conducted study visits to Middleton Place (www.middletonplace.org) with the assistance of the site's Vice President and Chief Operations Officer, Tracey Todd.

Dr. Sandiford was the first UWI Cave Hill graduate intern at Middleton Place in 2013. She is a PhD graduate in History whose doctoral thesis examined Georgetown's modern dilemmas with the interpretation and preservation of its colonial heritage in Guyana. This past summer, Doyle, a graduate of the MA Heritage Studies programme who now teaches at The St. Michael School in Barbados, was selected to follow Dr. Sandiford's lead and was the second CARICOM national to spend some time on one of South Carolina's former rice plantations.

The historical connections between South Carolina and Barbados date back to the 1670s when a group

History and Philosophy graduates continue to be sought after as participants in heritage internship schemes

of Barbadian settlers and their enslaved workers re-settled in the present-day Carolina Low country around the port city of Charleston, South Carolina. The connection is encapsulated in the history of the Middleton family and its progenitor, Edward Middleton, who emigrated from England to Barbados in the mid-17th century. In 1678, he moved to South Carolina after receiving large land grants near Goose Creek. Successive generations of Middletons and their slaves continued to inhabit the area. Within a century, the family became one of the wealthiest landowners in South Carolina, owning in excess of 50,000 acres and 800 enslaved persons. The Middletons became one of South Carolina's most prominent families and during the Civil War (1861–65) some members of the family fought as unionists and others in defence of the secessionist cause.

Begun in 1741, Middleton Place was the headquarters of the prominent Middleton family and today it contains America's oldest landscaped gardens, an important House Museum and an outdoor living history museum called the plantation stable yards. Well entrenched in the history of the United States, Middleton Place was the home to one of the signatories to the Declaration of Independence, Arthur Middleton (1742–87).

Providing some insights into the living history of the former plantation, several re-enactments and museum displays take visitors back into time to experience the working life of the stable yards where enslaved Africans once worked as field hands and artisans.

Both graduates have produced reports of their experience at Middleton Place and will present their observations at a special **History Forum** seminar entitled, *"Postcards from Middleton Place: UWI History Graduates in South Carolina."*

Dr. Sandiford's visit included several tours of the property, including an evaluation of its landscape and outdoor living history. Reporting that the enslaved experience and South Carolina's rice history's African connection were integrated into the tour script, she found that the tour of the stable yard was "edifying." She further related that the tours interpreting the heritage of enslaved Africans were engaging and brought the experience to life. Dr. Sandiford's visit took her to other heritage sites such as the Old Slave Mart Museum, Aiken-Rhett House Museum, Charleston Museum and First Baptist Church.

Of her informal education during her stay, Dr. Sandiford said: *"I was totally bowled over by the friendliness I encountered on the streets and shops of Charleston... I must confess I fell in love with the city of Charleston."* She found greater connections with her hometown of Georgetown, Guyana than with Bridgetown, Barbados: *"Just like Charleston, Georgetown is low-lying, prone to flooding and protected by a sea wall."* The street layout with its tree-lined sidewalks and wooden architecture was reminiscent of Georgetown at the turn of the 20th century.

Zakiya Doyle's visit was spent shadowing specialists who look after the gardens and the museum's collections to ensure their safekeeping and preservation. She was impressed with the meticulous management of the site but was particularly struck

with the number of teaching materials available for teachers and students visiting the property:

"As a teacher I have learned that having this kind of information beforehand is important as it prepares you to be engaging and knowledgeable about what is taking place during the tour... and introduce lessons related to the field trip in the classroom." She believes the internship was a "fantastic" opportunity which should help her to integrate authentic learning experiences in the classroom.

Drawing on experience gained from UWI's history and heritage programmes, both graduates made recommendations to improve the visitor experience at Middleton Place. Doyle, for example, recommended that more feedback mechanisms for visitors be introduced and indicated that greater representation of the role of African women in rice processing techniques was needed.

Todd, the internship coordinator, was most impressed with the knowledge and expertise of our graduates and is looking forward to continuing the programme so that the Barbados–Carolina connection can be maintained to provide an arena for exchange and development.

The Department of History and Philosophy is committed to ensuring that its graduates continue to hone their skills as they prepare for the 21st century global job market. History and Philosophy graduates continue to be sought after as participants in heritage internship schemes such as these and in the workplace as educators, heritage practitioners, policy analysts, and researchers in a number of career paths in history and heritage and much further afield — in law, journalism, finance, banking, and international relations. ■



Dream Comes True

Fallon Forde – Cave Hill Sport Science student and finalist in the 2014 IAAF World Relays talks to Nevin Roach.

An image of a uniform captioned “A few years back I dreamed of earning these clothes and representing my country [Barbados]. My dream has now become reality” is what Sport Science student **Fallon Forde** posted to his Facebook profile, before flying off to participate in the IAAF World Relays in the Bahamas in May 2014. The 2014 Louis Lynch 200m champion finally achieved his goal and was elated to run on the same track with some of world’s finest sprinters.

Forde teamed up with **Ramon Gittens, Andrew Hinds** and **Levi Cadogan** to stop the clock at 1:21.88, setting a new national record. The team was elevated to 4th place behind the Jamaican sprint kings, France, and St. Kitts and Nevis, after the U.S. was disqualified from their bronze medal finish.

CHILL was able to have a chat with Forde on his return to Barbados.

Q: Describe your emotion and reaction when you were informed about your selection.

A: I was overjoyed that I was selected especially since it was my dream to represent Barbados at an international meet.

Q: Were you nervous for your first race? If so, how did you shake the feeling?

A: I was extremely nervous during warm up and in the call room area, but when we broke the curtain walking out behind our flag and I heard the crowd, I went from nerves to hype!

Q: What were your thoughts just before the start of the finals with a field of seasoned international athletes such as Yohan Blake?

A: I love my country and despite all the big names in the line-up, I was going to take the baton and give the best possible performance I could give. I also asked the Lord to get the baton around the track clean and that my teammates and I finish the race injury-free.

Q: How would you describe your experience participating in the 2014 World Relays?

A: It was one of the best meets I’ve seen put on and that was the opinion of most of the athletes. It was a crazy experience for me. Police escorts and signing autographs... It was way beyond anything I envisioned for my experience on my first national team. It has boosted my confidence so much. I was very observant, looking at warm-ups and behaviours on the track because, after all, they are the best and I also want to be one of the best! I spent a lot of time with the pros from Barbados and it really was a learning experience for me. My coach told me to think of myself as one of the best [and] I was a bit unsure at first, but now I believe it more and more. That experience has encouraged me to go even harder now.

Q: What was your most memorable moment of the meet?

A: The most memorable part of the meet for me was the way they introduced us... breaking the curtain with music and flare and all that other stuff. It was one of

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Dream Comes True*Continued from Page 66*

the coolest things I've seen, not only as an athlete but as a track and field fan and a student of the sport as well.

Q: Which international athletes were you hoping to meet?

A: I really only wanted to meet Allyson Felix and Usain Bolt, but neither of them was there. However, I met Shelly-Ann Fraser-Pryce (Two-time Olympic and Five-time World Champion). That was great. She is a really nice and pleasant person. I said hi to a few others but that was about it. I was focused on the task at hand.

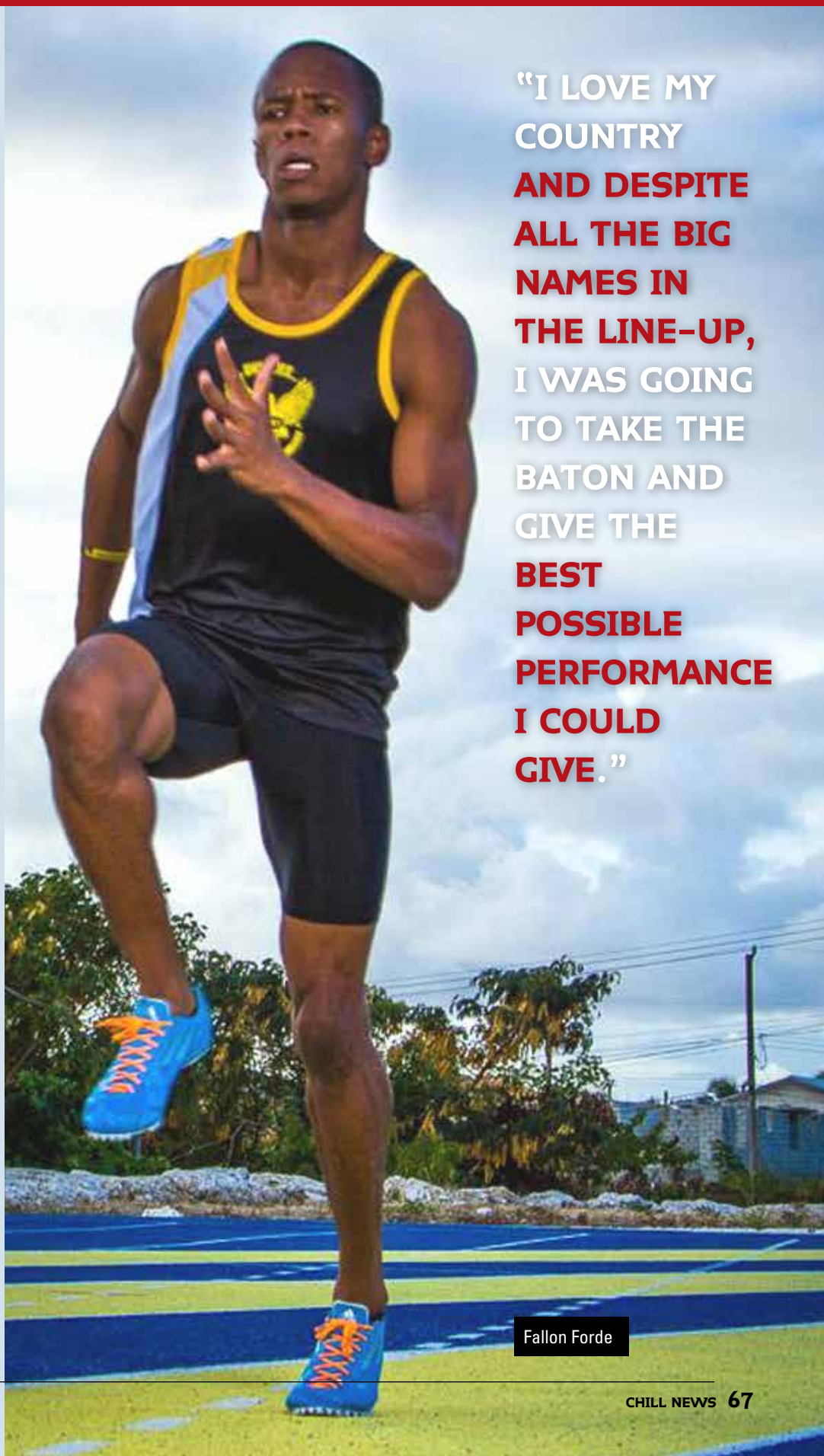
Q: Any embarrassing moments?

A: My only embarrassing moment was probably in the preliminaries when I put down my tape in the wrong zone. I put the tape in the blue zone when I was supposed to put it by the yellow. I realised that all the other guys had their tape far from mine so I had to run back onto the track to change it.

Q: What's next for you in track and field

A: The next event on my calendar is Nationals, which will be held on June 20th, 21st and 22nd. I hope to go sub-21 seconds to get the CAC qualifying mark of 20.9. ■

"I LOVE MY COUNTRY AND DESPITE ALL THE BIG NAMES IN THE LINE-UP, I WAS GOING TO TAKE THE BATON AND GIVE THE BEST POSSIBLE PERFORMANCE I COULD GIVE."



Fallon Forde



UWI BLACKBIRDS FLY into PREMIER LEAGUE

When the final whistle blows on the 2014 Barbadian football season, few clubs will have as much reason to celebrate as The University of the West Indies Football Club (UWIFC), who successfully navigated their way to next season's top flight after a rewarding season in the second-tier Banks Division 1. The UWIFC enjoyed a consistently good league season, with a 10-game unbeaten streak from March through to May, setting the tone for what would be their most productive season to date.

However, the tail-end of the season provided a few hiccups as some negative results threatened to derail their campaign. UWIFC's league game, after the ousting of defending champions Rendezvous from the KFC Champions Cup, pitted them in an away encounter against Parish Land Football Club, which ended in a painful 1-0 loss. Once again, Christ Church appeared to be a hard place to go for UWIFC as a couple days following this defeat they endured a flat 0-0 draw at Maxwell Football Club.

A return to winning ways was needed for UWIFC and they did exactly that against Crompton Football Club, with **Gregory Applewaithe** scoring a brace and top-scorer **Riviere Williams** also getting on the score sheet for a 3-0 victory. The rejuvenated Blackbirds' travels continued to Bagatelle Football Club, where they managed a hard-fought 1-0 win over the hosts, with **Peter Sealy** nicking a late winner, an unstoppable volley into the top corner of the net.

By the time the home game against Clarkes' Hill Football Club rolled around, UWIFC needed just 3 points to secure

second-place and the final promotion spot in the league and with a 3-0 triumph, featuring goals from **Carlo Perry**, **Reno Shepherd** and **Riviere Williams**, UWIFC emphatically confirmed their status as a Premier League team for next season to the absolute delight of supporters and players alike.

The joy of promotion did not take the spark out the UWIFC team fortunately, as they continued their fine season with a comfortable 2-1 win over Empire Club at Passage Road with **Chad Bynoe** and **Ramon Manning** scoring. UWIFC will finish off a stellar league campaign with home fixtures against Porey Springs Football Club and St John Sonnets.

The Blackbirds also had a decent showing in the KFC Champions Cup this season. Prior to their third round elimination of Rendezvous, they comprehensively beat Benfica Sports Club 3-0 in the second round, with goals from **Daniel Rowe**, **Jamar Harewood** and **Corey "Santa" Barrow**. They registered the biggest margin of victory in this season's competition, winning 8 goals to nil against a weak Beverly Hills Football Club in the fourth round. They would fall eventually in the quarter finals at the feet of Premier League stalwarts Clayton's Kola Tonic Notre Dame, losing narrowly by a score line of 1-0. Despite this, UWIFC still had an admirable Cup run in many ways and will certainly have renewed vigour for next season's edition. ■

Nicholas Maitland

TEAM PHOTO: Standing L-R: Jason Carter, Chad Bynoe, Carlo Perry, Tito Beckles, Tazieo Riley, Akeem Maloney, Reno Shepherd
Kneeling L-R: Corey Barrow, Riviere Williams, Ramon Manning, Amal Mayers



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Method of Application

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Entry Requirements

Entry requirements are detailed online at www.cavehill.uwi.edu/admissions

Application Deadline

31 January, 2015

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Applicants must submit the following documents in support of their applications by 31 January, 2015

- Birth Certificate/Marriage Certificate (where your name has been changed by marriage)
- Relevant Academic/Professional Certificates
- Official Transcripts (these must be sent directly from the granting institution)

You should bring photocopies of each document along with the originals. The originals will be returned to you.

English Proficiency Test

Applicants who do not possess a Grade 1 in CXC or CSEC English A, a Grade A in GCE O'Level English, a Grade 1 in CAPE Communication Studies, a Grade A or B in the GCE General Paper or a Grade B or above in CORE 100 English and Communication from the Barbados Community College, must take the English Proficiency Test.

Application forms for the ELPT test should be downloaded from www.cavehill.uwi.edu/admissions/ELPTForm.pdf or may be collected from the Admissions Office.

Test Date: 19 February, 2015 (The time and venue will be advertised in the local press during February 2015.)
Cost: US \$25.00

Application Assistance

Applicants who need assistance should visit the Admissions Office on the Cave Hill Campus where computer facilities are available for you to complete an online application.

Contact Information

Tel: (246) 417-4125 or email apply@cavehill.uwi.edu.

Please note that all communication to applicants in respect of applications will be sent via email.

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