



UWI

CAVE HILL CAMPUS
BARBADOS, WEST INDIES

ANNUAL REPORT TO COUNCIL

2020/2021



ACCESS • ALIGNMENT • AGILITY
REVITALIZING CARIBBEAN DEVELOPMENT





Our Vision

To be an excellent global university
rooted in the Caribbean

Our Mission

To advance learning, create knowledge
and foster innovation for the positive
transformation of the Caribbean and the
wider world

Our Core Values

Integrity
Excellence
Gender Justice
Diversity
Student Centredness



THE UNIVERSITY OF THE WEST INDIES (UWI), CAVE HILL CAMPUS

ANNUAL REPORT TO COUNCIL 2020/2021

CONTENTS

Chairman's Statement	2
Principal's Overview.....	5
Internal Operating Processes	37
Teaching and Learning.....	47
Celebrating Student Achievement.....	61
Research and Publications	69
Spotlight On Alumni.....	93
Campus Events.....	99
Administrators of The Campus, 2020/2021	110
Membership of The Campus Council Cave Hill, 2020/2021	111
Financial Summary.....	113
Recognising Excellence	117
Statistics	130
Staff.....	138
Benefactors 2020/2021	141



Sir Paul Altman
Chairman

CHAIRMAN'S STATEMENT

I am pleased to present to Council the Annual Report of the Cave Hill Campus for the Academic Year 2020-2021. I wish to place on record Campus Council's appreciation of the excellent stewardship of outgoing Principal, Professor The Most Honourable Eudine Barriteau, who gave to the Campus and The University over 35 years of distinguished service in various capacities.

Professor Barriteau has recorded several "firsts" including being the first female Principal of The UWI Cave Hill and the only woman to have led two of The UWI's five campuses. Fittingly, she was one of the first two individuals conferred with the Order of Freedom of Barbados during Barbados' 2019 Independence Awards.

Professor Barriteau's exemplary leadership allowed the Campus to remain financially viable during difficult periods and realised two major developments, namely the implementation of the Smart Campus Initiative from which the Campus has benefitted significantly, and the establishment of the Faculty of Culture, Creative and Performing Arts.

Campus Council extends heartiest congratulations and a warm welcome to Principal Designate Professor Clive Landis whose appointment takes effect from August 01, 2021. We wish him a successful tenure.

This year's Report is replete with accounts of the unprecedented challenges faced by staff and students resulting from the COVID-19 pandemic and compounded by the eruption of the La Soufrière Volcano in St Vincent and the Grenadines as well as the passage of Hurricane Elsa. The Campus has also had to endure consistent cuts in its operating budget, which placed additional strain on its day-to-day operations. I am pleased to note, however, that having weathered a plethora of 'storms' in the previous academic year, the Cave Hill Campus was well prepared to navigate the uncharted waters and stay the course to record noteworthy achievements during academic year 2020-2021.

Through the combined efforts of a committed senior management team ably led by Professor Barriteau, and with the support of staff and students, the Cave Hill Campus for the second consecutive year since the arrival of COVID-19 to Barbados, has overcome adversity to continue to deliver quality educational goods and services.

The Report points to successes under each of the three pillars of **A**ccess, **A**lignment and **A**gility as contained in the 2017-2022 Strategic Plan: Revitalising Caribbean Development. Positive outcomes from the Campus' efforts to expand Access and increase enrolment have been reported. Not daunted by a marginal decline in applications during the year, the Campus intensified its efforts to recruit new students through its specialised units namely the Student Enrolment and Retention Unit (SERU), the Centre for English Language Learning (CELL) and the Centre for Professional Development and Lifelong Learning (CPDLL).

The Campus remains committed to deepening academic/industry partnerships and this year's Report highlights the positive results of initiatives undertaken with existing and new strategic partners with whom the Campus engaged. Special mention must be made of the service provided to the Government of Barbados on projects such as 'Operation Seek and Save' which allowed the Government to capture critical data in the fight against the COVID-19 pandemic. These projects also provided avenues for experiential learning by students at a time when COVID-19 has limited internship opportunities.

During the year the Campus strengthened its internal operating processes relating to staff and students. Under the Smart Campus Initiative, further improvements were made to service delivery utilising the capabilities of Microsoft Office 365 and the Banner 9 self-service suite to effect further enhancements to human resources and student admissions and registration functions among other areas.

Cave Hill has continued to improve the teaching and learning environment with a focus on curriculum renewal. All Faculties participated in the curriculum review exercise and worked collaboratively to re-evaluate and revise existing courses and programmes. This effort also resulted in the development of new programmes, inclusive of cross-faculty offerings at both the undergraduate and postgraduate levels, all designed to expand access while addressing the needs of the region for capacity building in a number of critical areas.

The Campus must be congratulated for maintaining a commendable level of publications as evidenced by the reported number of books, book chapters, journal articles and technical reports produced in academic year 2020-2021. The research and publications output of faculty lends to the Campus' goal of enhancing the quality, quantity and impact of research, innovation and publications which was identified as one of the primary strategic goals for the review period.

I fully endorse the recognition accorded alumni of the Cave Hill Campus in this year's Report. The accomplishments of the featured alumni is testimony to the quality of the Campus' programme of training and underpins the ranking of The UWI among the top global universities.

Campus Council notes with satisfaction, the renaming of the CARICOM building as the Owen Arthur CARICOM Research Complex in honour of distinguished alumnus, the late former Prime Minister Owen Arthur, aptly recognised for his outstanding contribution to The UWI, Barbados and the region.

Amidst the challenges, the Campus has had several reasons to celebrate. The scholastic excellence of students was recognised during the rebranded Appreciation Awards Ceremony and the historic virtual Graduation Ceremony for the 2020 Graduating Class. Student volunteers who participated in the Barbados Government's 'Operation

Seek and Save' and the national immunisation campaign were fêted in a special thank you event for their selfless contribution. Also celebrated was the Blackbirds female volleyball team which captured both the Knockout and League titles.

I take this opportunity to extend congratulations to Dr Isabelle Constant and Dr Don Marshall on their elevation to the rank of professor, and to the recipients of the Vice-Chancellor's Awards for Excellence, Professor Alina Kaczorowska-Ireland and Dr Sheron Burns.

I am pleased with the launch of the Faculty of Culture, Creative and Performing Arts (FCCPA) on August 01, 2020 and look forward to the Faculty's contribution to the economic and social development of Barbados and the rest of the region, through the delivery of attractive training programmes in the Arts as well as the in-depth study of our much celebrated Caribbean culture.

A significant milestone was achieved by the Faculty of Law last academic year, however the Faculty which was established at the Cave Hill Campus in 1970, had to postpone its 50th anniversary celebrations due to national COVID-19 restrictions. Commemorative activities resumed during the year with an exciting slate of events targeting alumni of the Faculty, members of the legal fraternity and the general public.

Though progress on infrastructural projects stalled during 2020-2021, it is encouraging to note that the Campus forged ahead with those deemed as critical, focusing on the identification of strategic partners to assist in bringing the projects to fruition. In particular, Campus Council looks forward to the realisation of the Dukes agribusiness project and the operation of a much-needed day care facility.

Campus Council expresses deep gratitude to the Campus Community for its support throughout the academic year which has enabled the achievements recorded in this Report. The contributions of the Government of Barbados and other regional governments, local and regional private sector partners, international donors and alumni are also sincerely appreciated. The collective efforts of these internal and external stakeholders have provided the impetus needed for the Campus to return to a path of growth and achieve its goals in support of national and regional development.





**Professor The Most Honourable
V Eudine Barriteau, PhD, FB, GCM**
(Pro Vice-Chancellor and Principal)

PRINCIPAL'S OVERVIEW

The University of the West Indies, Cave Hill Campus is pleased to present to Council, its Annual Report for the Academic Year 2020-2021. This year's Report reflects on the performance of the Campus during a period characterised by unprecedented challenges brought to bear not only by the COVID-19 pandemic but also by natural disasters. The Report also highlights the achievements of the Campus, attained through a remarkable display of teamwork, discipline, commitment, and fortitude.

In academic year 2020-2021, not only was the Campus required to address the difficulties ushered in by the COVID-19 pandemic, but also disruptions occasioned by the eruption of the La Soufrière Volcano in St Vincent and the Grenadines and the passage of Hurricane Elsa in April and July of 2021 respectively. The ash fall from the eruption resulted in the closure of the Campus in order to carry out extensive cleaning of its on- and off-site locations, while excessive rainfall from the hurricane demanded that urgent attention be given to those facilities which sustained water damage. In spite of the challenges, the Cave Hill Campus recorded significant achievements spanning several areas of its operations.

Throughout the year, the Cave Hill Campus was guided by its mantra that it would not be defined by its circumstances and adopted strategies to strengthen all aspects of its operations in order to thrive beyond the COVID-19 pandemic. This year's annual report is indicative of the success of the Campus in confronting and

effectively managing myriad challenges fuelled in part by the COVID-19 pandemic but also successive cuts to its operational budgets.

Having instituted a system of hybrid delivery of its programmes in Semester I of the academic year, the Campus once again returned to full online teaching in Semester II due to limitations imposed by the Government of Barbados on public gatherings in January 2021 as a result of a spike in the number of COVID-19 cases locally. Early planning and experience facilitated a seamless transition to a virtual format for the delivery of a range of academic and administrative services. Urgent attention was given to communication concerns raised by students following the implementation of remote work for many staff members, with Faculties and Units ensuring adequate staffing of offices to guarantee timely responses to student concerns and queries. The Campus also took steps to reduce scheduling and registration difficulties encountered by students in Semester I.



The UWI Cave Hill Vaccination Drive



The UWI Cave Hill Vaccination Drive

All internal stakeholders including Campus Administration, the Campus Health and Wellness Committee, the Office of Student Services (OSS), the Health, Safety and Environmental Officer, Faculties and Units, worked collaboratively to ensure that all national and Campus COVID-19 protocols were in place. Plans for the appointment of a Campus Compliance Officer were also put in place. Timely and consistent information on quarantine requirements was disseminated to all students, especially new students and those travelling from overseas. Campus Administration received the full support of the Guild of Students for a COVID-19 vaccination drive to be held at the Campus. In collaboration with the Ministry of Health and Wellness, the vaccination drive, which was open to all staff and students, took place on August 19 and September 16 and 18, 2021.

Enhancing student satisfaction

The Student Enrolment and Retention Unit (SERU) continued to work with departments charged with supporting student learning and development, in particular the OSS, and undertook a number of initiatives aimed at improving communication and services for students. The SERU also facilitated the loan of tablet computers and laptops to students in need of devices for online study. The laptops were graciously donated following outreach to alumni and staff.

Student satisfaction remained high on the SERU's agenda which led to the establishment of a Student Information Hub to provide students with easy access to information,

guidance and timely resolution of problems reported. Communication channels provided by the SERU include the Campus App, email, social media, and WhatsApp.

Faced with increasing financial adversity, the Campus systematically and consistently sought to reduce operational expenses in keeping with the Ten-in-Two Initiative adopted by The UWI in 2019. This strategy recommended that all campuses should endeavour to cut expenditures by 10% over the next two years while simultaneously increasing revenue by 10% over the same period. Cost reduction measures employed by the Cave Hill Campus involved investments in renewable energy to reduce energy expenditure and create savings, stringent monitoring of its hiring practices, rationalisation of courses and programmes, postponement of capital upgrades, restrictions on the number of major events hosted and approval of essential travel only. Conversely, plans for revenue generation included the introduction of new fee-based master's programmes and short courses, increasing the number of projects and grants and targeted philanthropy.

Despite the difficulties encountered, the Campus recorded several achievements in the areas of curriculum renewal, with most Faculties revising and/or introducing new courses and programmes which will redound to the goal of Access; new strategic partnerships in keeping with its Alignment goals and expansion of digital transformation initiatives through the Smart Campus Initiative to improve our Agility. It should, however be noted that many of the reported activities intersect each of the three pillars of Access, Alignment and Agility.

Continuity a priority

The Campus maintained its slate of annual outreach events wherever possible, albeit in a virtual format to ensure continuity, share research and maintain its connection with the community. The Professorial Lecture Series organised by the School for Graduate Studies and Research was reinstituted and lectures delivered virtually when COVID-19 restrictions prevented live audiences. The Campus, through the Academy of Sport, was pleased to reintroduce the annual Frank Worrell Memorial Lecture after a four-year hiatus. The 20th lecture in the series titled "Reforming Cricket West Indies for Improved On-Field Results" was delivered virtually by Mr Richard "Ricky" Skerritt, President of Cricket West



Pupils of the Eden Lodge Nursery School happily accept a donation of hand sanitiser

Indies on November 16, 2020. On June 28, 2021, the 21st lecture, was also delivered virtually by Dr the Right Honourable Keith Mitchell, Prime Minister of Grenada on the theme “Sport and Climate Change”. On May 11, 2021, the Faculty of Culture, Creative and Performing Arts hosted the 7th Kamau Brathwaite Memorial Lecture, delivered by Theatre Practitioner Ms Sonia Williams titled “Growing Trees for Shelter: the Performance Praxis of a Brathwaitian Paradigm”. This was followed by the 10th Annual George Lamming Distinguished Lecture entitled “The Spirit Workers: Intellectuals, Artists and the Challenge of Independence in the Caribbean” delivered by Professor Richard Drayton on June 8, 2021.

The Faculty of Science and Technology led the way in creativity and innovation in the reporting year. The Campus acknowledges the contribution of the Head and her team from the Department of Biological and Chemical Sciences in the production of hand sanitiser made to World Health Organisation (WHO) recommended standards. Distribution to the Campus Community was followed by donations to several nursery and primary schools in the neighbourhoods bordering the Campus. St Stephen's Nursery, Eden Lodge Nursery, Deacons Primary, Eden Lodge Primary, St Stephen's Primary, and Grazette's



Mr Justin Sue, Department of Biological and Chemical Sciences and Mrs Roseanne Maxwell, Office of Alumni Relations donate hand sanitiser to Deacon's Primary School

Primary all benefitted from generous donations made by the Faculty. The sanitiser was also made available for sale at The UWI Bookshop.

The Faculty also hosted the first virtual Faculty Innovation and Entrepreneurship Day, fondly known as NERD Day on February 26, 2021. This event supports the Faculty's vision of becoming a leading hub for STEM innovation in Barbados and the region. Reports indicate that NERD Day, which is now in its fourth year, was well received. The inaugural Faculty Innovation Award (FINO) which was created to recognise an innovative, out-of-the-box action, project or initiative by a student or students of the Faculty was also launched on NERD Day. The incorporation of a disability category in FINO which awards a student initiative which benefits persons with disabilities, solidifies the Faculty's commitment to promote the inclusion of students with disabilities in all aspects of Campus life.

Celebratory events commenced last academic year to mark the 50th anniversary of the Faculty of Law at the Cave Hill Campus but were interrupted due to changing COVID-19 protocols related to public gatherings. Activities resumed in the year under review, two highlights being the launch of the Law and Health Research Unit in July 2021, and the unveiling of a mural created by Professor Alina Kaczoroska-Ireland which formed part of the Faculty Enhancement and Beautification Project. This

project was designed to allow staff to express their creativity while providing a facility more conducive to study and life in the Faculty of Law.

FOCUS ON MENTAL HEALTH

With the ongoing impact of COVID-19, and the resulting instability surrounding normal operations, careful attention was given to the mental health and emotional wellness of members of the Campus Community. While the primary focus in the previous academic year was on making the necessary pedagogical adjustments to transition to online teaching and responding to the physiological needs of students, in the review period, the focus shifted somewhat to addressing the psychological and emotional needs of staff and students taking into consideration the anticipated long-term presence of the COVID-19 pandemic.

Cognisant of the enforced changes to home and work life ushered in by the pandemic, and the concomitant effects on emotional well-being, the Human Resources Section offered several workshops facilitated by Prof Dwayne Devonish, Professor of Management and Organisational Behaviour in the Department of Management Studies, which sought to provide coping strategies for staff. These included among others, sessions on "Mental Health and Wellness" and "Work-Life Balance and Remote Working" in March 2021. These workshops provided tips for staff on how to manage stress and achieve compatibility between the demands of life and work in view of statistical evidence which showed that approximately 70% of remote workers were working longer hours since the arrival of the pandemic (Work Life Balance Workshop, March 25, 2021). Campus Administration also sought to refine procedures related to remote work since conditions varied across Departments in terms of staff numbers and ability to comply with physical distancing requirements.

For academic year 2020-2021, the OSS reported an increase in the number of students accessing its psychological counselling services. Mental health challenges for students often manifested as depression and anxiety, and to assist students in addressing their mental health and wellness needs, the OSS offered psychoeducational group sessions under a Wellness



Detail of the mural in the "Law Pit", created by Professor Alina Kaczoroska-Ireland



Dr Jacqueline Benn, Psychological Counsellor,
Office of Student Services

Series themed “Mindful Mondays” and “Wellness Wednesdays” geared at providing students with the tools to manage stress and optimise their personal wellness. The week culminated on Fridays with a “Wellness Check-In/Lime” where students were provided with the opportunity to participate in de-stressing activities. Individual walk-in sessions called “Let’s Chat” were also available which allowed students to meet one-on-one with the OSS Psychological Counsellor. The psychological support services offered by the OSS also extended to Faculties and Departments through the provision of guidelines for interacting with students who presented with psychosocial difficulties.

THE UWI TRIPLE A STRATEGY 2017-2022: REVITALISING CARIBBEAN DEVELOPMENT

Review of Cave Hill's Achievements

During academic year 2020-2021, the Campus recorded successes under each of the three pillars of Access, Alignment and Agility as set out in The UWI's Triple A Strategic Plan 2017-2022. Despite operating in an environment of accelerated change, the Campus pressed ahead with the achievement of its planned objectives, having completed approximately 93% of its strategic initiatives at the time of the UWI Mid-Term Strategic Planning Review in November 2020. Arising from a Campus Strategic Planning Retreat at which the Campus' position at Year 4 of the Plan was assessed, a decision was taken to reprioritise initiatives. Further, new initiatives were identified, while others were discontinued or merged with existing or new initiatives as shown in Table I.

The Campus continued to focus on digital transformation through its Smart Campus Initiative, with a view to expanding on the significant gains realised under this project, especially as it related to the digitisation of a range of functions. Additionally, other targeted areas included expanding access with emphasis on attracting international students, revenue generation, improving employee engagement and enhancing the quality, quantity and impact of research, innovation and publications.

Table I: Reprioritised Initiatives – Cave Hill Campus

STRATEGIC INITIATIVE	AREA OF FOCUS
CONTINUING	
AG 5: Smart Campus Initiative	Digitisation of a Range of Functions
AC 1: International Students	Targeted Programmes and Marketing Strategies
REFOCUSED AND MERGED	
AG 4: CAMP Team	Transparent Scheme for Measuring Performance of ATS/Academic Staff
NEW	
AC 1: Research and Publications	Author Fellowship Programme
AG 4: CAMP Team	Rewards and Recognition Programme for ATS Staff
AG 4: Student Satisfaction	Implement Enhanced Timetable; One Stop Online Student Support Hub
AG 4: Staff Satisfaction	Employee Accountability System
AL 2: Increase and Improve Academic/Industry/Research Partnerships	Commercial Analytical Lab/Diabetes Reversal Food Product; Early Childhood Learning Research

ACCESS

Student Demographics

Enrolment

As at Semester 1, 2020-2021, 6735 students were registered in programmes across the Campus' seven Faculties.

Of this number, 5583 students were registered in undergraduate programmes. This represents a marginal increase of one per cent over last year's enrolment numbers. As in previous years, the Faculty of Social Sciences continued to dominate enrolment with 2867 students registered, followed by 1216 students in the Faculty of Science and Technology. Enrolment in our newest Faculty, Culture, Creative and Performing Arts, was encouraging with a total of 74 undergraduate and 30 postgraduate students registered.

At the graduate level, 1152 students were registered. Enrolment of postgraduate students was also highest in the Faculty of Social Sciences with 595 students.

Graduation Performance

Students continued to perform well academically. The October 2020 graduation ceremony had been conceptualised to include a combination of pre-recorded and live segments. However, the ceremony had to be postponed following restrictions on large public gatherings and was subsequently held on March 27, 2021. The event was described as historic since it was the first virtual graduation held by the Cave Hill Campus. A total of 1405 students were awarded degrees, 1035 or 73.6% at the undergraduate level. One hundred and fifty-four (154) earned First Class Honours, 358 Upper Second Class Honours, 277 Lower Second Class Honours and 222 pass degrees. Of the 24 medical students receiving degrees, one earned a distinction and 23 honours.

At the graduate level, 370 students received higher degrees, including 20 (10 DM and 10 PhD) who were awarded doctoral degrees. The Campus noted with satisfaction that two students graduated with high commendation, one from the Faculty of Science and Technology and one from the Faculty of Social Sciences in the disciplines of Ecology and Finance respectively.

The Cave Hill Campus was pleased to welcome into its community three honorary graduates including Dr Sonita Alleyne, Master of Jesus College (Doctor of Letters) for Entrepreneurship and her contribution to Journalism, Prof Juliet Daniel, Professor and Cancer Biologist in the Biology Department, McMaster University (Doctor of Science) for her work in Medicine and Cancer Research and Dr Julio Frenck, President of the University of Miami (Doctor of Science) for Leadership in the field of Medicine.

Launch of the Faculty of Culture, Creative and Performing Arts

On August 1, 2020, which is celebrated in several Caribbean countries as Emancipation Day, the Campus hosted a successful virtual launch of the Faculty of Culture, Creative and Performing Arts (FCCPA). Under the theme "Creating New Freedoms – Crafting New Futures", the two-hour extravaganza, which was streamed via UWI TV throughout Barbados and other Caribbean countries, showcased the richness of Caribbean scholarship on cultural studies and many dimensions of the performing and creative arts.

The Vice Chancellor and Barbados' Prime Minister the Honourable Mia Amor Mottley joined the Principal, Dean, and many regional experts, scholars and creatives in bringing greetings on the launch of the Faculty. Dr David Akombo was appointed as the first Dean of Cave Hill's



Theatre Ensemble (2020-21) students perform Derek Walcott's "Dream on Monkey Mountain"



Pro Vice-Chancellor and Principal Professor the Most Honourable Eudine Barriteau welcomes Dr David Akombo, incoming Dean, Faculty of Culture, Creative and Performing Arts

seventh and newest Faculty. It is expected that through its programme of training, the Faculty will generate new employment and business opportunities for creatives and at the same time, facilitate in-depth study of the region's rich cultural heritage.

Academic Programming

In the review year, curriculum renewal to strengthen programme relevance was given priority. Over 50 new and revised programmes were submitted to the Board for Undergraduate Studies (BUS) for approval. To assist in the curriculum renewal process, the Campus established a Course Rationalisation Committee to review courses with traditionally low enrolment and make recommendations on appropriate action in relation to these courses. All Faculties were involved in the process and collaborated on course and programme combinations to ensure the sustainability and potential of the new and revised programmes to attract new students as opposed to movement between programmes by existing students. Of note is the collaboration between the sciences and culture and creative arts. Responding to repeated requests, the Faculty of Science and Technology amended its regulations to permit its students to register

for courses offered by the Faculty of Culture, Creative and Performing Arts effective academic year 2020-2021. This deviation from previously rigid programme structures augurs well for the Campus as it seeks to expand access.

Below is a snapshot of new and revised programmes offered by Faculties:

- **Faculty of Culture, Creative and Performing Arts:** BA Music with a Minor in Education, BFA Dance, BA Caribbean Studies with minors in several subject areas and an MFA in Caribbean Visual Arts.
- **Faculty of Humanities and Education:** MPhil/PhD in Philosophy, revised Psychology Special, major and minor programmes.
- **Faculty of Medical Sciences:** BSc Human Nutrition and Dietetics; postgraduate Diploma in Paediatric Nursing; the Diploma in Health Systems and Health Policy; revision of the concentration in Health Informatics in the Bachelor of Health Sciences.
- **Faculty of Social Sciences:** BSc Management, BSc Double Major in Management Studies, BSc Accounting Special
- **Faculty of Sport:** BSc Sport Coaching

INTERNATIONALISATION – A KEY STRATEGIC INITIATIVE FOR EXPANDING ACCESS

In recognition of the Campus' strategic focus on expanding access through internationalisation, in academic year 2020-2021, several departments and units offered various activities, courses and programmes designed to increase the intake of international students at the Cave Hill Campus.

Cave Hill to Welcome Ghanaian Students in Academic Year 2022/23

Led by The UWI Cave Hill Faculty of Medical Sciences and the Deputy Dean, Internationalisation and Recruitment, the Cave Hill Campus continued to work with the University of Ghana to implement the joint BSc Pre-Clinical Sciences degree programme. Approval had been received from the Ghana Medical and Dental Council while approval from the Ghana Tertiary Education Commission was being awaited. The programme would enable students from the University of Ghana to complete their pre-clinical requirements at the Cave Hill Campus and allow them to graduate from Cave Hill with an accredited BSc Pre-Clinical Sciences degree with seamless entry into the clinical programme at the University of Ghana. It was expected that the first cohort of students would commence studies at the Cave Hill Campus from academic year 2022-23. The Campus intends to make the pre-clinical Sciences degree programme available to other countries, particularly those in the African continent using a similar model.

STUDENT ENROLMENT AND RETENTION UNIT (SERU)

The Campus commends the SERU on its dynamic work programme, designed to support our strategic goal of increasing the intake of international students.

Recruitment Initiatives

Facing the restrictions brought about by the COVID-19 pandemic, the SERU continued its vibrant recruitment programme. Facing the restrictions brought about by the COVID-19 pandemic, the SERU continued its vibrant recruitment programme, fully embracing new and

emerging digital technologies to enhance its work during the year under review. The unit effectively used its social media channels and expanded use of web conferencing technologies in local, regional and international recruitment and outreach efforts. Electronic forms and surveys were introduced to enable registration for SERU events and facilitate data collection and feedback for evaluation. This initiative allowed for sound decision-making and continuous improvement of services offered to students and other stakeholders.

During the period under review, as part of its virtual outreach programme, the Unit produced several videos describing entry requirements, programmes offered and the associated pathways to various careers, as well as features and services that distinguished Cave Hill from other university campuses. The videos also highlighted young Cave Hill graduates who continue to excel in postgraduate programmes at prestigious universities around the world, providing strong evidence of the international standing of The UWI. The Unit also continued to promote these students via social media channels in a series branded with the hashtag *#YourUWIDegreeWillTakeYouFar*.

#YourUWIDegreeWillTakeYouFar.

The SERU also engaged with Guidance Counsellors of regional schools and colleges. Two half-day forums were hosted for Guidance Counsellors at the start of the new admission cycle, one for local counsellors on October 28, 2020, and the other for regional counsellors on November 18, 2020. Through these forums, Guidance Counsellors were brought up to date on admission regulations, study abroad opportunities, student development and support services, fees and financing, as well as new academic programmes among other areas. In addition, these engagements sought to position Guidance Counsellors to better support their students who were seeking admission to higher education and encourage them to promote The UWI Cave Hill as first choice.

The SERU also participated in two virtual National Career Fairs organised by the Barbados Guidance Counsellors Association on May 26 and 27, 2021 which targeted students from all local secondary schools.



Flash mob dance performance, Sheraton Mall

Another recruitment activity undertaken during the review period was Virtual Open Week coordinated by SERU from November 9-13, 2020, targeting local, regional and international students. After the Kick-Off session on November 9, all Faculties hosted individual 'Faculty Live' sessions aimed at undergraduate and post-graduate applicants. During the month of April 2021, the SERU coordinated three webinars for the Faculty of Law geared towards final year students in secondary schools and colleges pursuing Law or other advanced level subjects related to the study of law. The highly interactive and engaging sessions featured exciting taster lectures by faculty, presentations on student life by student leaders in the Faculty, as well as new programmes and developments. The richness of the academic experience for Law students was also highlighted. Colleagues from administrative offices were also on hand to present and field questions on financing and admissions-related issues.

The Faculty of Medical Sciences accepted the SERU's offer to all Faculties to replicate the model used in the Faculty of Law Information Series, and successfully hosted their series on May 21, 2021 for regional and international students, and on June 2 for local students. These sessions provided the opportunity for the Faculty to promote the new Bachelor's degree in Human Nutrition and Dietetics, and new specialisations in the Bachelors in Health Sciences, in addition to the MBBS. Both series were major successes, with several participants commenting that the sessions had sealed their decision to attend the Cave Hill Campus.

Virtual visits

The SERU also coordinated the Campus' participation in several regional and international recruitment fairs during the review period. Arising from participation in the Worldwide College Tours Fair, the SERU was provided with contact lists of attendees, which was subsequently used to make direct contact with participants. Highlights of the Campus with links to videos and other content of interest and offering support for the application process were provided to student prospects.

During the review period, the SERU organised 16 virtual visits to local secondary schools. Some of these were presentations to third form students and their parents to assist with subject selection for CSEC which aligned with the university's entry qualifications. Other sessions targetted fifth and sixth formers who would shortly be applying to university.

The SERU has implemented a programme of outreach in local malls approximately three to four times per year. This combines the dissemination of information on academic offerings, in particular postgraduate and continuing and professional education programmes, with services to the public such as health checks by the Faculty of Medical Sciences, or entertainment such as performances by students of the FCCPA. Due to the COVID-19 restrictions, only one mall outreach event was held during the past year, on November 21, 2020, at Sheraton Mall. The "flash mob" dance performances by students of the FCCPA were a major attraction and

helped to augment the event's promotion of the new Faculty.

Despite the challenges posed by the pandemic, the Campus registered an increase in international applicants of two per cent (2%) at the undergraduate level and eight per cent (8%) at the postgraduate level in the 2020/21 academic year. The SERU recommends the implementation of strategies such as partial scholarships to convert larger numbers of international applicants to registered students.

Study Abroad Programme

During the 2020-2021 academic year, there was a marked decline in the number of students registering for the international exchange programme (both inbound and outbound). Most of our partners cancelled both outbound and inbound mobility. The Campus however, welcomed five exchange students in January 2021. Four Cave Hill students participated in the programme through virtual enrolment at partner institutions. There was a noticeable increase in interest from European universities in collaborating with the Campus on projects which would provide Erasmus+ funding to support staff and student mobility. Disciplines included but were not limited to Gender Studies, Law, and Earth Sciences.

Given the relatively small number of Cave Hill students who take advantage of exchange opportunities, the SERU continued to emphasise opportunities for study abroad in all recruitment and outreach initiatives. The offer of additional scholarships in this area could act as an incentive to potentially increase the number of students who spend a semester abroad. In addition, efforts to generate interest in exchange programmes beyond North America were ongoing.

New Partnerships

During the year under review, the University of Birmingham sought to expand its agreement with The UWI to include the Cave Hill Campus. Preliminary discussions were also held, either virtually or through visits to the Campus, towards new agreements with Durham College, Bowie State University, and Shippensburg University in the USA and Glasgow Caledonian University in the UK.

Collaboration with New York Consulate Launched

The Campus began a collaboration with the Barbados Consulate based in New York. The partnership seeks to connect the Campus to resources in the diaspora to support its recruitment efforts and to identify possible investors. Issues discussed at a meeting between the two parties included the Campus' internationalisation agenda, specifically, the expansion of medical education, student recruitment and mobility, and investment and development projects underway or in the planning stages at the Campus.

The first major activity resulting from the meeting was a *Virtual Conversation with the Diaspora* held on Sunday June 27, 2021. It featured an exciting, pre-recorded programme interspersed with excerpts of a conversation between Honorary Graduates Dr Anthony Carter (The Mighty Gabby) and Dr Stedson Wiltshire (Red Plastic Bag), followed by a vibrant question and answer session with members of the diaspora. The recorded programme included a message by the Deputy Principal, presentations on planned developmental and infrastructural projects at the Campus, testimonials by students, and entertainment.

CENTRE FOR ENGLISH LANGUAGE LEARNING

The Centre for English Language Learning (CELL) continued to fulfill the goal and objectives of improved access as outlined in The UWI's Triple A Strategic Plan. The restrictions brought about by the COVID-19 pandemic did not dampen interest in the programmes offered by the CELL in academic year 2020-2021. The CELL worked with longstanding partners and new internal collaborators to offer a range of new and existing courses online during the review period, which attracted participants from various territories, including but not limited to Barbados, Belize, Brazil, Dominica, Martinique and St Vincent and the Grenadines.

The Campus acknowledges the contribution of the CELL to its internationalisation agenda through the offer the programmes detailed below, many of which had been developed in response to requests received from various government and private entities.



Course promotions for the Centre for English Language Learning

Anglophone Caribbean Studies

Anglophone Caribbean Studies which ran from August 3-7, 2020, introduced participants to topics including cuisine, creoles and dialects, music, festivals and literature all with a focus on the development of language. Eight (8) students participated in the course designed by the Centre in response to a request from ELAN (Echanges Linguistiques et Apprentissage Novateur) for interested persons in Martinique to learn about the language and culture of the Eastern Caribbean.

Refresher English – Belize

Employees in the IT department of the Belize Electricity Limited Company benefitted from a one-week intensive English online course focusing on improving participants' writing and grammar skills. The course was delivered to nine (9) employees from October 26-30, 2020, as a series of workshops which engaged them in learning grammar within authentic contexts related primarily to their profession. They also learned how to construct effective technical writing using the process approach.

Certificate in TESOL I & II

The inaugural Certificate in TESOL I (Teaching of English to Speakers of other Languages) was delivered to six registered students from across the Caribbean (Barbados, St Vincent and the Grenadines and Dominica). The



programme which was certified by the Eastern Caribbean Joint Board of Teacher Education, was taught fully online by CELL staff from November 02 to December 11, 2020. This was followed by the offer of the Certificate in TESOL II, also fully online, from January 18 to February 26, 2021. Five students completed the certificate programme which had been initially drafted to assist in the re-tooling of individuals experiencing job displacement but was subsequently extended to anyone interested in teaching English online or face-to-face to non-native speakers who wanted to improve their English proficiency. Graduates were awarded their Certificates of Achievement in July 2021.

Inglês e Barbados-Brazil

Inglês e Barbados was conceptualised by the Barbados Ambassador to Brazil, Ms Tonika Sealy-Thompson and implemented with the assistance of Dr Stacy Denny of the CELL. Advertising by the Barbados Embassy in Brazil reached some 9,000 persons across the country, while its partner institution, the Federal University of Rondonia (IRFO) reached another 20,000. The result was that each Saturday between January 30 and April 17, 2021, an average of 60 participants across Brazil were logged on to the Stream Yard platform to learn English and about some cultural aspect of Barbados. Members of the CELL team and other English instructors from Argentina and the USA co-taught the programme.



CI Co-Directors, Mr David Bulbulia and Dr Grace Li, with local teachers at the conclusion of the teacher training course

English for Academia

A one-week intensive online course was mounted for students (ages 17 and above) in Martinique attending the Internat de la Réussite (Boarding Excellence), a boarding school for students pursuing specialist subjects for competitive exams throughout France. Students at this school are required to take some of their exams in English and so the course was primarily designed to strengthen students' writing skills and grammar in the language. Twenty-four (24) students participated in the course which was held from February 8-12, 2021.

Cross Curricular Linguistic Exchange

The CELL collaborated with the Department of Computer Science, Mathematics & Physics (CMP) to offer a programme entitled "Martinique Cross Curricular Linguistic Exchange" for students of the Internat de la Réussite. The four-week programme which commenced on July 12, 2021, was offered online and focused on training students in language structure, conversational English, formal oral presentation skills, and process writing. Additionally, depending on their specific discipline, students received training in Entrepreneurship

or Python and Mathematical Software instruction from members of CMP, namely Dr Curtis Gittens and Dr Bernd Sing.

CONFUCIUS INSTITUTE

The Confucius Institute (CI) remains a key constituent in the Campus' internationalisation thrust. In academic year 2020-2021, the work of the Confucius Institute (CI) continued to be shaped by adjustments to the outbreak and spread of COVID-19, but with the postponement of only a few activities which required face-to-face contact. Careful attention continued to be paid to areas of priority such as the students preparing for the Software Engineering programme in Suzhou, China, the new co-curricular course - COCR 2045 Introduction to Chinese Culture, evening students and students at schools.

The use of online systems opened new avenues for cooperation, such as that with the CI Regional Centre in Chile and other CIs in the region, whereas previously, these contacts had been infrequent.

During academic year 2020/2021, the CI started to utilise the services of locally recruited teachers, mainly recipients of scholarships from China and who had graduated from Chinese universities, as Overseas Volunteer Teachers. Financing of their appointments is supported by the CI China Headquarters, and the Centre for Language Education and Cooperation (CLEC). The teachers started their teaching assignments from January 1, 2021, and taught mainly at schools. With the hiring of teachers locally and potentially regionally should the opportunity arise, the CI continued to make further progress in developing a cadre of local teachers of Chinese language and culture.

Training of local primary and secondary school teachers had continued during the review year with sessions being conducted periodically and as needed. A proposal to further embed the teaching of Chinese language and culture in teaching at the Cave Hill Campus was also being developed by the CI.

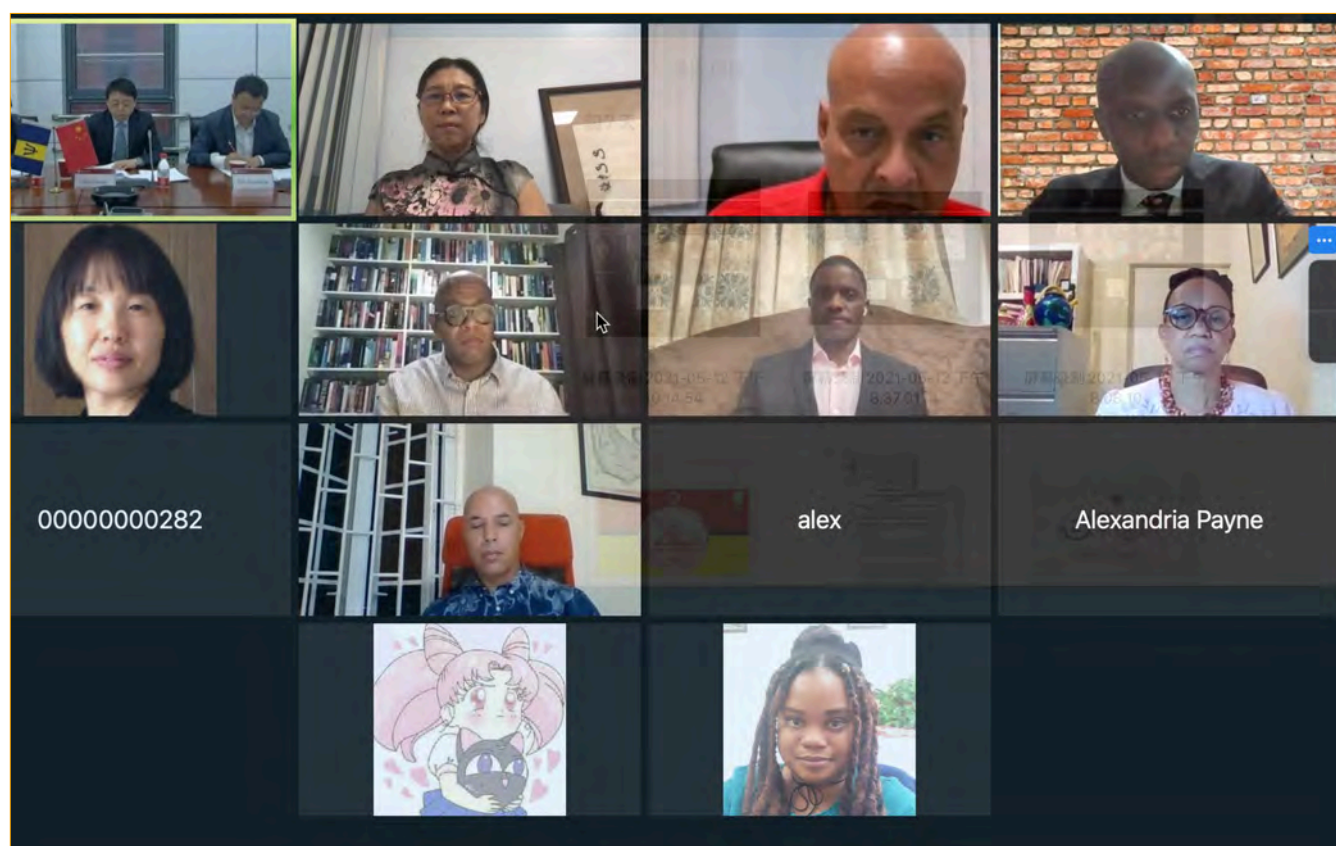
In the reporting period, the CI continued to experience a fall-off in student numbers in some of the optional courses such as COCR 2045 – Introduction to Chinese

Culture and its evening classes on Campus. To address the decline, the CI proposes to promote these programmes to the general public.

Meeting of the Confucius Institute Board

The Board meeting of the CI was held online on May 12, 2021, via Zoom as a face-to-face meeting was not possible due to the COVID-19 pandemic restrictions. This was the last meeting as Co-Chair of the CI Board for Professor the Most Honourable V Eudine Barriteau, Pro Vice-Chancellor and Principal of The UWI, Cave Hill Campus before she demitted office. The China University of Political Science and Law (CUPL) presented a video in tribute to Principal Barriteau. The meeting welcomed new members of the CI Board, including Professor Eddy Ventose, Interim Dean, Faculty of Law, Cave Hill Campus.

The Board had approved the CI's annual report and proposed work programme for 2021/2022 and noted that the next Board meeting would be scheduled to coincide with the CUPL's upcoming 70th anniversary in May 2022.



CI's Virtual Board Meeting 2021

Table 2: No. of Persons Registered in Chinese Language Programmes 2020/2021

	Semester 1	Semester 2	Summer 2021	TOTAL
UWI Cave Hill Evening Classes	15	13	-	28
UWI-CIIT (Software Engineering)	4	4	-	8
Schools				
St Stephens Primary School	165	165	-	330
Ellerslie School	28	28	-	56
Charles F Broome Primary School	201	201	-	402
Chinese School	13	13	-	26
VIP Students	6	6	-	12
Summer Camps (Summer 2020)				
Scholarship Winners	-	-	6	6
3Bs Summer Camp	-	-	0	0
Guild Summer Camp	-	-	0	0
Open Campus Summer Camp	-	-	0	0
Schools Summer Camp (Charles F Broome Primary School)	-	-	15	15
Learn Chinese Together	90	25	-	115
Learn Tai Chi Together	-	20	10	30
Local Teacher Training	-	-	8	8
TOTAL	522	475	39	1036

Chinese Language Programmes

Co-Curricular Course – Introduction to Chinese Culture

The co-curricular course COCR 2045 Introduction to Chinese Culture, was offered in Semester I of the 2020-2021 academic year. The course, which was well received by students, was delivered in part by locally recruited non-native speaking teachers. Unfortunately, due to low registration, the course was not offered in Semester II. Plans were in place to offer COCR 2045 in Semester I of academic year 2021/2022 following the incorporation of recommended changes by students and teachers to make the course more attractive.

Mandarin Training for the Caribbean

Work had been completed on the syllabus for the teaching of Mandarin across the Caribbean. The programme would be delivered with the support of the CLEC and the

CI Regional Centre. Discussions were scheduled with the The UWI Cave Hill's School of Education and the Centre for English Language Learning to discuss promotion of the programme and a suitable launch date.

Work with the Caribbean Examinations Council (CXC)

The CI continues to support the work of the CXC towards introducing the syllabus in Mandarin. The CLEC and the CI Regional Centre are expected to assist with the finalisation of the syllabus. During the period under review, the CI engaged with senior officials of the CXC to chart the way forward.

Teaching UWI-China Institute of Information Technology (CIIT) Students

Favourable reports continued to be received regarding the performance in Chinese of students being prepared by the CI for the continuation of their studies under

The UWI–China Institute of Information Technology programme. The reports validate the additional measures taken by the CI in support of successful outcomes for these students, including the provision of additional classes, mentoring and inclusion in CI cultural activities which were all geared to bring the students up to a level 3 HSK.

Classes at Primary and Secondary Schools

Classes continued until the end of the school year at the Ellerslie School, the St Stephen's School and the Charles F Broome Memorial Primary School, in keeping with the national COVID-19 directives. The CI, on behalf of the Cave Hill Campus, welcomed the support received from the Embassy of China in Barbados, for the inclusion of the above-named schools in the Ambassador's Awards which previously only included students from the Cave Hill Campus enrolled in Chinese studies.

Work was at an advanced stage on the Sister School/e-pals initiative between the Charles F Broome Memorial Primary School and the Changsha Lushan International Experimental Primary School in China, Hunan province. The Memorandum of Understanding on cooperation between the two schools is expected to be signed on September 10, 2021.

CI Evening Classes

For academic year 2020-2021, the CI consolidated its evening classes into four groups, namely Beginners, Beginners Plus, Intermediate and Intermediate Plus, in order to rationalise the programme and to create time for the new co-curricular course, Introduction to Chinese Culture.

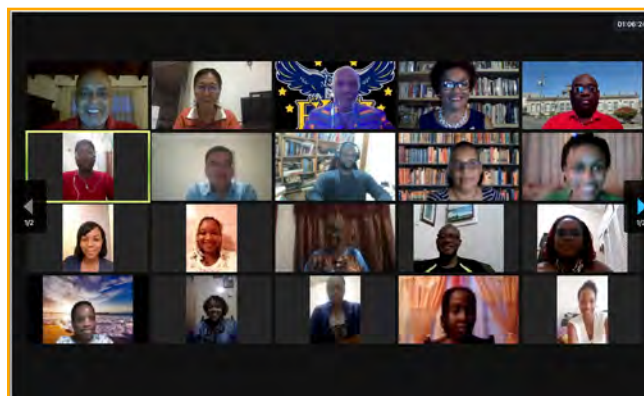
Mandarin Classes Online with the Barbados National Library Service

The teaching of Mandarin classes to adults via the Zoom platform, under the National Library Service (NLS) programme, proceeded smoothly with approximately 24 participants. The course concluded at the end of the last academic year with a virtual graduation ceremony on June 30, 2021.

The CI, in cooperation with the National Library Service, also launched a Tai Chi online course during the period of national pause.



Embassy of China: Ambassador's Awards 2020



Learn Chinese Together Online Graduation 2021

Arrangements for HSK, HSKK and YCT Examinations

HSK examinations were held face-to-face on October 17, 2020, and online on December 12, 2020, March 13, 2021, and June 5, 2021. At the request of CI in Antigua and Barbuda, the CI Cave Hill facilitated the participation of students from that country in the online tests, as the CI there is not an accredited HSK facility. The CI gained invaluable experience in facilitating HSK tests online, and the online connection has proven to be sufficiently stable to facilitate more online tests. Online testing would assist in extending the reach of the Cave Hill Campus in teaching Chinese and potentially increase revenue. Discussions continued with the CI Headquarters on the more advanced IT requirements for online testing via a separate physical or virtual server.

Opening New Areas for Cooperation

Shridath Ramphal Centre for International Trade Law, Policy and Services (SRC): The CI continued to facilitate discussions between the Director of the SRC and a counterpart at the CUPL, on the offer of a course entitled "Introduction to China's Trade and Investment Law and Policy".

Faculty of Medical Sciences (FMS): An MOU between The UWI Faculty of Medical Sciences Cave Hill and the Chongqing Medical University was signed in May 2020. The MOU provides for exchanges and cooperation in the field of medical education and scientific research.

Faculty of Law: The CI facilitated discussions between the Dean of the Faculty of Law and the Director of the Office of International Cooperation and Exchange, CUPL which resulted in the development of the course LAW 3775 Introduction to Chinese Law and Institutions which is scheduled to be offered in Semester II of the 2021-2022 academic year. Discussions on the delivery of the course Caribbean Legal Systems by a lecturer from the Cave Hill Campus at the CUPL were ongoing.

Faculty of Humanities and Education (FHE): The Dean and faculty members of the FHE met in a virtual meeting with counterparts at the CUPL - Professor Yu Xueming, Dean of the School of Humanities and his team May 26, 2021, and held preliminary discussions on future collaboration.

Fish & Dragon Festival – Celebration of Chinese New Year

The CI contributed a three-minute video, featuring a virtual tour of its facilities and programmes, for the Fish and Dragon Festival on February 11, 2021, which was streamed online. The CI also hosted an online celebration of the Chinese New Year on January 12, 2021. A presentation, introducing students to the Chinese New Year, was made in response to a request from the St Luke's Academy.

THE CENTRE FOR PROFESSIONAL DEVELOPMENT AND LIFELONG LEARNING

MISSION	To meet the lifelong learning needs of the Caribbean and the wider world by offering innovative, accessible, flexible and high-quality professional development and lifelong learning products/ services.
VISION	To become the premier global centre for continuing professional development and lifelong learning rooted in the Caribbean.

In academic year 2020/2021, the Centre for Professional Development and Lifelong Learning (CPDLL), continued to set the pace in improving access to quality education, and ensuring foundation skills for all. The Centre recognises that all forms of learning, and not just formal degree programmes, should be provided to persons to drive the growth and sustainability of local and regional organisations. Through partnerships with a wide range of organisations and governments, the Centre continues to have a positive impact on regional and national development.

Continuous professional development and lifelong learning is a crucial component of modern business strategy. By nurturing the professional development of employees through customised short courses, organisations are investing in employee development that will drive businesses forward and guarantee future company success. The courses and modules offered by the Centre are aimed at providing opportunities for employees and other interested persons to engage in constant personal learning, with a view of enhancing their knowledge and skills, and improving their performance at work so that they can contribute to the relevance and competitiveness of their organisations.



For the academic year 2020/2021, the Centre offered various courses for working professionals, executives and regional and international clients. These included short courses offered primarily in an online modality, and customised short courses for governments and organisations. Added to the suite of short courses, were postgraduate modules in analytics and related fields which could be used by employees to guide strategic decision-making and drive organisational performance.

Table 3: Courses Offered by CPDLL 2020/2021

Short Courses Online
Inventory and Warehouse Management
Supervisory Management Skills
Introduction to Cybersecurity
Contemporary Project Management
Digital Marketing
Strategic Logistic and Supply Chain Management for Non-LSCM Professionals
Brand Management
Business Analytics
Workplace and Community Counselling Skills
Business Writing for Professionals
Diet and Nutrition
Short Courses Customised
Effective Writing Skills for the Public Service
Practical Research for Policy and Government Professionals
Strategic Logistics and Supply Chain Management
Inventory and Warehouse Management
Postgraduate Modules
Introduction to Business Analytics
Strategic Human Resource Management
Recruitment and Selection
Project Procurement and Contract Management
Accounting for Managerial Decision-Making
Equity and Fixed Income Securities
Data Preparation and Visualisation
Trade in Goods - Rules of Origin
Risk, Crisis and Disaster Management
Operations Research I

Partnerships and Customised Short Courses

In the review period, the CPDLL continued to engage with governments and the corporate sector to offer customised short courses as summarised below.

The Government of Barbados

Between November 23, 2020 and February 1, 2021, the CPDLL offered two short courses in “Effective Writing Skills for the Public Service” and Practical Research for Policy and Government Professionals to employees of the Government of Barbados. Staff at various management levels participated in the two courses, the former which sought to improve the ability of public servants to influence and achieve results through clear and effective writing; and the latter which was geared towards enhancing public sector research skills to ensure the sound development and implementation of public policy.

The Bermudez Group Ltd

The Centre signed an agreement with the Bermudez Group Ltd to facilitate the delivery of customised short courses in Strategic Logistics and Supply Chain Management and Inventory and Warehouse Management. The aim of the training was to equip employees with the knowledge, skills and tools needed to engage in enhanced inventory and warehouse management. Moreover, the short courses sought to facilitate employees' exploration of key elements of warehouse management information, outlining the pros and cons of materials requirements planning and just-in-time systems. The Centre developed the customised short courses as requested and these were delivered between April 14 and May 28, 2021, and June 9 and July 9, 2021.



Other Companies and Governments

For the academic year 2020/2021, various organisations and governments continued to invest in their employees' development by sponsoring their enrolment in courses offered by CPDLL. These entities are shown in Table 4.

Table 4: Companies and Government Agencies/Ministries that sponsored staff training through CPDLL 2020/2021

CPDLL Sponsors
Meridian Caribbean Inc (Barbados)
National Insurance Department (Barbados)
PricewaterhouseCoopers (Barbados)
Central Bank of Barbados (Barbados)
BTI Corporate Centre (Barbados)
Sugar Cane Club Hotel & Spa (Barbados)
The West India Biscuit Co Ltd (Barbados)
Bryden Stokes Ltd (Barbados)
Mount Gay Distilleries Ltd (Barbados)
Financial Services Commission (Barbados)
Fair Trading Commission (Barbados)
Barbados Workers' Union (BWU) (Barbados)
Barbados Cricket Association (BCA) (Barbados)
Barbados Defence Force (BDF) (Barbados)
Urban Development Commission (Barbados)
BICO Ltd (Barbados)
Forensic Sciences Centre (Barbados)
Get Healthy Inc (Barbados)
Gildan Activewear SRL (Barbados)
UWI Cave Hill Campus (Barbados)
Brookfield International Bank Inc (Barbados)
Caribbean Label Crafts Limited (Barbados)
Co-operators General Insurance Co Ltd (Barbados)
Barbados Investment and Development Cooperation (BIDC) (Barbados)
Insurance Corporation of Barbados (Barbados)

CPDLL Sponsors
Barbados Public Workers' Co-operative Credit Union Ltd. (BPWCCUL) (Barbados)
Sym-Tech Management Services (Barbados)
Kentucky Fried Chicken Barbados Ltd (Barbados)
The Barbados Agricultural Development and Marketing Corporation (BADMIC) (Barbados)
Barbados Light & Power (BL&P) (Barbados)
Unicomer (Barbados)
Caribbean Broadcasting Corporation (CBC) (Barbados)
Board of Education (Antigua)
ACB Caribbean (Antigua)
Massy Stores (St Lucia)
Amicus Legal (St Lucia)
Gracekennedy Remittance Service Guyana Ltd (Guyana)
Dakeung IT Consultants (Guyana)
Power Producers & Distributors Inc (Guyana)
Open Management Consultancy (Guyana)
Caribbean Credit Card Corporation Ltd (St Kitts & Nevis)
Joseph Rowe, Attorneys-at-Law and Notaries Public (St Kitts & Nevis)
St Kitts Nevis Anguilla Trading and Development Company Ltd (St Kitts & Nevis)
Eastern Caribbean Central Bank Staff Association (St Kitts & Nevis)
Government of Montserrat (Montserrat)
Trinidad and Tobago Securities and Exchange Commission (Trinidad and Tobago)
Eastern Caribbean Group of Companies (St Vincent and the Grenadines)
Coreas Distribution Limited (St Vincent and the Grenadines)

Growth of CPDLL

During the review year, CPDLL's enrolment numbers increased by 236% compared to the previous year. The Centre continued to develop new short courses which led to increased interest from Governments and companies across the region. As the COVID-19 pandemic continues, retooling for expanded career opportunities through professional development is critical. It is imperative that Governments and organisations retrain and upskill their employees to drive organisational development and sustainability. Mindful of ongoing changes in the workforce, the CPDLL remained focused on developing courses in key areas to equip workers with the knowledge and skills necessary to drive innovation and improve organisational competitiveness. The list of approved new short courses and those under development is provided in Table 5.

Figure I – Growth of the CPDLL

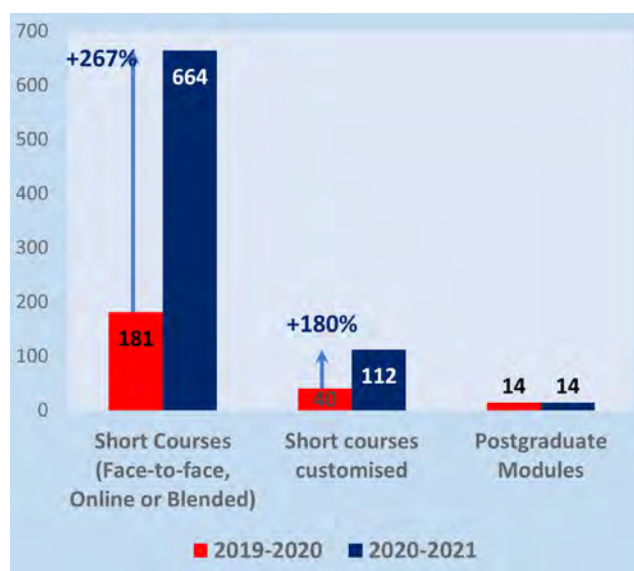


Table 5: New Approved and Developing Short Courses

Approved Courses
Biosecurity - More than Meets the Eye
Living A Wild Life Part I: Illicit Wildlife Trade Money Laundering and Border Security
Living A Wild Life Part 2: Wildlife Zoonoses Pandemics and One Health
Essential Marketing Skills for Small Business Owners
Data Analytics for Decision Making
Digital Business
Digital Transformation
Effective Writing Skills for the Workplace
Electronic Records Management
e-Logistics
Entrepreneurial Mindset
Foundation Mediation Practices
Green Logistics
Introduction to Virtual and Augmented Reality
Leading Digital Transformation and Innovation
Product and Service Development
Delivery Logistics
Retail Logistics

Approved Courses
Effective Writing Skills for the Public Service
Cooling Buildings Thoughtfully
Health and Safety in Building and Maintenance
Legal Advocacy
7 Seconds to Connect Impact Influence: Effective Communication
Leadership in Focus and Leading through a Crisis
Say YESS to Your Dream - The First Step from Design to Destiny
Courses in Development
Electoral Policy
Advanced Spanish for Diplomacy and International Relations
Trade and Natural Disasters
Caricom Law and the CCJ
Customs and Customs Administration in CARICOM
Executive Trade Course for Business Persons
Trade and the 2030 Sustainable Development Goals
Trade the Blue Economy
Trade Negotiations, Cooperation and Leadership



Screenshot of H E Mark Berman, High Commission of Canada to Guyana (first row 4th from left), and workshop co-facilitators: Mr Ian Macintyre, SC, Chief Parliamentary Counsel of Trinidad and Tobago (second row 1st left); and Mr Albert Edwards (2nd row 4th from left), with a segment of the Guyanese participants and who attended the IMPACT Justice Sound Policy for Better Law Workshop in May 2021.

IMPROVED ACCESS TO JUSTICE IN THE CARIBBEAN (IMPACT JUSTICE)

Project Background

Improved Access to Justice in the Caribbean (IMPACT Justice) is a CAD 22.2 million project, of which CAD 19.2 million is being provided by Global Affairs Canada (GAC). In-kind contributions of CAD 1,735,000 and CAD 1,265,000 respectively, are being made by The UWI and Caribbean governments and institutions. The project, which is now in its eighth year, is being implemented from within the Caribbean Law Institute Centre of the Faculty of Law at The UWI, Cave Hill Campus.

Primary project partners include governments, and civil society institutions including the CARICOM Secretariat, the OECS Commission, bar associations, NGOs, the Universities of Guyana, Suriname and The UWI, ADR associations, the private sector and legal information service providers. IMPACT Justice also works closely with Judicial Reform and Institutional Strengthening (JURIST), Justice Undertakings for Social Transformation (JUST) and other Canadian funded projects in the region and is expected to collaborate with other donor-funded projects which have similar objectives. Beneficiary countries include 13 CARICOM member states.

Project Activities and Achievements

In pursuit of its goal of enhanced access to justice benefitting men, women, youth and businesses in CARICOM, during academic year 2020-2021, IMPACT Justice continued to focus on achieving the targets set under its three primary components.

Component 1000 of the project seeks to

- draft model legislation to further the objectives of the CSME and the OECS Economic Union and to assist CARICOM Member States in implementing their legislative agendas
- train legal drafters to increase the pool available in the region. The training of attorneys-at-law is done through programmes offered by The UWI Cave Hill Faculty of Law and the Faculty of Law, Athabasca University, Alberta, Canada.
- sponsor the participation of practicing drafters in the Consolidation of Laws training programme offered by the Regional Law Revision Centre, Anguilla; and
- sponsor courses on drafting styles and the preparation of instructions for drafters by Permanent Secretaries and other officers.



Hon Anil Nandiall, Attorney General and Minister of Legal Affairs, Guyana (7th from left) with (l-r) State Counsel Asaha Ramzan, Marnice O Hestick, Janet A Ali, Meenaksh Arti Outar, Debra Singh and Cheyenne Lall who completed the Consolidation of Laws Programme in September 2021 and Ms Diane Woolford and Renee Sandiford, two members of the Law Revision Unit, Ministry of Legal Affairs



Insolvency Legislation Committee Members reviewing the Model Insolvency Bill

Under this component, a total of 12 model Bills have been drafted to date with others such as the draft model Insolvency Bill for Barbados in development. In the review period, discussions had continued on the establishment of a sex offender registry for the OECS, a collateral registry for small businesses in Barbados, updating of the Domestic Violence, Sexual Offences legislation and a new Sexual Harassment Bill in Guyana.

Six (6) policy reviews had been completed in the areas of cannabis legislation in the region; trial by judge or jury alone: the Commonwealth Caribbean position; the establishment of a Law Revision Commission in Guyana; a Small Claims Court for Barbados; a legal diagnostic of the secured transactions legal institutional framework in Barbados; the Land Registry Records and Record Storage Practices in Montserrat. These reviews were undertaken based on requests received by IMPACT Justice relative to the drafting of legislation or for general information.

Overall, the project has trained 48 legislative drafters from across the region and another seven are scheduled to graduate in May 2022. Additionally, nine (9) persons completed the course in Consolidation of Laws, bringing the total graduates of this programme sponsored by IMPACT Justice to 67.

Under **Component 2000** the Project

- drafted a model Legal Profession Bill and conducted sensitisation sessions on the provisions of the Bill, especially its Continuing Legal Professional Development provision to promote its adoption in the region
- established and expanded existing legal databases, including the West Indian Law Journal Online, the Caribbean Law Review Online, the West Indian Legislation Indexing Project (WILIP) Online, and CARILAW, a database of cases decided by superior courts of the region established in, and initially marketed by the Faculty of Law Library at the Cave Hill Campus. Since 2017, it has been marketed by VLex/Justis.
- provided law books and other materials to law libraries, both academic and those serving government legal officers
- trained law librarians and others working in law libraries; and conducted legal education courses and lectures for the general public.



Professor Velma Newton (front row 3rd from left) with Mediation Trainer, Mr Urban Dolor (2nd row 5th from left); coaches: Mr Anthony Howard (2nd row 4th from left); Mr Victor Felix (2nd row 6th from left) and Mr Miles Weekes (2nd row 8th from left) and participants.

Public legal education was a major output under this component. Five sessions were conducted during the reporting period bringing the total number of public legal education events over the life of the project to 42 which exceeded the target of 32 sessions scheduled for the entire project. Included was the virtual lecture 'Trial by Jury or Judge Alone' delivered by the Hon Dennis Morrison, retired President of the Court of Appeal of Jamaica, which attracted nearly 1000 participants.

Component 3000 provides for the establishment of alternative dispute resolution (ADR) networks and service points, delivery of training for ADR service providers, and the offer of workshops and public legal education to stakeholders on ADR. As part of the process, the Project drafted model Arbitration and Mediation Bills respectively, both of which have been endorsed by the CARICOM Secretariat as models for adoption by Member States.

During the current reporting period, the Project held one training session in Mediation, for magistrates of Barbados. A total of 2,050 persons (1315 females/699 males) have been trained under this component since the Project's inception in 2014. Five community mediation service have been established – two each in Barbados and St Vincent and the Grenadines prior to 2021, and one in Grenada



(l-r): H E Lilian Chatterjee, High Commissioner of Canada to Barbados and the OECS, Hon Justice Sir Patterson Cheltenham, KA, Chief Justice of Barbados; Professor Velma Newton, Regional Project Director of the IMPACT Justice Project; Mr Urban Dolor Mediation Trainer; and Ms Michele Gibson, Project Team Leader at the official Opening Ceremony for the Mediation Workshop

between April and September 2021. No service points have been established in Restorative Practices because to date IMPACT Justice activities relating to Restorative Practices have been mainly confined to educational institutions and it is expected that the services will be provided in these settings.

Regarding networks or committees, five have been established – three in Restorative Practices in Barbados, Grenada and St Vincent and the Grenadines and two in Community Mediation in Barbados and Grenada respectively.



Chief Magistrate
Ian Weekes receiving
his certificate from
Professor Velma Newton

Project Assessment

To date IMPACT Justice has met or exceeded most of the targets in its Performance Measurement Framework. The targets exceeded were those in relation to timeliness in presenting model laws to Attorneys General, training of persons in the consolidation of law, hosting workshops for legislative drafters and policy makers, the production of legal

reviews and the public legal education programmes and its workshops for ADR.

Among the targets not met which is of particular concern to the Project is the number of persons trained as drafters which currently stood at 60% of the target of 80 persons trained as drafters by the end of Year 8. The reasons seem to be threefold: firstly, IMPACT Justice pays the tuition costs for students approved for entry into The UWI drafting programme by the Faculty of Law/Graduate Studies Department while governments pay the economic costs and there is sometimes a delay in this regard; secondly, there are insufficient approved posts on the establishment of most governments for the number of drafters needed; and thirdly few males seem to be attracted to legislative drafting as a career which leads to a restriction on the pool from which drafters may be drawn.

In relation to ADR, little progress has been made in setting up service points and committees. This can in part be attributed to the impact of COVID-19 but might also be due to the Project's inability to measure the contributions by persons trained in mediation or restorative practices. Some participants may have accessed the training only because it was available or alternately, offer services informally rather than through centres where their contribution can be measured. Until ADR mechanisms receive full or even partial government support, for instance, as in Jamaica, in terms of adopting legislation with provision for training, registration, service delivery and remuneration, answers may be elusive.

ALIGNMENT

STUDENT ENTREPRENEURIAL EMPOWERMENT DEVELOPMENT (SEED)

Since its inception, the Student Entrepreneurial Empowerment Development (SEED) project has been meeting its primary objective of developing entrepreneurship, self-reliance and innovativeness in students at the Cave Hill Campus and providing alternatives to the jobs available in the public and private sectors. In academic year 2020-2021, SEED continued to promote entrepreneurship and innovation on the Campus and in the wider community. Forty (40) persons completed the SEED co-curricular course, which continues to be well received. The course was offered online in keeping with current realities occasioned by the COVID-19 pandemic.

CIBC First Caribbean International Bank Business Plan Competition

The 8th SEED CIBC First Caribbean International Bank Business Plan Competition was held virtually on January 27, 2021. The winners were Kerri-Ann Bovell, *EcoMycö*; Victor Clarke, *Venture Coconuts*; Marissa Chandler and Melissa Cornwall, *Research Matters*; Xavier Lisk, *Blended Cocktails*; and Sherry-Ann Virginie, *Mobile Life*.

Companies supported by SEED through the Business Plan Competition have been increasingly focused on sustainability and resilience. Kerri-Ann Bovell's *EcoMycö* uses agricultural waste and organic materials such as *Sargassum* seaweed, coconut husks, sweet potato and cassava peels, and river tamarind to produce a plastic replacement that can be used in the non-food industry. The runner-up Victor Clarke's *Venture Coconuts*, will use the husks of coconuts to produce biochar, activated carbon, fertilizer and other outputs. *Research Matters*, established through a collaboration by Marissa Chandler and Melissa Cornwall, former Research Assistants of the Department of Management Studies, is a research-based consultancy providing high-quality research services to local, regional and international clients. *Blended Cocktails* produces bottled original local cocktails, while *Mobile Life* is a solution for mobile accommodation. This brings to



132 kW Solar Photovoltaic System installed on the roof of Sagicor and Clico Buildings

BBD 240,000 the total sum of money disbursed to 40 companies under the CIBC FirstCaribbean International Bank funded Business Plan Competition. SEED will initiate a tracer study on these beneficiaries to help inform its future work.

SEED Small Business Development Centre (SBDC)

SEED has progressed to operating as a Small Business Development Centre (SBDC) using the supporting Neoserra software. During the period under review, SEED was invited by the Barbados Investment and Development Centre (BIDC) to assume its portfolio of micro businesses and start-ups given its new focus on exporting. Negotiations on this proposed initiative will take place between The UWI Cave Hill and BIDC with the expectation that a Memorandum of Understanding which sets out the terms of the proposed partnership will be developed.

Collaboration with Organisations Involved in Entrepreneurship Development

SEED continued to collaborate with its network of organisations involved in entrepreneurship development - BIDC, Ministry of Energy, Small Business

and Entrepreneurship, Small Business Association, Copyright Society for Composers Authors and Publishers, Caribbean Development Bank and the Inter-American Institute for Cooperation in Agriculture.

Campus Invests in Renewable Energy

In the reporting period, the Campus consolidated gains under its renewable energy and energy efficiency programme, which aims to reduce energy consumption levels, create savings and generate revenue for the Campus. Initiatives include the installation of photovoltaic panels on select buildings, the conduct of energy audits, retrofitting buildings with LEDs, recycling and disposal of old lightbulbs and an occupancy sensor project.

Under the direction of the Renewable Energy Committee, an education programme was mounted to promote awareness of the renewable energy and energy efficiency programme among the Campus Community.

This programme supports the vision of the Government of Barbados to reduce dependence and consequently expenditure on imported fossil fuels.

Strategic Partnerships

The Campus continued to work with the Barbados Government, the corporate sector, regional institutions and civil society to expand Cave Hill's reach into the community and ensure responsiveness to societal needs. These collaborations continued to impact positively on Barbados and the region.

Training Initiatives in collaboration with the Barbados Government

In response to a request from the Government of Barbados, the Cave Hill Campus assisted in creating training initiatives specifically designed to move the Barbadian economy forward in light of the downturn caused by the COVID-19 pandemic. Pro Vice-Chancellor and Principal, Prof the Most Hon Eudine Barriteau had chaired the Government's Services and Creative Economy Committee (SCEC) which provided a report containing over 164 training initiatives aimed at a wide cross section of national institutions. The Campus had subsequently submitted a proposal at the request of the Ministry of Education, Technological and Vocational Training to deliver some of the proposed training initiatives.

COVID-19 Evidence Briefs for Government of Barbados

The George Alleyne Chronic Disease Research Centre (GA-CDRC) at the request of the Ministry of Health and Wellness had conducted modelling analyses and provided public health recommendations related to COVID-19 risk among vaccinated travelers entering Barbados, to inform the development of new travel protocols for the country. Recommendations on the vaccination rollout strategy within the Barbadian population, and assistance in conducting qualitative research to understand barriers to the uptake of COVID-19 testing in Barbados had also been provided. Following this initial collaboration with the Barbados Government, the GA-CDRC team had continued to work closely with the Caribbean Disaster Emergency Management Agency (CDEMA), the Caribbean Public Health Agency (CARPHA) and CARICOM to provide technical support and surveillance updates to CARICOM member states.



Student Volunteers in the Field - 'Operation Seek and Save'

Operation Seek and Save

Following a surge in COVID-19 cases on the island, the Campus had accepted an invitation from the Government of Barbados to design and deliver a national health survey themed 'Operation Seek and Save'. Approximately 400 student volunteers participated in the survey which collected information from households across Barbados on health issues including COVID-19 and dengue fever. The project not only enabled the students to learn experientially but showcased the data analytical skills honed by students registered in the MSc Business Analytics and MSc Management Information Systems degree programmes at Cave Hill.

Student volunteers also assisted the Government with its National Immunisation Campaign through the provision of data entry support at vaccination centres across the island.

The OSS reported an oversubscription for these volunteer activities with 916 registering for Operation Seek and Save and 575 for the National Immunisation Campaign.

Confucius Institute Expands Language and Culture Programme

The Confucius Institute (CI) had continued to expand its language and culture programme in Barbados, through a partnership with the National Library Service (NLS), to offer a country-wide, virtual programme to all persons registered through the NLS to learn Chinese language and culture. The CI had also introduced a new co-curricular course - Introduction to Chinese Culture – to be offered through the Faculty of Humanities and Education and had continued to work with the Caribbean Examinations Council (CXC) on the development of a syllabus in Mandarin. Students of selected primary and secondary schools had also continued to benefit from Mandarin classes.

Oral History Project

The Department of History and Philosophy of the Faculty of Humanities and Education through its Oral History Project started a 42-month project “The Visible Crown - Queen Elizabeth II and the Caribbean – 1952 to the Present”. This project is being undertaken in collaboration with the Department of History, Royal Holloway University of London. Projected outputs include publications, an online data base, a two-day conference, a regional survey on attitudes to Queen Elizabeth and the monarchy and a television documentary on the Queen and the Caribbean.

Research Initiative for Supporting Education in the Caribbean (RISE Caribbean)

In March 2021, a grant agreement for USD 3.7M was signed between The UWI Cave Hill Campus/School of Education and USAID for the Research Initiative for Supporting Education in the Caribbean (RISE Caribbean) project. The goal of RISE Caribbean is to set up the Caribbean Educational Research Centre (CERC) in the Faculty of Humanities and Education. The CERC will have an interdisciplinary research focus, where research conducted will be geared towards supporting decision-making and policy development for educational innovation and development in the Eastern Caribbean and Barbados.

Educational and Psychological Assessment Unit (EPAU)

A grant agreement in the amount of USD 200,000 had been signed between The UWI Cave Hill Campus/School of Education and the Caribbean Development Bank (CDB) to support the establishment of an Educational and Psychological Assessment Unit (EPAU). The Unit will enhance the capacity of The UWI Cave Hill Campus and Ministries of Education in Barbados and the OECS to support high-quality inclusive learning experiences for Special Education Needs (SEN) students.

Articulation with Barbados Community College

On August 26, 2020, the Cave Hill Campus signed an MOU with Barbados Community College (BCC) which established an operational framework for the articulation of selected two-year associate degree programmes offered by the College thereby enabling a more seamless transfer of students from BCC to The UWI. BCC students who met the agreed criteria would be eligible for the award of a degree on completion of only two years of study at the Cave Hill Campus.

Launch of Law and Health Research Unit

As part of its 50th anniversary celebrations, the Cave Hill Faculty of Law had launched the Law and Health Research Unit, under the leadership of Deputy Dean, Mrs Nicole Foster. The initiative was being undertaken in partnership with the O'Neill Institute for National and Global Health Law of Georgetown University which had provided an initial grant of USD 140,000. The Unit will explore the role of law with special reference to non-communicable disease (NCD) prevention and control through legal capacity building and training, technical cooperation and scholarship.

Medicinal Cannabis Project

The Cave Hill Faculty of Medical Sciences had entered a Public Private Partnership (PPP) arrangement with BIM Medical Cannabis Ltd to undertake a range of research and development activities in the area of medicinal cannabis. The areas of focus include training, public education, research, and quality assurance and the future development of a cannabis analytical lab.

INFRASTRUCTURAL DEVELOPMENT

Infrastructural development in academic year 2020-2021 slowed significantly. The Campus, however used the review period to consider new projects ideas and to have discussions with potential investors on those development projects which were at an advanced stage of planning.

Student Accommodation

The COVID-19 pandemic halted progress on the Campus' planned student accommodation project which consisted of the provision of an additional dormitory to be located at the Campus' Clarendon site under a Build-Own-Lease and Transfer (BOLT) arrangement.

Given the economic downturn resulting from the pandemic, the selected partner company was reviewing its earlier decision to use its own resources to finance the project and subsequently advised that financing would be sought from a lending institution. Further meetings to discuss the return on investments and the repayment period were deferred due to the shutdown of the island precipitated by an increasing number of COVID-19 cases. Plans were in place for resumption of discussions in the upcoming academic year.

The new accommodation block, which was designed as a six-storey building accommodating 96 persons in a combination of single units with shared bathrooms and a number of single and double ensuite units all sharing communal areas, will support the Campus' Ghana Initiative and other programmes targetting international students.

Dukes Development Project

Substantial progress was made on the Dukes Development Project which is being undertaken in collaboration with the Ministry of Education, Technological and Vocational Training. The project which consists of an agri-business and research park on lands at Dukes, St Thomas to develop and enhance agriculture in Barbados is being financed largely through the Barbados Government China Aid programme to the sum of USD 38 million.

During the year, outstanding preliminary drawings were completed, and work commenced on the construction drawings which were expected to be completed by April 2022. The projected start date for construction is May 2022.

A team from the design-build company, Shanghai Construction Group Co Ltd, visited the island to meet with the project owners, carry out site investigations and to familiarise themselves with the local construction industry and regulations governing the sector.

A series of meetings were held with various stakeholders to discuss the status of the project. These included representatives from The UWI, the Ministry of Education, Technological and Vocational Training, local utility companies and government regulatory bodies namely, the Immigration Department, Environmental Protection Department, Government Electrical Engineering Department, Fire Service, Labour Department, Barbados Revenue Authority and Customs and Excise Department.

An Implementation Committee was set up by the Ministry of Education, Technological and Vocational Training to oversee the implementation of the project as well as to develop a strategy for its operation. During the year, the consulting firm Antilles Economics was engaged by the Campus to develop a detailed business plan and to review the project, which had been conceived five years ago, to ensure its sustainability. The consultants have submitted a proposed business model for the project which was currently being reviewed by the Campus.

Day-Care Facility

The Campus engaged in discussions with a non-profit partner on the establishment and operation of a day-care facility at the Campus. Following the conduct of a feasibility study, it was agreed that in order to minimise operational costs and to allow for attractive and affordable fees, the Campus would need to enter into a partnership arrangement with a suitable entity. The facility was expected to cater to students, staff and the wider community and act as an incubator for research into early childhood education.



New Circulation Desk, Sidney Martin Library

Maintenance of Teaching and Other spaces

Major maintenance works were undertaken in teaching and other spaces namely the Owen Arthur Research Complex, the Frank Worrell Hall, Sherlock Hall, Sidney Martin Library (SML), the Science Lecture Theatre, the Roy Marshall Teaching Complex, the Faculty of Medical Sciences, the Faculty of Law, and the Errol Barrow Centre for Creative Imagination (EBCCI) Complex.

Faculty of Science and Technology Renewal Project

The Campus continued to be guided by the recommendations made in 2019 by MindBloom Consultants for the infrastructural and programmatic renewal of the Faculty of Science and Technology. Recommendations included the development of a Centre for Collaborative Science and Technology Innovation; the identification of niche areas of opportunity including short courses for urgent priorities within Barbados and the Eastern Caribbean; and the establishment of modern infrastructure that facilitates interdisciplinary research and collaboration. The creation and delivery of new programmes which focused on relevant multidisciplinary themes had also been proposed.

Arising from these recommendations, the Faculty of Science and Technology, in partnership with the Faculty of Medical Sciences, and supported by a business plan for the establishment of a Commercial Analytical Laboratory (CAL), submitted a proposal for the establishment of the Centre for Commercial Analytical Services (CCAS) in the Faculty of Science and Technology.

It is projected that the proposed Laboratory will enhance the reputation of the university, build important academic-industry relationships particularly in the area of research, and leverage the significant talent and infrastructure within the Faculties of Science and Technology and Medical Sciences to generate income to support academic programming and research in the sciences. Employment opportunities for postgraduate and recent graduates could also result.

Following approval of the proposal by the Campus Finance and General Purposes Committee (F&GPC) at its meeting of April 30th, 2020, a Steering Committee comprising key internal stakeholders in the Faculty of Science and Technology, the Faculty of Medical Sciences and Campus Administration was established to operationalise the plan. The FST Renewal Steering Committee was subsequently assembled and through a series of meetings, programmatic, infrastructural and fundraising plans were developed.

AGILITY

During the review period, the Cave Hill Campus focused on making the necessary adjustments to its modes of delivery, work practices, and examination rubrics. The Centre for Excellence in Teaching and Learning (CETL) in collaboration with Campus IT Services (CITS) continued to provide significant assistance to students and academic staff to ensure familiarity with the new technologies with which they would be interfacing including Blackboard Collaborate, Zoom and Microsoft Teams. Technology guides had been disseminated to students who also benefitted from live chat support offered through the IT Service Desk. Training support for faculty included practice-run tech clinics for testing teaching equipment, the offer of webinars focusing on hybrid teaching and alternative assessment, and the dissemination of online resource materials. Professional development workshops focusing on smart teaching and learning with technology had also been offered.

Smart Campus Initiative

The past year saw the Smart Campus Initiative take further root within the Campus Community as a necessary element for managing the reality of the COVID-19 environment.

The hope of a return to normalcy in the delivery of classes and other services at the start of academic year 2020/2021 did not become a reality and the impact of the global pandemic continued to limit the physical presence of staff and students on Campus. This, however, did not restrict the effectiveness of the execution of Campus processes. The lessons learned from the previous year's transition to remote learning and service delivery allowed the Campus to continue to operate smoothly.

The Microsoft Office 365 platform continued to serve a crucial role in sustaining the virtual work environment to allow the administration of the Campus to continue as staff maintained a minimal physical presence on Campus. In the review year, effective course delivery continued on the Moodle and Blackboard learning management systems in a manner which was now more routine and systematised based on the experience of the previous year's rapid transition to remote delivery.

There were notable advances in the efforts of the Smart Campus Initiative in terms of improving service delivery. In support of the thrust to digitally transform processes across the Campus, CITS assembled a Power Apps Development Team tasked with the rapid development and deployment of business solutions, primarily using the Power Apps development environment, part of the Office 365 platform.

Following the onset of the COVID-19 pandemic, the Campus was able to pivot its service delivery to accommodate remote methods as well as rapidly introduce new systems such as student and staff tracking to help facilitate contact tracing in response to the COVID threat.

With several successfully implemented systems supporting modernised processes the Smart Campus Initiative continues to reach new heights as it strives towards making The UWI Cave Hill Campus a truly Smart Campus for the 21st Century.

Upgrade to Banner 9

During the last quarter of 2020, CITS in collaboration with the Registry and the Bursary, had completed the user acceptance testing for the suite of admin pages used in offices, and the Banner self-service products, which were now in use by students and faculty. The rollout of these products marked the end of a 23-month process where the Campus had moved from Banner 8 to Banner 9 in the Ellucian cloud. This move had significantly de-risked the Campus' on-premise hardware, environmental and software maintenance and upgrade challenges.

Key benefits of the Banner 9 self-service products included easy grade entry, attendance tracking, a new advising functionality for optimised communication between the lecturer and student, and registration planning.

Given the growing global impact of new technology, CITS ensured that requisite attention was given to a proposal for the acquisition of suitable network security tools to minimise cyber threats.

Power Barbados 2020

On December 5 and 13 2020, the Campus hosted a successful two-day information technology workshop branded Power Barbados 2020, the result of a



Principal Cloud Advocate Dona Sarkar of Microsoft delivers remarks at Power Barbados 2020

collaborative effort between the Campus and Microsoft Corporation. The workshop covered digital skills training, exposure to productivity and collaboration tools, information and media literacy, spotting fake news, introduction to privacy and security (how to stay safe online, laws governing your online life), your rights and responsibilities, and money and the internet (buying, selling, banking). Hands on training in application development using the Microsoft Power Platform allowed participants to apply this theoretical knowledge in solving common business challenges.

Arising from discussions with Microsoft, it had been agreed that the event would be held annually, and plans were being put in place for Power Barbados 2021. An interview with Mr David Smith, Network Engineer, CITS who had spearheaded the project, had been aired globally and would assist in the promotion of the 2021 event.

Ellucian Impact Award

In the review year, Cave Hill continued to build on its Smart Campus Initiative used to drive the digital transformation of the Campus and in so doing received global recognition for its efforts. In April 2021, the Cave Hill Campus was one of six universities globally to be awarded the Ellucian Impact Award 2021 in the category of digital transformation. This award acknowledged the strategic investment made by the Campus in the Smart Campus Initiative with the expressed goals of providing

anytime/anywhere access to services, engaging in data-informed decision-making and increasing revenue and cost saving.

In their submission for the Award, the Campus' Enterprise Systems Support Unit (ESSU) demonstrated how the Cave Hill Campus had successfully used its Smart Campus Initiative, launched in 2017, to help revolutionise the delivery of educational and other services by integrating information and communications technology into many aspects of the Campus' higher education provisions and related operations.

The Way Forward

In the past year, the Cave Hill Campus remained focused on implementing the initiatives of the Triple A Strategic Plan in a constantly changing higher education landscape. It is with confidence that the prediction is made that the Campus will continue to be resilient, resolute and committed to the revitalisation of Barbados and the Caribbean. It is expected that experience and sound leadership will continue to guide the Campus as it navigates sustained uncertainties created in part by the pandemic and related factors. On this note, I extend a warm welcome to Professor Clive Landis, who has been appointed by the University Council as the next Principal of the Cave Hill Campus.



Professor Clive Landis

Professor Landis, who joined The UWI in 2004, is no stranger to the Campus having served as Senior Lecturer and Director respectively of the Chronic Disease Research Centre (now the George Alleyne Chronic Disease Research Centre) from August 2004 to July 2015 and as Deputy Principal from August 2015 to July 2019. His appointment takes effect from August 1, 2021, for a period of five years and I am certain that Professor Landis will enjoy the full support of the Campus Community as he embarks on this new journey.

As I demit office, I wish to thank the Campus Community for the support given during my tenure as Principal and wish the Cave Hill Campus continued success.



*The Cave Hill Campus thanks Professor Barriteau
for her outstanding leadership*



THE UNIVERSITY OF THE WEST INDIES
CAVE HILL CAMPUS, BARBADOS

Winner of the 2021 Ellucian Impact Award for Digital Transformation



INTERNAL OPERATING PROCESSES

CAMPUS ADMINISTRATION

While the impact of the COVID-19 pandemic constituted the defining reality of the review period, there were many positive developments as Administration responded in creative ways to the evolving situation.

Administrative units, in the face of unprecedented difficulty were still able to consolidate in key areas and to advance the Campus' strategic agenda. The year tested and affirmed the technological resilience underpinning Cave Hill's administrative processes; highlighted the ability of staff to make sensible accommodations in order to deliver on initiatives; and brought to the fore a pleasing level of team spirit critical for bringing an organisation to the other side of its challenges.

The period saw a high degree of responsiveness as Campus Administration sought to put in place the necessary policies and framework to respond to the pandemic and above all, to seek to ensure the safety and well-being of members of the Campus community.

ADMISSIONS

As had been projected, in the prevailing circumstances the Campus witnessed a decrease in the number of applicants. There was approximately a 10% and 14% reduction in registration of new and re-entry students respectively, compared to 2019/2020; however, there was approximately a 14% increase in registration of continuing students compared to 2019/2020. This increase was attributed in part to students not having completed their studies due to the ongoing pandemic.

New Environment

The new environment demanded that Student Affairs Admissions' communication with prospective students and the management of application-supporting documents be handled electronically, where feasible. Local and regional recruitment and information sessions in conjunction with the Student Enrolment and Retention Unit (SERU) continued to be held in the online space.

Faculty Orientations and Academic Advising sessions for new students, organised by Student Affairs, Admissions were held virtually via Zoom for the first time. Students met their Deans in plenary sessions, Heads of Departments in departmental meetings and their advisors in individual breakout rooms. Admissions' staff



Students on Campus

provided faculty members with the necessary training to access student records to adequately advise students and offered back-end support to advisors via MS Teams during advising sessions.

Staff played a key role in ensuring that Active Directory Account Provisioning (ADAP), a Banner 9 configuration which ensures the automatic creation of electronic

accounts and credentials for new students, was successfully implemented. This automation allowed new students to access various platforms such as mycavehill email, eLearning and Cave Hill Online (CHOL) more efficiently.

Registering through a single click

The Banner 9 Student Self Services implemented in Semester 2 allowed students to create a timetable and register with the single click of a button. This upgraded service along with the enhanced Override Request System provided a better registration experience for students.

During the period, the Assistant Registrar, Admissions represented the Campus on the Administrative sub-committee (Student Domain) of the University's Digital Transformation Committee.

It was projected that Student Affairs, Admissions administrative support (namely the processing of applications and student registration) to the Five Islands Campus would end in September 2021.

HUMAN RESOURCES SECTION

During the 2020/2021 academic year, the Human Resources Section continued to utilise technology to increase efficiencies and streamline processes.

The Performance Management Information System pilot project with the Faculty of Social Sciences commenced during the period for the 2021/2022 Annual Staff Review exercise. An introductory session was held with the Faculty and a training video was provided. At the end of the pilot project, the process will be reviewed in preparation for the official launch.

A Leadership Workshop for Deans and Heads of Department was held during the month of October 2020 under the theme, "Too-munication' & Managers." Areas covered included: communication, industrial relations and performance appraisal/assessment.

"Unlocking Your Communication Potential" was the title of a series of workshops held for Administrative, Technical and Service Staff. The Human Resources Section in collaboration with Campus IT Services also hosted a workshop for all staff on "Exploring OneDrive."

Psychological Support

In response to the reality that the COVID-19 pandemic had fundamentally impacted the organisation of work and that navigating the resulting uncharted waters could be overwhelming, a number of webinars were hosted to provide psychological support to staff. Topics included, "The Psychological Impact of Lockdown", "Mental Health and Wellness", and "Work-Life Balance and Remote Working."

The use of long-service awards to acknowledge loyalty, dedication, invaluable contribution and tenure is a vital recognition tool. Awards recognising excellence and rewarding performances beyond set job descriptions, as is the Principal's Award for Excellence, are also vital. The Human Resources Section was therefore pleased during the review period to have continued its contribution to facilitating the processes for these awards which brought a much-needed element of celebration as the calendar year drew to a close.

The Human Resources Section
will be hosting two workshops, to be facilitated by

Professor Dwayne Devonish
Professor of Management and Organisational Behaviour

Mental Health and Wellness
March 18, 2021 at 2:00 p.m.

Work-Life Balance and Remote Working
March 25, 2021 at 2:00 p.m.

Register in advance of these workshops by scanning the QR codes or clicking on the links in the email.

Brief Bio.
Professor Dwayne Devonish
M.Sc. Psychology (PhD) Cave Hill Campus - UWI
M.Sc. and PhD: Work and Organisational Psychology (Distinction) - UWI
His main research interests include organisational behaviour and psychology, work-related stress, health and wellness, human resource management, and strategic planning. He has completed a wide variety of organisational and industry-level research projects, consultancies and technical reports covering a range of management issues including job satisfaction, employee engagement, employee performance and productivity, strategic planning and management, and workplace wellness. He was also the lead author of the National Workplace Wellness Policy for Barbados.

Promotional Flyer for HR Workshops

SECRETARIAT SERVICES

During the reporting period, the Secretariat continued to provide support to undergird the Campus' planning capabilities in the face of the ongoing COVID-19 pandemic, which highlighted the need for the Campus to remain agile and flexible in the delivery of its educational products and services.

The organisation of virtual meetings of the principal statutory bodies such as Academic Board, Finance and General Purposes Committee, Steering Committee and sub-committees of these bodies continued apace. This was accompanied by the prompt dissemination of decisions at the Campus level and liaison with the requisite committees at the University level to ensure that all stakeholders were cognizant of any new and/or revised measures which had been adopted.

Meetings to Discuss Critical Matters

Meetings to discuss critical matters such as the review of the recommendations of the Chancellor's Commission on Governance of The UWI, and the review of Ordinance 8: Powers of Appointment, Promotion and Dismissal, were also facilitated by the Secretariat. In pursuit of the One UWI vision through the standardisation of processes across campuses, the Secretariat facilitated the participation of select ATS staff in a Minute Writing Webinar entitled "The Business of Minutes – Variety is not the Spice of Life" led by the Office of Administration; and participated in discussions on a Policy Development Framework to provide guidelines on the development, approval, records-management and publication of University and Campus policies.

The past 18 months of the COVID-19 pandemic engendered research into myriad aspects of this unprecedented global challenge and consequently, an influx of internal and external requests to use the Cave Hill Campus as a research site. During the past year, the Secretariat successfully coordinated and managed these requests with the assistance of the Office of Marketing and Communications.

Technological enhancements to the secretariat function also continued in academic year 2020-21 with the launch of a SharePoint site for Finance and General Purposes Committee as had been done for Academic Board.



Promotional Flyer for the Cherri-Ann Beckles Memorial Lecture

Committee members were afforded ready access to meeting documents and other information relevant to that committee.

ARCHIVES AND RECORDS MANAGEMENT PROGRAMME

The Archives and Records Management Programme responded to its various mandates for the academic year 2020/2021. Due to the Covid-19 pandemic, the programme on occasion had to make accommodations and adjustments to the delivery of some offerings. The West Indies Federal Archives Centre (WIFAC) for Archives Awareness Month June 2021 hosted the Cherri-Ann Beckles Memorial Lecture, held in honor of the late Dr Cherri Ann Beckles, former Assistant Archivist of the WIFAC. The featured speaker was Dr Joan Latchman, Honorary Senior Research Fellow of The UWI Seismic Research Centre, St Augustine who addressed the topic, "Archives: Important in Assessing Earthquake and Volcanic Hazards." The lecture was held in a virtual mode for the first time.

The archives had 26 visitors during the review year, mainly comprising locals and including five (5) overseas visitors from the United States. The West Indies Federation continued to be a great source of interest to researchers in the region and internationally.

The Records Management Programme continued with its digitisation of records for administration. For the year under review, staff indexed several records for ease of access on the HP Content Manager System commonly known as TRIM.

The programme offered advice on digitisation of records to various departments and units on campus. Site visits were undertaken to assess records in the Faculty of Medical Sciences, the Sidney Martin Library, the Department of Government and Sociology, Institutional Planning and Infrastructural Services (INPLAIS), Student Affairs and Marketing and Communications (MARCOMMS).

HEALTH, SAFETY AND ENVIRONMENTAL MANAGEMENT

Challenges posed by the COVID-19 pandemic were compounded by a number of natural disasters and events occurring during the review period. These included the eruption of the La Soufrière volcano on neighbouring island, St Vincent, which impacted Barbados, covering the island in a thick layer of ash. A severe weather system and Hurricane Elsa, which occurred in April and July 2021 respectively, uprooted trees and caused flooding in some areas of the Campus.

The Health, Safety and Environmental Officer (HSE Officer) worked with members of the campus community and external stakeholders to maintain a safe environment. That period reinforced the importance of maintaining documented procedures as well as continuous staff engagement on key issues.

Campus Health and Safety Committee

The Campus Health and Safety Committee reconvened during the academic year. The first meeting of the new (2020-2022) team was held on October 13, 2020. This committee, which is a requirement of the Barbados Safety and Health at Work Act, consists of management representatives, as well as representatives of the two

employee unions on the Campus. The Campus Health and Safety Committee is chaired by the Director of Human Resources. The structure of the committee's membership and the Terms of Reference (TOR) were both revised to create a more robust system geared at enhancing the management of health and safety on the campus.

Investigations and Routine Inspections

During the review period, the HSE Officer continued to conduct investigations in response to reported concerns. These were mainly related to ergonomics, workspace setup under the COVID-19 protocols and environmental issues.

Routine assessments of campus facilities were also undertaken, some conducted in conjunction with officers from the Environmental Health Department, Ministry of Health and Wellness. These included the annual inspection of campus facilities as a part of the compliance process for educational institutions as required by the Barbados Accreditation Council.

With the onset of the COVID-19 pandemic, ensuring compliance with national directives and Campus COVID-19 protocols became a key component of the HSE management portfolio. Representatives of the National COVID-19 Monitoring Unit, Ministry of Health and Wellness conducted a number of visits to the Campus to assess its operations.

Policies and Procedures

Work continued on the Campus' COVID-19 policies and procedures to ensure that information circulated was kept up to date and relevant within the dynamic environment.

The Campus Health and Safety Committee worked to complete Part A of the Cave Hill Campus Emergency Management Plan which was approved by the Campus Finance and General Purposes Committee in March 2021. This document provides an overview of the Campus' preparedness, mitigation and response efforts. It also details the structure of the emergency management committees, and the roles and responsibilities of various stakeholders in the campus' emergency management processes.



Open area in the vicinity of the Sidney Martin Library and the Department of Biological and Chemical Sciences covered in volcanic ash

Impact of Ashfall from La Soufrière Volcano

The first in a series of eruptions of the La Soufrière volcano began on April 09, 2021. This volcanic activity continued for a number of days resulting in a national shut down which affected schools and businesses across the island. As with the rest of the island, the cleanup of the campus was a demanding task. The impacts were largely felt in buildings and spaces which were designed to be naturally ventilated.

Campus essential workers assiduously sought to ensure that the premises remained secure, carrying out an extensive cleanup operation. As a result, the campus was able to maintain the health, safety and comfort of students residing on the Halls of Residence and to implement a phased reopening of operations in a timely manner.

The HSE Officer worked closely with the various departments and provided guidance on cleanup operations, appropriate personal protective equipment (PPE) and general sensitisation of persons working within the harsh environment.

Staff Engagement

The COVID-19 pandemic and the eruption of the La Soufrière volcano created new environments for the campus community. As such, it was, and remains extremely important to engage members of the community as they seek to safely navigate these situations. Dr Tania Whitby-Best, Medical Officer of the Student Health Clinic and Dr Heather Harewood, lecturer in Public Health, Faculty of Medical Sciences assisted with facilitating some of the planned sessions in this regard. A number of staff groups benefited, including personnel from the Office of Institutional Planning and Infrastructural Services, Halls of Residence and Department Safety Officers.



Hybrid Teaching under the Graduation Tent

CAMPUS IT SERVICES

The academic year 2020/2021 started with classes structured in Hybrid/Hi-Flex mode.

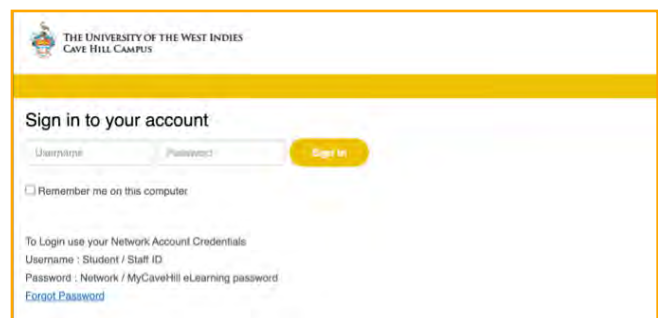
To prepare the Campus for this mode of course delivery, the Campus Information Technology Services (CITS) Department worked closely with the Centre of Excellence in Teaching and Learning (CETL), as well as the Office of Institutional Planning and Infrastructural Services (INPLAIS) to prepare teaching spaces and class schedules to satisfy the COVID-19 protocols, while maintaining a high level of teaching and learning standards.

Throughout the year all activities took on a hybrid or fully virtual format, including registration, teaching and events such as Orientation and Matriculation, and registration. This required the Campus to maintain its networking and telecommunications infrastructure at optimal levels. Due to the increased reliance on technology in teaching spaces, CITS ensured that there was adequate wired and wireless service to meet the needs of students and faculty.

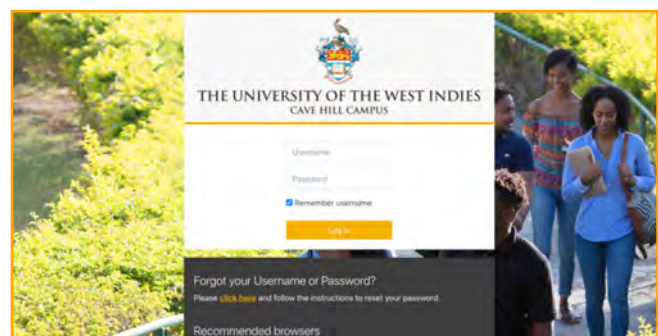
With the pandemic raging on and mutating variants emerging, there was the constant requirement for what-if-analysis and scenario planning. During the year, CITS continued to work closely with telecommunications partners FLOW and Digicel to maintain zero-rated access to campus learning resources for students.



CITS staff displaying Digicel promotional materials



New Self Service Login



New eLearning Login

Classroom Technology displayed great flexibility and agility as the teaching modes changed in response to COVID-19. Preparing the classrooms for hybrid teaching was a significant achievement. The close collaboration and teamwork demonstrated between CITS and CETL in training for and supporting faculty during hybrid teaching was commendable.

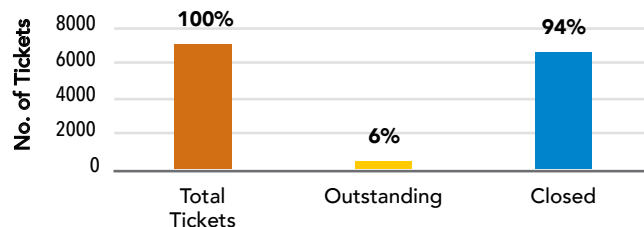
During the year, CITS ensured that the Campus' key business systems – Banner, eLearning, Zoom, and Blackboard Collaborate were upgraded to the current versions, offering the best functionality and security that could be provided. It was also able to complete the process of migrating and upgrading the core business systems that manage Student and Financial Information. It was able to deliver the new Banner9 Self-service Suite, as well as an upgraded eLearning platform. These both provided increased functionality as well as an improved user interface experience.

Also, during this period, with increased remote work, the IT ServiceDesk (<https://itservicedesk.cavehill.uwi.edu/>) became the proverbial 'tip of the spear' in the department's support effort, responding to just under 7000 tickets. With teaching and assessments online, there was the need for extended support hours to meet the needs of the Campus. To ensure an efficient response, additional personnel were transferred to the department and quickly trained to support this area. With the new team, capacity was increased as well as the work-life balance of the team members.

Remote work with the use of technology increased the need for user training and the CITS ICT Trainer responded. The training delivered focused on increasing user knowledge and IT skills, while building confidence in the ability of staff to get the job completed. The training delivered to the Campus supported the strategic objectives of The UWI Triple A Strategic Plan, with the following objectives:

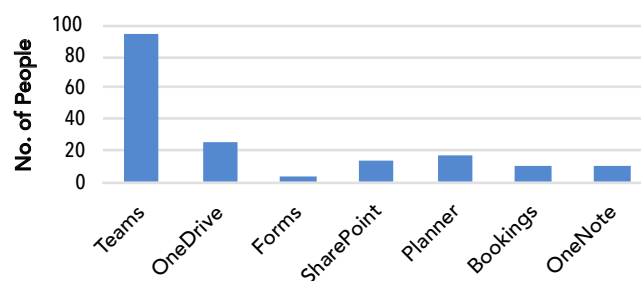
- AC3 - Improving the quality of teaching, learning, and student development
- AG4 - Fostering a creative, caring, accountable, motivated, and professional team
- AG5 - Fostering the digital transformation of The UWI

Service Tickets for 08/2020 to 01/2021



Service Desk Tickets: Displays the volume of calls received and resolved, highlighting the outstanding performance of the Service Desk.

Training Delivered 8/2020 - 1/2021



Training Delivered to Staff: Chart highlighting training delivered in Microsoft Office 365 applications. Teams and OneDrive were very popular as the Campus went into lockdown mode.

The objectives of the training sessions were to:

1. Provide knowledge to employees of Microsoft Office 365
2. Impart skills that employees may learn quickly
3. Update employees in new programmes/applications in IT

The training was done in Microsoft Office 365, as well as the Enterprises Solutions – Banner and PeopleSoft.

The nature of desktop or end-user device support also transitioned to remote work during the year. It was observed that end users had become much more receptive to remote support in the new environment, thus allowing the department to quickly implement new processes. CITS was able to deliver support from on or off campus to staff who were also either in the office or working remotely.



Ministry of Health and Wellness Meeting via the Cave Hill Zoom Platform

There were several benefits of this model of support which included:

- An agent could complete more support tickets for systems on-campus, off-campus, and internationally in a shorter space of time, as the need to move from client to client was removed.
- Service desk agents were able to work on multiple machines at a given time
- Revised technical support processes that promote efficiencies and agility were activated
- Full leveraging of support tools to meet changing requirements
- Increased willingness of end-users to access remote support
- End-users were enabled to be more knowledgeable and to conduct basic initial checks.

As a part of the Campus' support to the National Response to the COVID-19 Pandemic, CITS assisted the Ministry of Health and Wellness and the Queen Elizabeth Hospital by facilitating Zoom Meetings managed by its expert Zoom support team.

Additionally, the CITS team managed the Technical Setup of the cloud-based server hardware provisions of the software applications to support the National Seek & Save Command Centre. The main feature of the Command Centre was the array of three (3) 75" monitors that displayed the dashboards and statistics produced and manipulated by Dr Dion Greenidge, Head of the Department of Management Studies and his



CITS Team setting up the Seek and Save Command Centre



Dr Greenidge in the Seek and Save Command Centre

team of Data Analytics graduate students. This was an effort that involved the Classroom Technology Support (CTS) Team, as well as the Systems Engineers and the

Enterprise Systems Solution Unit (ESSU). Some of the tasks to support this exercise included:

- Configuration of software applications to allow the data to be transferred between the back-end cloud services and the mobile phone apps used in the field for data collection
- Assistance in linking the application data to reporting tools to provide real-time data for the command centre
- Rolling out of Microsoft Teams platform to allow communication between the students and the Analytics Team Leads in the field and for communication with the team leads and the persons back at the Command Centre
- Provision of technical support throughout the programme.



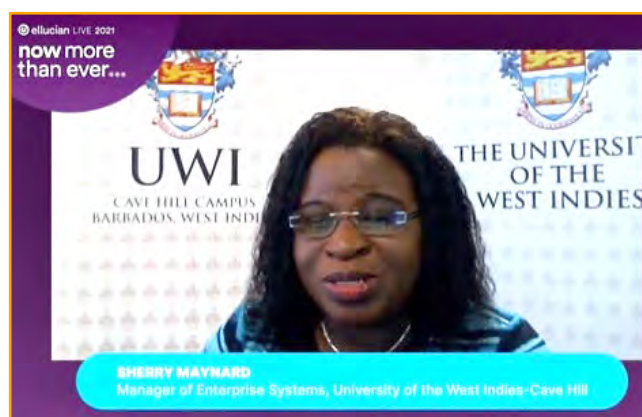
Seek and Save Students in the field



In April 2021, Ellucian, the campus' higher education technology solutions provider announced that The UWI Cave Hill had won a 2021 Ellucian Impact Award. The Campus was honoured for its successful digital transformation initiatives, which allowed it to pivot quickly to support students during the pandemic and received a USD 25,000 grant.

The annual Ellucian Impact Awards celebrate visionaries who inspire others to push the boundaries of higher education technology and innovation. The announcement was made during Ellucian Live, the industry's top global technology conference. Ellucian recognised six institutions that represented excellence across the categories of student well-being, innovation and digital transformation. The UWI Cave Hill won in the digital transformation category.

Of the 120 Educational Institutions that entered submissions for the Ellucian Impact Award, six winners were selected and were invited to be Panellists at the 2021 Ellucian eLive Conference. The Panellist included



Sherry Maynard at Ellucian Panel Discussion

the Cave Hill Campus, three US Universities, one from the UK and one from the United Arab Emirates. Each panellist shared their successes and innovations in one of the following areas: student well-being, innovation and digital transformation. The Cave Hill Campus was represented by Ms Sherry Maynard who highlighted Cave Hill's innovation and cost-saving initiatives as part of its digital transformation journey on the backdrop of Covid-19. Further attention was brought to the Cave Hill Campus when an extract from Cave Hill's interview was used to close out the 2021 conference which had approximately 22,000 attendees from all over the world.



Students of the Faculty of Science and Technology in class

Teaching and Learning

The Strategic Goal of “Access” in the UWI’s Triple A Strategic Plan 2017-2022 prioritises teaching and learning, as articulated by Strategic Objective AC3 – Improving the quality of teaching, learning and student development. The Cave Hill Campus’ thrust to achieve this strategic objective is exemplified by its efforts to continuously raise the bar for quality teaching and learning by its faculty and students respectively. The Centre for Excellence in Teaching and Learning rallies this cause, along with each Faculty and teaching department through various initiatives and innovations. Support is also received from administrative departments with a strong student focus.

In 2020/2021, although confronted by the challenges presented by the ongoing Covid-19 pandemic which were compounded by a hurricane and volcanic ashfall, the Campus did not renege on its responsibility to continuously improve, or at the very least, maintain its high-quality standards, and took measures to innovate

and/or retool where necessary. Recognising that its students are its greatest assets, the Campus left no stone unturned in ensuring it fulfilled its mandate, though operating in a difficult financial climate. At every juncture, the quality of teaching, learning and student development was given precedence.



Students in class during the Covid-19 pandemic

Curriculum Renewal

Curriculum renewal is an area of the Campus' remit that continued to receive the Campus' fullest attention in 2020/2021, as it sought to ensure the relevance of its programmes to produce the type of graduate the region requires and whose knowledge and skills are globally competitive. Some of the new/revised programmes approved by The UWI Board for Undergraduate Studies (BUS) and the Board for Graduate Studies and Research (BGSR) are as follows:

Faculty of Science and Technology

Environmental Science Major Revamped

The revised major in Environmental Science (ENSC), offered by the Department of Biological and Chemical Sciences (BCS), was approved by the BUS in February 2021. The revision featured:

- The addition of cross-faculty courses, including *HIST2810 Global Environmental Issues: Past, Present*

and Future, HESC3003 Environmental Health, PHIL3110 Environmental Ethics, and LAW3450 Caribbean Environmental Law.

- The updating of *ENSC1001 Introduction to Physical Geology* to *ENSC1005 Landform Dynamics*, to address interdisciplinary options.
- The incorporation of topical material – climate change, sea-level rise, and geomorphic cycles – into *ENSC2005 Earth-Life Cycles*, which replaced *ENSC2001 Introduction to Earth-Life Cycles*.
- Creation of *ENSC2900 Environmental Science Exchange* and *ENSC3050 Professional Placement in Environmental Science*, to align with the current offerings in the Department, to recognise courses pursued external to Cave Hill and to expand experiential learning opportunities.
- Introduction of a new course which aids in the understanding of landscape changes – *ENSC3005 Urban Geomorphology*.



Students of the Faculty of Science and Technology in class



UWI Blackbirds enjoying a game of basketball

Faculty of Humanities and Education

New Psychology Programmes Approved

With Psychology being grounded in philosophical thought and scientific exploration, the new BA Psychology Special, Major and Minor Programmes, were designed to help students address fundamental questions about human experience and behaviour. Students will build a solid foundation, gaining in-depth coverage of psychological science and theoretical perspectives that undergird the application and practice of Psychology through courses infused with experiential and transformative learning activities, inclusive of a two-semester Capstone research project and a Field Experience allowing for the application of classroom learning to practical ways in the world of work.

For the programmes, the target audience ranges from students straight out of secondary school to mature students, such as public officers (eg, police, probation, childcare) and healthcare workers interested in upgrading their skills and/or a career change. The decision to offer these programmes coincide with a time when the Caribbean and the wider world recognise the dire need for psychological support, strength, and

resiliency. Knowledge and skills gained through the study of Psychology will be needed for generations to come. BA Psychology graduates will be equipped with exceptional organisational, communication, analytical and critical thinking skills to ably manage their mental health and wellbeing, as well as provide support to others; preparing many for graduate study in applied fields of psychology (eg, clinical, counselling, education, etc) with the prospect of pursuing professional practice licensure/registration.

It is envisioned that through the BA Psychology Programme experience, Caribbean graduates will become global citizens who are at the forefront of change. The new programmes will be offered in the 2021/2022 academic year.

Faculty of Sport

Sports Programme Offerings Expanding with New BSc Sport Coaching

A new Degree Programme - BSc Sport Coaching, was launched on May 26, 2021. The launch was well received, with a number of coaches and sport persons expressing interest in pursuing the programme. BSc Sport Science

students also expressed interest in transferring into the programme which will be offered in the academic year 2021/2022. A new course, *Math for Sport*, had been developed and was approved by the Academic Board and the BUS. This course will be offered in the BSc Sport Coaching programme and will eventually replace *ECON 1003 Math for Social Sciences* in the BSc Sport Science programme.

Faculty of Social Sciences

New Programme Driven by Data Needs of Industry

In 2020/2021, the Department of Management Studies developed a number of new undergraduate courses and programmes and revised existing ones, with the view of ensuring the continued relevance of the curriculum and programmes offered, and their alignment with the needs of Industry. The Department recognised that in today's digital age, the majority of professions, disciplines, and industries work with data. This acknowledgement led to the development of the BSc Management with a concentration in Business Analytics that is expected to be offered for the first time at the start of the academic year 2022/2023. The programme will provide students with

the necessary skills in business analytics and guarantee that they are more productive and better able to use data to help organisations make key decisions. Moreover, students will develop their analytical and problem-solving skills and be exposed to state-of-the-art digital technologies widely used in businesses. Furthermore, the programme will ensure that students could creatively and imaginatively resolve operational and strategic problems facing organisations across various sectors.

Faculty of Medical Sciences

New BHSc Programme in Human Nutrition and Dietetics

The Bachelor of Health Sciences programme trains and develops professionals to establish careers in health education, provision, and administration. During 2020/2021, a new option was introduced – the BHSc Human Nutrition and Dietetics, which will be offered in the 2021/2022 academic year.

The programme's Vision is to be at the forefront of 'best in class' of Nutrition and Dietetics training by educating the next generation of dynamic, forward-thinking leaders who embrace cutting edge research and collaborative



Students on Campus



EBCCI Dance students among the performers of 'Unbought and Unbossed' - Tribute to Shirley Chisolm at the Shirley Chisolm premiere for the Caribbean Heritage Organisation - Bridgetown, June 04, 2021

practices to inform decision making. Paving the way for a healthier Caribbean. The programme's Mission is to train the cadre of Nutrition and Dietetic professionals who provide safe and ethical care to improve health and wellbeing in the Caribbean region and beyond.

The UWI has been at the forefront of training the region's people in response to the health challenges of its vulnerable societies. Lifestyle factors, specifically diet, nutrition and physical inactivity are the major contributing factors to the burdensome chronic conditions which are prevalent in the Caribbean. Within the execution of the faculty's training responsibilities, there was a need to diversify the academic offerings to address the changing health needs of Caribbean people. The BSc Human Nutrition and Dietetics is designed to facilitate students in the development of the attributes necessary to pursue careers in nutrition and dietetics within the Caribbean region. This 3.5-year programme is intended to train dietitians, who will assess, diagnose, treat, and manage diet and nutrition related challenges. Graduates will be taught to effectively apply their knowledge of food, nutrition, and dietetics.

Faculty of Culture, Creative and Performing Arts

Exciting New Programmes at the EBCCI

A major development for the Errol Barrow Centre for Creative Imagination (EBCCI) during 2020/2021 was the approval of the new BFA Dance and the BA Music with Education programmes by the BUS on May 18, 2021. The BFA Dance programme was developed by Lecturer in Dance, Dr Rainy Demerson, and designed to attract new students, both locally and internationally. Both new programmes are scheduled to be offered in 2021/2022. Several new courses in the areas of Dance and Music were also introduced with the curriculum renewal. Work continued on the design of the new BFA Music, BFA Film and BFA Theatre programmes, with revisions to the MA Creative Arts and the BFA Creative Arts programmes.

Enhancing Student Skills

The ability of the Campus to secure internship opportunities for students proved challenging in 2020/2021. Many placements were suspended by business houses and organisations due to the ongoing pandemic. Nevertheless, the Campus persevered and its concerted efforts to engage the business community, governmental and other external stakeholders yielded success, as demonstrated in Tables 6 & 7:

Table 6: Internships Organised by the Office of Student Services Academic Year 2020/2021

ORGANISATION	NUMBER OF INTERNS
Work Consultancy	21
Goddard Enterprises Ltd	2
Berger	2
CompliancePath	1
Ministry of Foreign Affairs	5
Harris Paints	1
Oceans 2 Hotel	1
Massy	1
US Embassy	5
TOTAL	39

Table 7: Internships Organised by Faculty/ Department/Centre/Institute Academic Year 2020/2021

FACULTY OF HUMANITIES AND EDUCATION DEPARTMENT OF HISTORY AND PHILOSOPHY	
ORGANISATION	NUMBER OF INTERNS
Barbados Water Authority	2

FACULTY OF SCIENCE AND TECHNOLOGY DEPARTMENT OF COMPUTER SCIENCE, MATHEMATICS AND PHYSICS	
ORGANISATION	NUMBER OF INTERNS
New IB Tech Security Company	1
Goddard Enterprises Ltd	2
TOTAL	3

FACULTY OF SCIENCE AND TECHNOLOGY DEPARTMENT OF BIOLOGICAL AND CHEMICAL SCIENCES	
ORGANISATION	NUMBER OF INTERNS
Berger Paints	2
Mount Gay Distilleries Ltd	1
Plant Tissue Culture Laboratory, Ministry of Agriculture and Food Security	2
West Indies Rum Distillery	1
TOTAL	6

FACULTY OF SOCIAL SCIENCES DEPARTMENT OF ECONOMICS	
ORGANISATION	NUMBER OF INTERNS
Royal Bank of Canada (Bahamas)	1
Ministry of Agriculture and Food Security (Barbados)	1
Ministry of Foreign Affairs and Foreign Trade (Barbados)	1
Ministry of Finance, Economic Affairs and Investment (Barbados)	1
Caribbean Development Bank (Barbados)	3
Central Bank of Barbados	1
TOTAL	8

FACULTY OF SOCIAL SCIENCES DEPARTMENT OF MANAGEMENT STUDIES	
ORGANISATION	NUMBER OF INTERNS
Nicholl's Bakery	5
Capital Media	5
Barbados Tourism Marketing Inc (BTMI)	6
Government of Barbados - Operation Seek and Save	8
Barbados Agricultural Development and Marketing Corporation (BADMC)	1
Central Bank of Belize	1
TOTAL	26

FACULTY OF SOCIAL SCIENCES SHRIDATH RAMPHAL CENTRE	
ORGANISATION	NUMBER OF INTERNS
COHORT 17	
Customs and Excise Department, St Vincent and the Grenadines	1
Viking Traders Ltd, Saint Lucia	1
Ministry of Foreign Affairs, St Vincent and the Grenadines	1
Ministry of Sports, Culture and Community Development, Dominica	1
Organisation of Eastern Caribbean States (OECS) Headquarters, Saint Lucia	1
Ministry of Trade, Dominica	2
Ministry of Trade, Antigua and Barbuda	1
Ministry of Trade and Industry Trinidad & Tobago	1
Ministry of Trade, Grenada	1
St Vincent and the Grenadines (SVG) Mission to Taiwan	1
Barbados Mission to Geneva	1
1. Association of Caribbean States, Trinidad and Tobago 2. Trinidad and Tobago Chamber of Commerce and Industry	1
Caribbean Export Development, Barbados	1
Caribbean Development Bank	2
Econotech Ltd, Trinidad and Tobago	1
International Trade Centre (ITC), Geneva	1
Ministry of Commerce, International Trade, Investment, Enterprise Development and Consumer Affairs, Saint Lucia	1
Statistical Division, Ministry of Finance, Antigua and Barbuda	1
Ministry of Trade, St Kitts/Nevis	1
1. Antigua and Barbuda National Authorizing Office of the Economic Implementing Unit EPA 2. Customs Department, Antigua and Barbuda	1
TOTAL	22

FACULTY OF SOCIAL SCIENCES SHRIDATH RAMPHAL CENTRE	
ORGANISATION	NUMBER OF INTERNS
COHORT 18	
Caribbean Export Development Agency, Barbados	1
Invest Barbados	1
Ministry of Foreign Affairs and Foreign Trade, Barbados	1
International Trade Centre, Geneva	1
Caribbean Tourism Organisation, Barbados	1
Caribbean Development Bank	1
Office of Trade Negotiations	1
Shridath Ramphal Centre, The UWI Cave Hill Campus	1
TOTAL	8

FACULTY OF SPORT	
ORGANISATION	NUMBER OF INTERNS
Barbados Tourism and Marketing Inc	1
Barbados Football Association	3
Mount Saints Johns Medical Center (Antigua)	1
Barbados Volleyball Association	1
Barbados Cricket Association	1
Elite Distance Club	1
Caribbean Regional Anti-Doping Organisation	1
St Lucia Football Association Inc	1
TOTAL	10

INSTITUTE FOR GENDER AND DEVELOPMENT STUDIES: NITA BARROW UNIT	
ORGANISATION	NUMBER OF INTERNS
UN WOMEN	2

Continuous Expansion and Enhancement of Student Services

Strengthening of Administrative Structures for Service and Online Delivery

During the year under review, the Office of Student Service (OSS) collaborated with Campus IT Services to ensure it could effectively use technology strategically to enhance the sustainability of its programming during periods of remote teaching, by increasing the number of services offered through the online booking system; thus creating an enabling environment to ensure the transition of the majority of OSS services to online delivery. These included:

- Career Services
- Psychological Services
- Disability Support Services
- Financial Aid Services
- Volunteering and Give Back Programme
- Academic Support Services
- Clubs and Societies Consultations

The OSS was especially proud to be the first Department to leverage technology to transition to online delivery of services seamlessly, as it continued to provide intentional student support and development services. Through a variety of online platforms, New Student Orientation and the Job Fair were also successfully offered online.

Activities to Promote Inclusivity and Student Engagement

The OSS continues to play a central and pivotal role in ensuring the Campus meets its mandate to be an inclusive community. In 2020/2021, the strengthening of the provisions of services for persons with disabilities remained high on the Department's agenda with the continuous enhancement of the process of accommodating persons with disabilities and the peer-to-peer support system for students with blindness. These efforts resulted in the implementation of a process that ensured students received timelier accommodation plans, academic advisement and notification of locations of testing sites.



Students volunteering under the Give Back Programme

The Disability Services Coordinator (DSC) adopted programme elements from the St Augustine Campus after a benchmarking exercise. This led to improved coaching to help students address academic challenges and to persist through their studies.

The Department also spearheaded a number of initiatives to promote student engagement and the student experience.

- Continuous incorporation of evaluation into programming such as New Student Orientation and Co-Curricular Programming with the support of the Office of Institutional Planning and Infrastructural Services (INPLAIS) to assess the student outcomes and inform programming, while enhancing client satisfaction. This supported the building of a culture of feedback by encouraging continuous assessment of programmes.
- Diversified counselling services provisions to address other dimensions of student wellness by offering Tai Chi movement, meditation and mindfulness activities as well as group psychoeducational programming.
- Established a Peer Support System for persons with disabilities to enable access to a student resource to help students with blindness navigate day to day concerns and issues of access.
- Continued to improve the information cycle for the Barbados Government Give Back Programme to increase awareness and drive student participation.
- Established a framework for the granting of give back hours through co-curricular engagements.

- Updated Departmental policies and procedures to an online format (guidelines for student events, financial assistance) to facilitate student support, engagement or development.

Academic Support Workshops

During Semester 2, three Academic Success Workshops were conducted. These included “Maximize your Time - Increase your Output”, “Study Smarter Not Harder”, and “Revision Strategies”. Overall, students reported that they were exposed to new learning and study strategies. The workshops also gave students the opportunity to connect with and learn from other students who were having similar challenges, while learning how to overcome those challenges. As a result, many students who attended the workshops booked one-on-one consultations. In this way, information was reinforced and better assimilated and applied by students.

2020/2021 Mentorship Programme

The focus of the Mentorship Programme in 2020/2021 was on the provision of discipline-specific activities. During Semester 1, students were introduced to CariScholar, a regional mentorship programme that connects students with professionals from the region who are currently working or pursuing graduate study in the Diaspora. This initiative focused on increasing students’ awareness of key steps to navigate graduate study, particularly for science majors. Forty-five (45) students participated in the CariScholar Mentorship Programme information session. Students heard from six UWI Cave Hill Alumni who pursued undergraduate studies in science, law and economics. The panel comprised: Dr Jerelle Joseph, CariScholar Founder; and fellow CariScholar mentors - Mr Verieux Mourillon, Ms Marita Marshall, Mr Shawn Hercules, Ms Jimesha Prince, and Dr Dalano DaSouza. The panellists offered guidance on how an aspiring researcher or practitioner could use mentorship as a developmental tool on their career journey. The sessions were moderated by the Career Counselling Specialist.

During Semesters 1 and 2, the Human Resources Management Association of Barbados (HRMAB) and the OSS collaborated to launch a discipline-specific mentorship programme. This pilot began on November 16, 2020. Ten (10) students majoring in Management



Students volunteering at the Ministry of Education under the Give Back Programme

(Human Resources), Industrial Relations and History participated in the pilot which received positive feedback from the students. Some participants benefited from internships at the end of the mentorship period. One student, Ms Mia Went, successfully prepared a publication for the *Business Authority*, and along with her mentor, Ms Khadija Moore, received the award for the Best Mentor-Mentee Pair in the programme.

A Renewed Focus on Improving the Student Experience

The UWI Strategic Plan 2017-2022 identifies “Student-centredness” as one of its four core values. At the Cave Hill Campus there is a strong and demonstrable commitment to student centredness, with solid support from key departments, including the the Student Experience Team (SXT) of the Office of Institutional Planning and Infrastructural Services (INPLAIS). In 2020/2021 the SXT engaged in a number of projects that focused on: (1) informing enhancements to students’ learning experience; (2) assessing and improving students’ service experience; and (3) supporting staff commitment to service excellence and student centredness.

Learning Experience

The Student Experience Team conducted market research projects on behalf of the Centre for Biosecurity Studies and the Faculties of Humanities & Education, Law and Medical Sciences to explore prospective students' interest, expectations and preferences in relation to proposals for: new short courses in Biosecurity, a Bachelor of Arts in Office Administration, a joint Bachelor of Laws (LLB) and Master of Science (MSc) in International Trade Policy, a Postgraduate Diploma and Master of Laws (LLM) in Dispute Resolution, and a Bachelor of Science (BSc) in Human Nutrition & Dietetics. Insights from these surveys allowed these units to refine the design of their offerings to better serve their target markets.

In Semester I, the Team successfully coordinated a pilot project to introduce a new instrument for the assessment of students' learning experience during undergraduate academic courses. The new Course Experience Review instrument is intended to replace the current course evaluation questionnaire. Following the pilot project, the BUS approved its use on all Campuses from academic year 2021/2022.

On behalf of the Campus' Orientation Planning Committee, the SXT completed a comprehensive assessment of orientation activities for new undergraduate students, which were hosted virtually in 2020. These included: Online Orientation, the live Orientation Forum, and the launch of the First Year Experience (FYE) programme. The team reported on (1) outcomes for attendees (in terms of confidence and motivation to complete recommended steps for new students) and (2) the quality of their orientation experience (in terms of enjoyment of the events and ease of participation).

Service Experience

As a follow-up to the University Office of Planning Student Satisfaction Survey 2020, the SXT conducted additional research to enable the Campus to develop a richer understanding of students' experiences while completing selected administrative processes and using Campus support services.

Undergraduate students were invited to complete Service Experience Trackers to provide feedback on academic advising, course registration and examinations processes, the first and last of which were conducted primarily by virtual means in 2020/2021. While most respondents reported an overall positive service experience, the research also identified opportunities to continue enhancing these processes.

In April 2021, 591 students participated in the Student Wellbeing Survey, which was designed to assess students' awareness of, usage of and satisfaction with specific services and provisions related to physical and mental health, safety and security at Cave Hill. Among other findings, the survey confirmed that, during the academic year, students were more likely to be struggling with their mental and physical health, rather than coping well. Nevertheless, at least 7 in 10 students who used psychological counselling and medical services were satisfied with their service experience and outcomes. Additionally, at least 2 out of every 3 students described their sense of safety and security on Campus as good or very good. The findings are expected to inform ongoing efforts by the Office of Student Services, Student Health Clinic, Campus Security Services and the Health, Safety & Environmental Office to increase student satisfaction in these domains.



The poster features the University of the West Indies Cave Hill Campus logo at the top left. Below it, the text reads 'Faculty of Law'. The main headline is 'Calling all Legal professionals and Advanced Law students (final year LLB, Law School, or Postgrad)'. Below this, it asks 'Considering your options for postgraduate study?'. The central text states 'The Faculty of Law is developing new programmes in' followed by 'Dispute Resolution' in large, bold, orange letters. Below this, it says 'Take our quick, online survey to:' followed by a bulleted list: 'Tell us about your study interests and preferences', 'Learn about our new offerings', and 'Help us design programmes that meet your needs'. The survey dates are 'July 2nd – July 23rd 2021'. At the bottom, it says 'Submit via your smartphone, tablet or PC' and provides the URL 'https://www.tinyurl.com/UWILawSurvey'. A contact email 'studentexperience@cavehill.uwi.edu' is also listed. The background of the poster shows a smiling woman and a man in professional attire, with a gavel and a smartphone icon.

Dispute Resolution Survey Poster



Quality Day 2020 Pulse Points Special Prize Winner – Ms Sheldine Greene, receiving her prize from Mrs Koelle Boyce, Campus Quality Assurance Coordinator

Service Excellence & Student Centredness

The Student Experience Team continued to administer and promote the PULSE Points programme (**P**ositioning the **U**niversity to **L**ead through **S**ervice **E**xcellence), which recognises and rewards employees who demonstrate exceptional attentiveness, efficiency or courtesy during customer service interactions. During the academic year, 121 PULSE Points were awarded to 89 employees. Additionally, during the 2020 Quality Day commemoration held on November 12, 2020 under the theme 'Creating customer value', Ms Sheldine Greene of the Law Library received a special prize for earning the highest number of PULSE Points between July 2019 and September 2020.

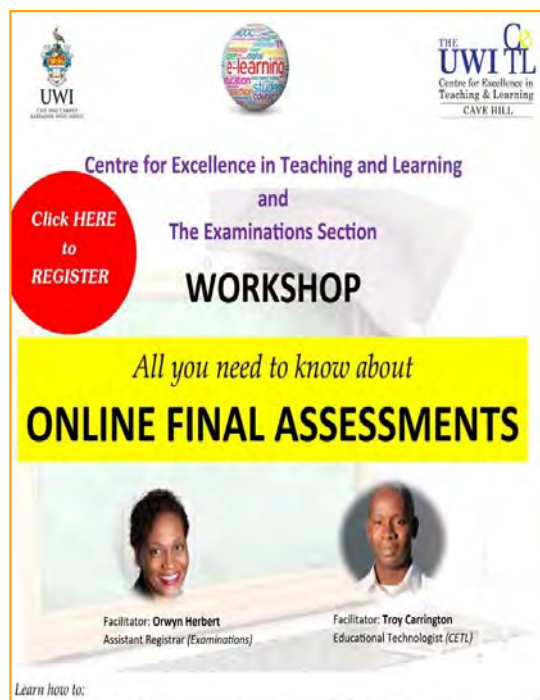
On June 18, 2021, Mrs Koelle Boyce (Quality Assurance Coordinator) and Mrs Eldawna Bynoe (Project Assistant) conducted the first in a three-part series of online workshops for Quality Champions – staff volunteers who coordinate quality enhancement initiatives within their units. The first session introduced roughly 40 Champions to a framework for developing customer service standards that are aligned to the Campus' service values of attentiveness, efficiency, courtesy and equity. During sessions two and three (July 9 and August 13, 2021), the Quality Champions drafted action plans for adoption of the service standards within their units and shared strategies for successful implementation.

The Centre for Excellence in Teaching and Learning

In its ongoing quest to promote teaching excellence at the Cave Hill Campus, the Centre for Excellence in Teaching and Learning (CETL) again rose to the occasion in 2020/2021 as it continued to navigate uncharted waters in the wake of the Covid-19 pandemic. Guided by its slogan "Academic Excellence Through Quality Teaching", the CETL continued to: deliver the principal professional certification programme, the Postgraduate Certificate in Teaching and Learning (CUTL), as well as other professional workshops, seminars/webinars, individual and group consultations; engage in the quality assurance process; and provide educational technology services and teaching/learning resources.

Postgraduate Certificate in Teaching and Learning (CUTL)

There was no disruption to the delivery of the CUTL professional training for staff during the COVID-19 period, since the transition to a virtual modality worked seamlessly. During the period under review, special faculty associates or guest presenters assisted with the conduct of various sessions in the programme. They included: Dr Donley Carrington, Deputy Dean and Lecturer in Accounting, Faculty of Social Sciences who presented on the topic: *Assessment Alignment, Designing the Table of Specifications, Rubrics and Examination Paper Construction*; Mrs Judith Toppin, Librarian and Officer-in-Charge, Sidney Martin Library presented on the topic: *Ethical Issues and Assessment and Quality Assurance in Higher Education*; Mrs Orwyn Herbert, Assistant Registrar, Examinations presented on the topic: *Assessment Policies and Practices at Cave Hill Campus*; Mrs Sonia Mahon, Deputy Dean (Outreach), Faculty of Social Sciences, presented on the topic: *Academic Advising*; and Mrs Koelle Boyce, Campus Quality Assurance Officer, INPLAIS, presented on the topic: *Quality Assurance in Higher Education*. Additionally, Mr Khaleid Holder, Student Services Manager, and two visually-challenged students participated in a Student Forum under the theme: *Creating a Conducive Learning Environment*.



Promotional flyer for one of the informative sessions for faculty

Revision of the CUTL Programme

A proposal has been prepared, in conjunction with all CETLs, for the revision of the CUTL programme to be offered officially as a blended programme with the flexibility for virtual/online delivery.

Supporting Smart Teaching and Learning with Technology

In 2017 when the Campus introduced the Smart Campus Initiative, CETL immediately identified its role in support of this innovation. To ensure the success of this initiative, it was imperative that there was maximum faculty and learner engagement at all levels. In 2020/2021 the CETL continued to engage in activities to promote smart teaching and learning with technology. These included:

● TEST BEFORE YOU TEACH:

To assist faculty as they prepared for the new semester, professional staff of the CETL provided several opportunities for training and preparation. These included Practice-Run Tech Clinics for testing teaching equipment. Sixty-six (66) lecturers benefitted from these practice sessions.

● SMART CLASSROOM:

The Faculty Development Facilitator - eLearning and Instructional Technology (FDF - eL&IT), in collaboration with Campus IT Services (CITS) successfully upgraded the wireless infrastructure of the CETL Lab and reconfigured its presentation capabilities to allow wireless projection for both presenters and participants on a touch-enabled Smartboard. Also included in the upgrade was the ability of the presenters to view and control the devices of participants to maximise participants' instructional experience. The configuration sought to remove the dependency on the hardware, while fully utilising the software available on the Office 365 platform. Unfortunately, COVID-19 prevented the optimum use of the lab for face-to-face sessions.

● BOOST YOUR CONFIDENCE TRAINING:

Opportunities to provide training for faculty to boost confidence and become acquainted with new technologies and tools included: *Training Tuesday* – Several LinkedIn learning licenses were acquired in collaboration with CITS and were offered to faculty as an opportunity for professional development; *Tech Talk Thursday* - These sessions gave faculty the opportunity to share and learn how technology could be utilised in the classroom innovatively. The FDF - eL&IT, developed a comprehensive self-paced MyCaveHill eLearning Basics Training Course for all faculty, highlighting site navigation with examples.

Teaching/Learning and Student Development Collaboration – The Registration Buddy System

The Registration Buddy system was designed and implemented through a collaboration with CITS, the CETL FDF - eL&IT and the OSS. This new system provides an approach to linking new students with existing students (registration buddies) for the purpose of ensuring that new students are sufficiently competent in the use of Campus technologies required for registration at start the semester. Training for the Registration Buddy participants in the use of the online chat support systems was also conducted by the FDF - eL&IT.

Faculty Preparation for New Teaching Modality – Supporting Hybrid/Hyflex Teaching and Alternative Assessment

To assist with preparing faculty for what was required to ensure academic continuity at the onset of the pandemic, CETL engaged the services of Dr Brian Beatty, San Francisco State University, Creator of HyFlex innovation for course design and alternative assessment to deliver two webinars. One webinar was entitled: *Implementing Hybrid-Flexible (HyFlex) Courses and Programmes: Student Self-Hybrid Learning and Instructional Continuity*, and another, *Designing Alternative Assessments: Assessing Learning in Hybrid and Online Environments*. A collective total of 222 participants attended.

Support for Student Development

In addition to placing emphasis on teaching quality, the CETL assisted with the fostering of a student-centred environment, where required. Activities continued as follows:

● STUDENT GUIDES:

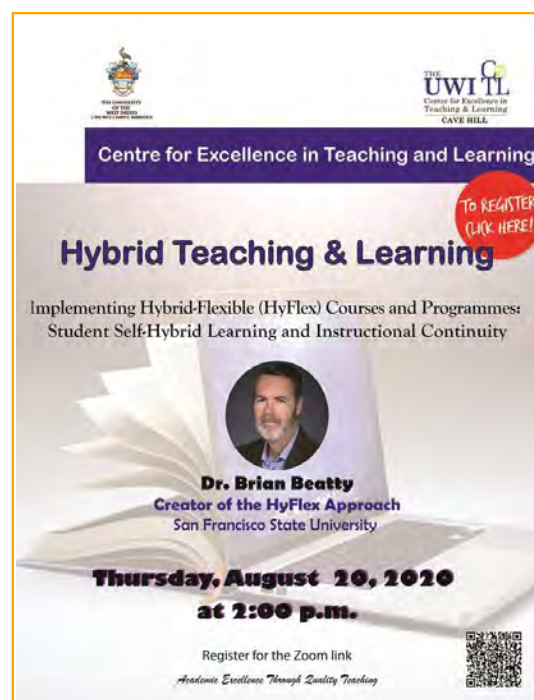
The FDF – eL&IT developed a number of student technology guides for Blackboard Collaborate, Zoom and Microsoft Teams and in collaboration with CITS coordinated multiple Student Technology Clinics. These Clinics allowed students to test their technology in advance of the start of virtual classes.

● LIVE SUPPORT:

The FDF – eL&IT worked with the IT Service Desk to test and implement the live chat facilities and assisted with live chat support and the answering of queries from staff and students.

● NEW STUDENT ORIENTATION:

The FDF – eL&IT and the 2020 New Student Orientation Sub-Committee helped students navigate their first full virtual orientation. The Educational Technologist was the course-site designer for the orientation course, *Online Orientation 2020*, which serves as a primary resource to familiarise new students with the Campus' systems, processes, and services.



Promotional Flyer for CETL Webinar

Navigating the Online Environment – Support for Students

The FDF – eL&IT in collaboration with the OSS delivered a workshop entitled “Learning in an Online Environment”. It focused on manoeuvring in the world of online learning, meeting etiquette, green-screening for privacy and the use of Microsoft Teams for easier UWI-wide communication and collaboration. Similarly, the Educational Technologist partnered with the OSS to design a workshop on Facilitating Teamwork Online. Given the importance of this information in a virtual learning environment, this session was considered as essential for all students at the start of Semester 2 (2020/2021).

Web-Conferencing Tools for Students

The Educational Technologist provided assistance to students who were having challenges utilising the various web-conferencing tools. The issues encountered by the students were forwarded to the Educational Technologist from the CITS Help Desk or faculty members.

SPORTSMAN OF THE YEAR
MR EMMANUEL STEWART
CRICKET | CAVE HILL



CELEBRATING STUDENT ACHIEVEMENT

The Cave Hill Campus has traditionally acknowledged and celebrated the accomplishments of its outstanding students who exemplify dedication and hard work by their exceptional scholastic and sporting achievements. This year it continued in this rich tradition and proudly recognised its high-achieving students who demonstrated tenacity and resilience in the face of challenges presented by the Covid-19 pandemic and otherwise.

THE UNIVERSITY OF THE WEST INDIES
CAVE HILL CAMPUS, BARBADOS, WEST INDIES

2021 VIRTUAL APPRECIATION AWARDS CEREMONY

THE UWI: BUILDING RESILIENCE, INNOVATION AND ENTREPRENEURSHIP

DATE: TUESDAY, JUNE 1st, 2021

TIME: 7:00 P.M. (BARBADOS/EASTERN CARIBBEAN TIME)
6:00 P.M. (JAMAICAN/EST)

18 YEAR ANNIVERSARY

WATCH ON **FLOW EVO**

UWI GLOBAL **f LIVE** **YouTube**
www.uwitv.org

15 - Grenada | 102 - Trinidad & Tobago, Curacao, Dominica | 105 - Anguilla, Antigua & Barbuda, Bahamas, BVI, St. Kitts & Nevis, St. Vincent & The Grenadines, Turks & Caicos | 106 - Cayman Islands | 112 - Barbados | 130 - Jamaica

Promotional Flyer – 2021 Virtual Appreciation Awards Ceremony

Appreciation Awards Ceremony

In 2020/2021 The Annual Student Awards Ceremony was rebranded the *Appreciation Awards Ceremony* and was held in a virtual setting on June 01, 2021. The much-anticipated event was streamed on FLOW EVO, UWItv, YouTube and Facebook Live under the theme “The UWI: Building Resilience, Innovation and Entrepreneurship”. The event featured speeches by: Pro Vice-Chancellor and Principal, Professor The Most Honourable V Eudine Barriteau; and Deputy Principal, Professor Winston Moore, among others. The Guest Speaker was UWI Cave Hill alumna, Ms Jackie Watson, an innovative and successful multi-business owner, lecturer, business mentor and wealth management director. Ms Watson centred her thought-provoking address around entrepreneurial and service excellence.

Table 8: Scholarships Awarded for Academic Year 2020/2021

NAME OF DONOR/ SCHOLARSHIP	VALUE OF INDIVIDUAL SCHOLARSHIP/ AWARD BBD	TOTAL NUMBER OF STUDENTS AWARDED	TOTAL SCHOLARSHIP VALUE BBD
Barbados Employers' Confederation	2,500	1	2,500
Barbados Employers' Confederation	1,000	1	1,000
Barbados Workers' Union Co-operative Credit Union Ltd - Winfield Belle Memorial	2,500	2	5,000
Carlos Holder Memorial	2,000	1	2,000
CIBC First Caribbean International Bank	5,000	12	60,000
Co-Operators General Insurance Co Ltd	5,000	2	10,000
Daphne Thompson Memorial	3,000	1	3,000
Dennis & Kay Blades Science & Technology	5,000	1	5,000
District Grand Lodge of Barbados	5,000	1	5,000
Ermine Holmes Memorial	1,500	1	1,500
Ernst & Young	6,000	1	6,000
George and Marianna Caroo Memorial	1,000	1	1,000
Gildan Activewear SRL	7,000	2	14,000
Goddard Enterprises Ltd	6,000	1	6,000
Insurance Corporation of Barbados	2,500	1	2,500
Institute of Chartered Accountants of Barbados	3,500	2	7,000
Janelle Brome Memorial	5,000	1	5,000
Massy BS&T	5,000	1	5,000
Olton Springer Memorial	2,000	1	2,000
Patterson Cheltenham QC	3,333	2	6,666
Ralph Boyce Scholarship (sponsored by the BPWCCUL)	2,500	1	2,500
RBC Royal Bank	4,500	9	40,500
Richard Cheltenham QC	3,000	3	9,000
Rollins Family Charitable Trust	3,000	10	30,000
Telford Georges Memorial	2,500	1	2,500
UWI (Cave Hill) Co-operative Credit Union	5,000	1	5,000
UWI Alumni Circle	3,000	1	3,000
TOTAL			242,666

The Campus gratefully acknowledges the 26 benefactors who together donated BBD 242,666 in scholarship funds at a time when economies are financially challenged, and whose investment in its students enables the ongoing creation of social capital in the Caribbean region and beyond.

The Campus Salutes You!



Amoury Beckles: Recipient of RBC Royal Bank Scholarship



Tsian Wiggins: Recipient of Ermine Holmes Memorial Scholarship



Chrisann Howard: Recipient of Dennis & Kay Blades Science & Technology Scholarship



Józél J'n Pierre: Recipient of Gildan Activewear SRL Scholarship



Daniel Alleyne: Recipient of Olton Springer Memorial Scholarship



Ronelle Peters: Recipient of Insurance Corporation of Barbados Scholarship



Stacia Martindale: Recipient of CIBC FirstCaribbean International Bank Scholarship



Zuri Hoyte: Recipient of Barbados Workers' Union Co-operative Credit Union Ltd - Winfield Belle Memorial Scholarship



Jerren Ward: Recipient of District Grand Lodge of Barbados Scholarship

Faculties and Departments Celebrate Student Achievement

Faculty of Humanities and Education

Postgraduate History Students Featured in Barbados Museum and Historical Society (BMHS)/UWI Lecture Series

During the month of May 2021 two (2) MA History students, Rev Jewell Callender and Mr Achirri Adams, participated in the annual BMHS/UWI 2021 Lecture Series entitled “Fighting for Souls: Spirituality and Religion in Barbados”. Chair of Rev Callender’s lecture, Dr Rodney Worrell, observed that “Rev Callender delivered a brilliant lecture on ‘Fighting for Ground: Tensions between Anglicanism and Roman Catholicism in Early Barbados’. She displayed excellent oratory skills, confidence, detailed research and a passion for teaching and exposition during the lecture and the question-and-answer segment.”



Promotional flyers for the 2021 Lecture Series collaboration with the Barbados Museum and Historical Society focused on Spirituality and Religion in Barbados

Language Students' Work Published

Seven (7) students of FREN 2602-*The Modern French Novel* had their autobiographical texts included in a collection titled “Regards croisés”, edited by Marina Salles, Isabelle Constant, and Nicolas Pien. The collection celebrated the work of Nobel Laureate 2008, JMG Le Clézio. The full collection titled, ‘JMG Le Clézio: Make the Here, the Present, the Deployed, Our True Home’ was published by the University of Lausanne, France, April 2021. Pieces from the following students were included: Alexis O’Neal, Claudia Singh, Dashon Leslie, Kristina Bilodeau (exchange student), Shanne James, Stacia Martindale and True Licorish.

Faculty of Medical Sciences

Eighth Annual Graduate Symposium a Success

The 8th Annual Faculty of Medical Sciences Graduate Symposium was held on January 22, 2021. Presentations were made by the following research students and were well received:

- Kern Rocke – An Investigation into the Built Environment and Macroscale Walkability in Barbados
- Deidre Shepherd – Use of Cannabinoids to Modulate Endothelial Dysfunction in Sprague-Dawley Rats
- Ryan Hall – The Relationship between Muscarinic Receptors and Cannabinoid Receptors in Temporal Lobe Epilepsy
- Eden Augustus – Examining Interventions Aimed at Improving Diet Through the Consumption of Local Foods
- Marriana Shepherd – The Effects of Herbal Treatments on KNDy Neuropeptides and Reproductive Hormones in PCOS Induced Female Rats.

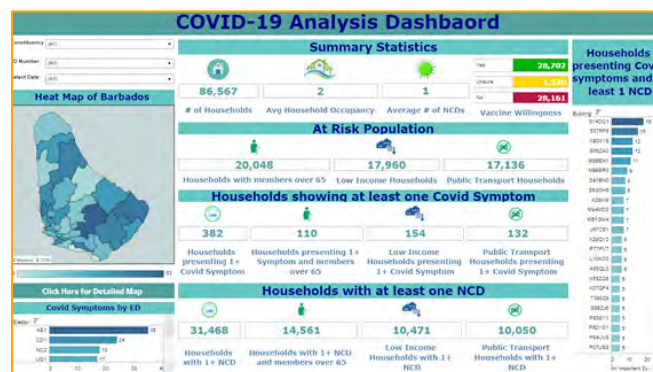
Faculty of Social Sciences

Business Analytics Postgraduate Students Making a Mark!

The students of the Business Analytics graduate programme continue to contribute to the development of national policy. In the past academic year, students of the Business Analytics programme were recognised for their contribution to the development and implementation of The UWI – GOB COVID-19 Community Evaluation and Testing Project – “Operation Seek & Save”. The purpose of this project was to gather data on population-level prevalence patterns and potential risk factors for COVID-19 and Dengue Fever. The students used their knowledge and skills related to survey design, visualisation, data mining and analytics to design a data gathering and geotagging system to survey households across the electoral districts of Barbados. The system facilitated geospatial mapping of COVID-19 hotspots as well as heat mapping of environmental risk factors related to Dengue Fever. Moreover, the system allowed for the mapping of NCD prevalence across the island. The data gathered and geospatial analyses guided the national COVID-19 testing efforts and led to the development of



Business Analytics graduate students involved in the Operation Seek and Save Initiative



Barbados' Covid-19 Dashboard

a national public health strategy to combat COVID-19 and Dengue Fever.

The following Graduate students participated in Operation Seek & Save from February 03 until February 24, 2021: Malik Baker, Michael Maynard, Brian Chandler, Javani Smith, Kevon Griffith, Shane Welch, Dario Mascoll-Eliebox, Dikembe Wilson, Dorian Mayers and Shakir Barrow.

Economics Students Participate at Warwick Economics Summit

A team of six (6) students virtually represented the Department at the annual Warwick Economics Summit (WES) in February 2021. WES is an entirely student-run international forum. The Summit's focus goes far beyond the field of economics, encompassing the broader spheres of the social sciences, including development, politics, journalism, and international relations. Some of the distinguished speakers included: Ursula Von der Leyen (President of the European Commission); Antoinette Dayeh (Deputy Managing Director of the IMF); Oliver Hart (Winner of the Nobel Memorial Prize in Economic Sciences in 2016); and Phumzile Mlambo-Ngcuka (Executive Director of UN Women). The Department's student representatives were: Jonathan Blackman, Zoe Bradshaw, Teyonna Delice-Mayers, Curtis Johnson, Brandon O'Chieng and Jonre Waterman.

Creditable Performance by Students in the Chartered Financial Analyst (CFA) Atlantic Islands Research Challenge Competition

This annual intercollegiate competition offers students the unique opportunity to apply their classroom knowledge to real-world practice in equity research. Each participant is evaluated based on their analytical abilities, valuation, report writing and presentation skills. The 2020/2021 team consisted solely of students pursuing the BSc in Economics and Finance programme: Kevelle Cooper, Naresa McRwray-Williams and Brandon O'Chieng. The team easily advanced to the sub-regional competition held on February 20, 2021, where they performed creditably, even though they did not advance to the next round of competition. One team member, Brandon O'Chieng, received the prize for the “Best Male Presenter”.



FINO Award winners Kerri-Ann Bovell (l) and Damian Garnes (r)

Faculty of Science and Technology

New Faculty Innovation Award

The Faculty Innovation (FINO) Award recognises an innovative, out-of-the-box action, project or initiative performed by a student or students of the Faculty of Science and Technology. The winner of the inaugural FINO Award was announced at the Faculty's annual Innovation and Entrepreneurship Day (NERD Day), February 26, 2021. There were five entrants, each with a STEM-based initiative that had the potential to be commercialised. The winner was Kerri-Ann Bovell from the Department of Biological and Chemical Sciences for her work in bio plastics. A disability category was also created for an initiative that benefited persons with disabilities. Pending formal approval of this additional category, prize money was donated by the Dean and staff of the Faculty Office. The winner was Mr Damian Garnes from the Department of Computer Science, Mathematics and Physics, for his work with Amazon Alexa and Echo devices to create software to help students with dyslexia.

Faculty of Law

Law Students Produce Memorandum for Barbados Medicinal Cannabis Licensing Authority

The TradeLab Clinic directed by Dr Ronnie Yearwood (Faculty of Law) and Dr Jan Yves Remy (Shridath Ramphal Centre) was officially accepted into the International Network of TradeLab Clinics in November 2019. Since then, in the course of the academic year 2020/2021, the TradeLab Clinic completed its first project for Barbados

Medicinal Cannabis Licensing Authority. The students researched and produced a memorandum entitled "An Assessment of the Intellectual Property Regime for the Medicinal Cannabis Industry in Barbados".

Faculty of Culture, Creative and Performing Arts

Dance Students Afforded Opportunities to Showcase Skills

During 2020/2021, students of the EBCCI Dance programme were offered opportunities to perform at industry-level and in real world environs, while successfully transferring knowledge and skills learnt in class to external projects and performances. Under the tutelage of Assistant Lecturer in Dance, Ms Aisha Comissiong, students performed: "Phoenix Rising" – a



EBCCI Dance students among the performers at the Ministry of Youth, Sports and Community Empowerment's Anti-Violence Campaign Launch on June 12, 2021



The Winning UWI Blackbirds Division One Female Volleyball Team with Officials of the Academy of Sport

creative presentation for The UWI Cave Hill Campus 2020 Virtual Graduation Ceremony on March 27, 2021; "One Day Coming Soon" - Barbados Worker's Union Labour Day Celebrations on May 01, 2021; "Unbought and Unbossed" - Tribute to Shirley Chisolm at the Premiere for the Caribbean Heritage Organisation on June 04, 2021; "Miracles" - Ministry of Youth, Sports and Community Empowerment's Anti-Violence Campaign Launch on June 12, 2021.

Faculty of Sport

Triumphant Blackbirds Female Volleyball Team

The Division I female team, one of four volleyball teams based at the Academy of Sport Cave Hill, was the only one to compete in local competitions during the review year, due to government restrictions instituted as a result of the Covid-19 pandemic. In their second season under coach Mr Renier Grace, the team captured both the Knockout and League titles, losing only one game all season.

Cave Hill Blackbird Cops Vice-Chancellor's Sportsman of the Year Award!

The Awards Ceremony for the UWI Vice-Chancellor Sportsman of the Year 2020 took place virtually on November 4, 2020. Talented student cricketer, Mr Emmanuel Stewart, was named *Sportsman of the Year 2020*. Mr Stewart competes for The UWI Blackbirds Cricket Team in the BCA's Elite Competition and in 2020 was selected to represent the Windward Islands Volcanoes, a regional first-class team in the Cricket West Indies (CWI) Franchise Competition. He also serves as a volunteer with The UWI Blackbirds Junior Programme.



The UWI Vice-Chancellor's Sportsman of the Year 2020, Mr Emmanuel Stewart



Former Research Assistant,
Mr Jehroum Wood participating
in the CERMES Aquatic
Skills Orientation

RESEARCH AND PUBLICATIONS

Campus Awards

For the academic year 2020/2021, a total of BBD 298,012.55 was awarded by the Cave Hill Campus to postgraduate students and staff undertaking various research and for participating in conferences. See Tables 9 and 10.

The Faculty of Science and Technology received the largest portion of both the postgraduate student awards and the staff awards, at a value of BBD 144,301.48 and BBD 16,880 respectively.

Table 9: Postgraduate Research Awards (Students)

FACULTY / INSTITUTE	No. of Awards	Conferences BBD	Research BBD	TOTAL BBD
Culture, Creative & Performing Arts	2	-	18,181.88	18,181.88
Institute for Gender and Development Studies: Nita Barrow Unit	1	280.00	1,919.20	2,199.20
Medical Sciences	8	-	95,004.01	95,004.01
Science & Technology	11	630.56	143,670.92	144,301.48
Social Sciences	1	-	11,795.98	11,795.98
TOTALS	23	910.56	270,571.99	271,482.55

Table 10: Campus Research Awards (Staff)

FACULTY / INSTITUTE	No. of Awards	Conferences BBD	Research BBD	TOTAL BBD
Culture, Creative & Performing Arts	1	-	9,650.00	9,650.00
Science & Technology	2	-	16,880.00	16,880.00
TOTALS	3	-	26,530.00	26,530.00

Office of Research, Innovation and Community at Cave Hill (RICCH) Making Strides

The work of the Office of Research, Innovation and Community at Cave Hill (RICCH) was created to contribute to all areas of the Strategic Plan with the key emphasis on UWI Strategic Objective AC 4 – which is, improving the quality, quantity and impact of research, innovation and publication.

The Strategic Goal, **Access (AC)**, refers to increasing participation in tertiary and higher education for all with

the capacity and desire to learn. This involves, among other things, ensuring that The UWI offerings (eg teaching and learning, student development, consulting, research and public advocacy programmes) reach the underserved and diasporic Caribbean populations and all others with an interest in higher education on all continents.

The Strategic Objective AC4 suggests that each Campus should seek to enable the expansion of

support and coordination of research and innovation/commercialisation activities. The Office of RICCH was established to address ways in which the Cave Hill Campus could further operationalise aspects of this strategic objective.

While the main aims of a university are teaching and research, it is also recognised that there is commercial potential in its intellectual capital that can be used to further research and act as an additional source of income. There are generally two broad categories of university-industry engagement which could generate an income to a university. The first captures the more traditional methods, such as sponsored research, contract research and consulting, which could generate income for the researcher and institution, allow the institution to provide service that is of value to its stakeholders, and could lead to publications that enhance the researcher's profile and reputation. This is in sync with the Alignment component of the Strategic Plan, particularly AL2, which highlights the increase and improvement of academic/industry research partnerships.

The second category – guided by the *Alignment* component of the Strategic Plan, particularly AG3 – is the commercialisation of research outputs which could generate financial returns for the researcher and institution, as well as for the end user and the country. This may be achieved through patenting, licensing and the establishment of spin-off companies. In universities, these activities tend to be formally supported by technology transfer offices, science parks and incubators. The main reasons for formalising these activities are to protect the knowledge assets of the academic inventor and the university, to promote links between the university and societal needs, and through this, to increase income for the parties involved.

The Office of RICCH, headed by the Deputy Principal, Professor Winston Moore, seeks to collaborate with internal, external, public and private institutes to ensure that the previously highlighted aims are achieved by the Cave Hill Campus. The following outlines the activities undertaken by RICCH during 2020/2021 in the areas of Entrepreneurship, Research and Grant Writing, and Community Building.

Entrepreneurship at Cave Hill

A majority of the entrepreneurial processes of The UWI Cave Hill Campus are overseen by six (6) key entities, each of which provide a spectrum of services to assist with the development of income-generating activities. At the heart of these entities is *Innovate Cave Hill*.

Innovate Cave Hill was established for the primary purpose of providing strategic support to budding staff and student innovators from the point of creative spark through the various stages of business planning to complete the journey to viable product. It provides support in areas such as market valuation, business plan preparation, protection of Intellectual Property (IP), grant seeking, legal services, industry partnering, and access to capital and marketing. This objective is achieved by integrating and connecting the already existing entrepreneurship and innovation-based entities of the Campus.

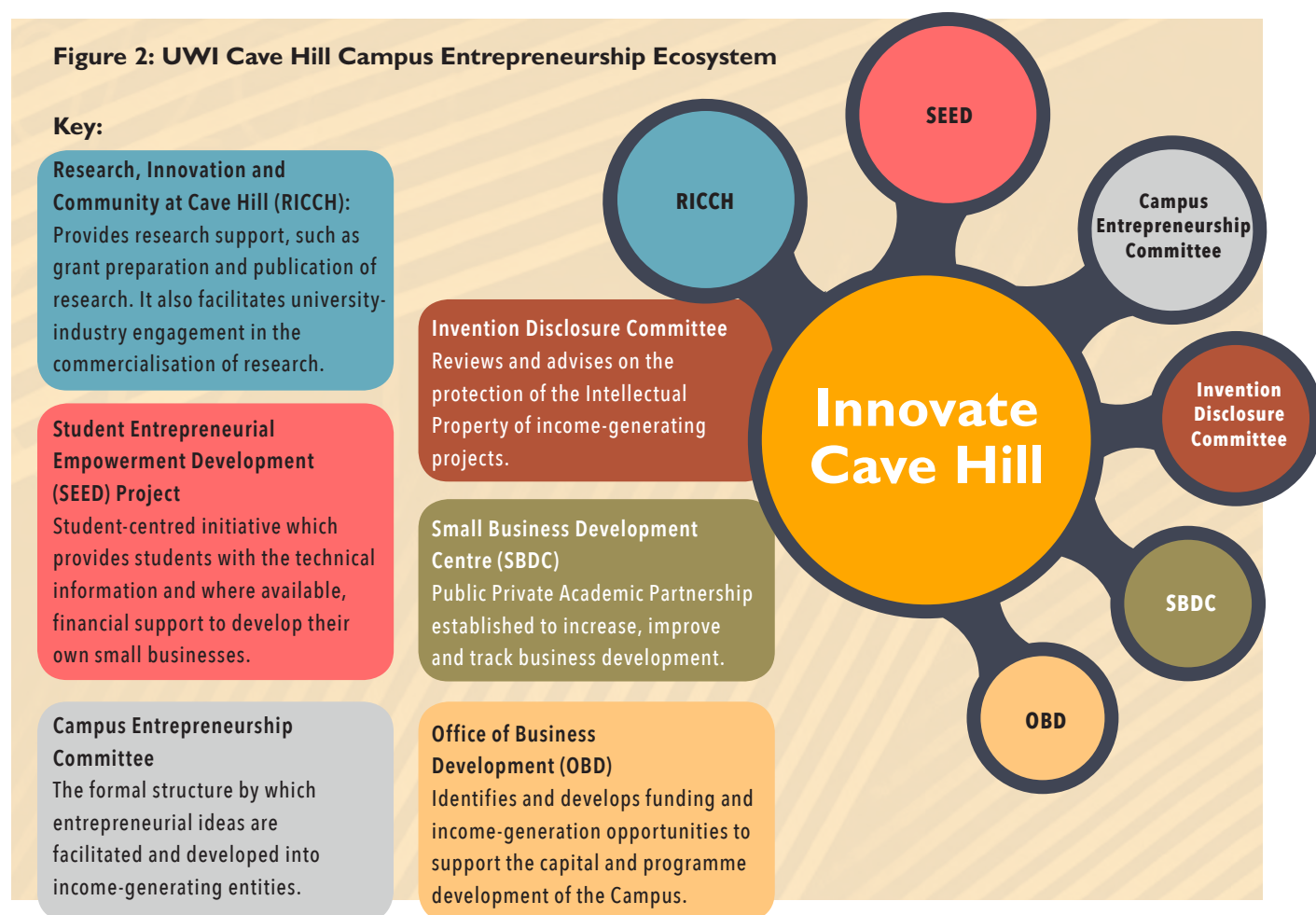
Figure 2 provides an illustration of *Innovate Cave Hill* with a description of each of the six entities.

Campus Entrepreneurship Committee

This Committee was established in 2019 to facilitate the development of innovative ideas that can be commercialised. The Committee consists of Chairs of Faculty Entrepreneurship Committees, the Office of Business Development; representatives of the offices of the Principal and Deputy Principal, and in 2021, representation from the Office of Marketing and Communication.

At the Faculty Entrepreneurship Committee level, faculty discuss and begin to formulate their business ideas. These ideas are then brought to the Campus Committee, in an outline business plan format for valuation and Campus support. Innovations from non-faculty-based staff are brought to the Committee via the Office of Business Development. The Campus Committee which is Chaired by Deputy Principal, Professor Moore, meets twice per semester in an effort to accommodate presentations and discussions on projects from each of the faculties and the Office of Business Development.

The activities of the Cave Hill Campus Entrepreneurship Committee are reported annually to the University Entrepreneurship Committee. The University

Figure 2: UWI Cave Hill Campus Entrepreneurship Ecosystem

Entrepreneurship Committee in turn provides technical assistance and disseminates information pertinent to the development of income-generating projects at each of the Campuses.

Key Projects in Development

The Campus Entrepreneurship Committee currently has approximately 50 entrepreneurial projects under review that have been submitted by the Faculties and the Office of Business Development. The projects are at various stages of development with some at the concept stage, others at the point of market research while others are in the process of acquiring funding.

Description of a Selection of Key Projects

The following projects are currently being worked through the eco-system in latter stages of development and are here described in more detail. These are the Centre for Commercial Analytical Services (CCAS) and Alternative Fuel: Biogas.

Centre for Commercial Analytical Services (CCAS)

The Faculty of Science and Technology (FST) Renewal Project, informed by the MindBloom Consultants Report and based on prior work by the Faculty and the Office of Business Development, sought to establish a commercial analytical lab. CCAS is to provide analytical and microbiological testing services, testing of pharmaceuticals, lotions, vitamins, food products, and components used in the construction industry (eg cement). This comes in the wake of urgent demand in Barbados for such testing. Many local businesses purchase these services overseas, which adds considerably to their testing expenses.

CCAS is expected to provide a cost-effective service, be an important link to the public and private sectors and generate income through the greater utilisation of significant assets that exist within the FST. A large potential client for CCAS is the Barbados Drug Service (BDS), which coordinates the testing of all generic drugs

introduced in the country. This amounts to several hundred tests per year which is a challenge for the BDS and results in delays.

In addition to the need for drug testing, many types of commercial organisations, such as food producers and construction firms, require testing to manage product quality. Several such organisations have indicated that if testing could be provided locally, they would increase the number of tests, above the mandatory test requirements, to ensure greater quality control. This could serve to enhance the quality of goods produced in Barbados.

With approval from the Campus Finance and General Purposes Committee (F&GPC), the Campus secured a loan of BBD 2,146,168 to cover the start-up expenses of CCAS. Originally proposed as a stand-alone Business, CCAS now operates as a Centre within the FST, and as such, further development has been handed over to the Faculty from the OBD. At the time of this report, refurbishment of the physical space, hiring of a Lab Manager and the purchase of key equipment were being undertaken.

Alternative Fuel: Biogas

The Cave Hill Campus has entered the race to create fuel alternatives. Through the outstanding work of Dr Legena Henry, Lecturer for Renewable Energy, Dr Nikoli Holder, Biofuels Researcher, and a team of researchers in the FST, the Campus is gearing up to spin-off its first company and making a significant contribution to the renewable energy field.

The novelty of the biogas innovated at Cave Hill is the substrates used. The substrates include the nuisance sargassum seaweed, which has been polluting the coastal waters and beaches of the Caribbean and forecasted to continue; wastewater from the rum distillery which until now has had no utility; and sugar cane waste, the use of which would provide an alternative source of income for the fragile industry.

The resulting compressed gas can be used effectively and at a price much lower than petrol for automobiles and as an alternative source of electricity. The value chain for these technologies creates employment in a long value chain, including fisherfolk, sugarcane harvesters, farmers, petrol stations, mechanics, business developers and ground logistics, and car distributors.

RICCH is working with a team of stakeholders to develop this project which will not only financially benefit the Campus in terms of grants and royalties, but will also be a major contribution to regional progress.

Campus Innovation Fund

This Fund was established in 2021 with proceeds from the *Build Better 2021 Symposium* as a base to fund innovation at the Campus. It is proposed that once the *Innovate Cave Hill* eco-system is more fully developed, that a percentage of profits from commercial activity would be credited to the Fund.

Invention Disclosure Committee

The primary goal of this Committee is to review innovative projects in the process of development and determine the need for legal protection of the Intellectual Property and the most appropriate method (ie patent, copyright, trademark, etc) and to determine the route to commercialisation. The Committee, chaired by Deputy Principal, Professor Moore, is only convened when needed. During the reporting period the following projects had been presented before the Committee:

PACE Like Fire

Performance enhancement of fast bowlers through the application of sport science principles to increase speed, fitness levels, nutrition levels, mental aptitude, body alignment and accuracy. Brought by the Academy of Sport.

Bio-Fuel Generation (Proposed design patent)

Anaerobic co-digestion of two invasive species (Sargassum Seaweed and Lionfish/Pterois) in rum distillery wastewater with blackbelly sheep manure, towards compressed biomethane for transportation fuel in small islands and other suitable territories. Brought by the FST.

Bio-Fuel Generation (Proposed utility patent)

Large-scale deployment of locally sourced substrates (sargassum seaweed, barbados black belly sheep manure and rum distillery waste) for co-digestions towards compressed biomethane for transportation fuel in small islands. Brought by the FST.

Research and Grant Management

Research and grant preparation and management are key elements of academia and are particularly pertinent within Higher Education Institutions. It is within this vein that RICCH has outlined the following goals in relation to research and grant management:

- Support the development of high-quality research across all departments and disciplines.
- Ensure that this research is regionally relevant and impactful.
- Develop an environment to support the production of internationally impactful research.
- Enable each faculty/department to develop a culture of grant proposal management.
- Support the development of distribution of research especially through peer-reviewed publications.

Figure 3 shows the developmental pillars and their accompanying strategies to accomplish the aforementioned.

Author Fellowship Programme (AFP)

The Author Fellowship Programme was partly conceptualised by Dr Yolande Cooke, Programme Officer in the Office of the Principal, and launched in June 2020. The aim of the Programme is to increase peer-reviewed academic publications through mentorship and training.

In 2020/2021 the programme was in the process of being restructured. This was in an effort to subvert the current lack of resources in RICCH to effectively sustain it. It has been proposed that the Author Fellowship Programme be offered every two (2) years on a Faculty basis. Each Faculty would administer their own, customised Author Fellowship Program tailored to the unique needs of the disciplines. Administrative staff who desire to participate will be assigned to a Faculty Programme. RICCH will provide oversight and support to faculty groups and offer Campus-wide seminars such as 'Responding to Journal Referee Feedback' and 'Choosing the Right Journal'.

Figure 3: Developmental Pillars

Research Skills

- Peer mentorship, particularly for junior members of Faculty;
- Utilise experts in the subject or discipline to conduct workshops on publishing;
- Utilise experts in the subject or discipline to help with the development of research projects, instruments, approaches and analysis

Research Culture

- Attract Fulbright Scholars and Visiting Professors to strengthen the research environment within Faculties;
- Utilising the staff at the research Institutes associated with the Faculty to help with capacity shortages in relation to supervision;
- Clear communication on the suitability of regional journals for assessment and promotion;
- Clear communication on multi-author publications and their inclusion in the assessment and promotion process

Supportive Environment for Research

- Consider the introduction of a teaching track to better take account of the main duties/responsibilities of academic staff;
- Normalisation of the work-loads of academic Staff across the Campuses

Community Building

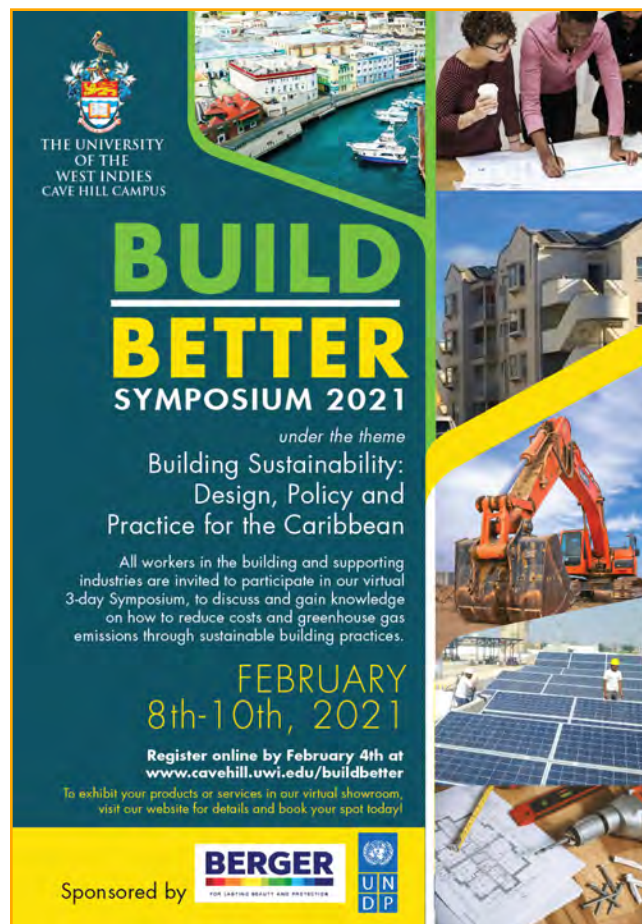
In an effort to ensure that the commercialisation process is in alignment with the socio-economic needs of the local and regional context, focus has been placed on building a strong relationship with the Campus' surrounding communities. It was within this vein that two key activities were undertaken: Build Better, 2021 Symposium and public-oriented marketing research for some of the upcoming projects.

Build Better 2021 Symposium

The Build Better 2021 Symposium themed: *Building Sustainability: Design, Policy and Practice for the Caribbean* was an initiative of RICCH, conceptualised by Engineer and Senior Project Officer of the Office of Institutional Planning and Infrastructural Services, Mrs Andrea Lewis and Dr Yolande Cooke of the Office of the Principal. The symposium, held February 08-10, 2021, was also another first for the Campus as it was held on an online conference platform, Whova, which featured 'spaces' for speakers and attendee profiles, networking rooms, panel discussions, exhibition rooms for sponsors and exhibitors and payment facilities.

The symposium, sponsored by Berger Paints Barbados Ltd, Inter-American Development Bank and the United Nations Development Program, was a major contributor to building the capacity of regional professionals of the built environment on themes related to sustainable building practices. Thematic sessions involved experts in sustainable building, such as, Technology for Sustainable Building, Retrofitting for Sustainability, Policy and Development, Financing Sustainable Building and Professional Development Opportunities in Sustainable Building. The Keynote Speaker was Professor Anthony M H Clayton CD, Alcan Professor of Caribbean Sustainable Development at Mona Campus, who spoke on the topic, *'Transforming Building Policies and Practices in the Caribbean: Regulatory, Educational and Technical Tools'*. The targeted attendance for Build Better 2021 was 50 persons but the actual attendance was 130, an indication of the need for knowledge in the field of sustainable building and an interest in the themes presented.

Build Better 2021 is an initiative that contributed to three (3) important parts of the UWI Triple 'A' Strategic Plan, 2017-2022 as well as to local, regional and global



The Build Better 2021 Symposium promotional poster

plans. Specifically for Barbados, the symposium aligned with the desire of the Barbados Prime Minister in a call to "build better" in response to climate change, which she expressed at the February 2020 CARICOM Heads of Government meeting. The symposium also contributed to the declaration of a fossil free economy for Barbados by 2030 and aligned with the CARICOM Energy Policy. Globally, the capacity building initiative supported the Global 2030 Development Agenda by directly addressing multiple Sustainable Development Goals (goals 4, 7 and 11).

Feedback from speakers and participants indicated that the information shared was relevant and insightful and that there was a demand for more capacity building in this area. As a result, RICCH is offering, through the Campus' Centre for Professional Development and Life Long Learning (CPDLL), a certificate course entitled, *'Cooling Buildings Thoughtfully'*. This course is being facilitated by Indian NGO, FairConditioning, which advocates and provides training in sustainable cooling technologies for

architects, HVAC consultants and industry. The Head of FairConditioning, Mr Vivek Gilani, was a speaker at the Symposium.

Further, the proceeds of the Symposium were credited to a new **Campus Innovation Fund** which will be used to support the Campus' innovation and commercialisation efforts.

The organisers are grateful to the enthusiastic and effective team of colleagues from across the Campus and student volunteers for making the symposium the success it was. The Building Symposium Website may be accessed using the following link: <https://www.cavehill.uwi.edu/buildbetter/home.aspx>.

Market Research

The income-generating concepts presented to the Campus Entrepreneurship Committee are typically designed to address a perceived need or aligned with a perceived socio-economic trend. It is imperative however, to ensure that the potential success of these proposed projects are supported by empirical data. Consequently, it was determined that targeted market research should be undertaken for many of the proposed projects.

In light of the current lack of resources within RICCH, Dr Joseanne Knight, Lecturer in Management Studies agreed to supervise market research projects, as a way of providing Marketing students with experience in conducting research and thereby meeting the needs of the Campus Entrepreneurship Committee for some of its projects. Figure 4 shows the projects which received this important valuation.

The full reports were completed and submitted to the respective co-ordinators of the projects.

Figure 4: Market Research Projects

Diabetes Meals and Shakes



Description

- Low calorie diet meal designed to place diabetes and hypertension into remission on a national level.

Target Population

- Barbadian residents, with a focus on living a healthy lifestyle and consuming healthy nutritional shakes/drinks and/or healthy pre-packaged meals.

New Programme Minors offered within the Faculty of Law



Description

- Proposed new combination of Minors to be offered with the current Bachelor of Laws (LLB).

Target Population

- Prospective entrants into the Cave Hill Campus Faculty of Law, in addition to students currently enrolled into the Faculty.

FST Rental and Sale of lab equipment



Description

- The provision of services such as the rental of laboratory equipment, selling of cleaning kits and the leasing of lab space.

Target Population

- Secondary Schools in addition to companies from within the sectors of Health & Wellness, Manufacturing and Research.

New Research Grants Awarded for Academic Year 2020/2021

During 2020/2021 the Campus' research thrust was strengthened by its continued success in attracting grant funding. The research grants attracted are presented below:

George Alleyne Chronic Disease Research Centre (GA-CDRC)

Shaw Centre for Paediatric Excellence (SCPE)

UWI Collaborators: Simon Anderson

Other Collaborators: Barbados Ministry of Health and Wellness (MOHW), Queen Elizabeth Hospital (QEH), SickKids Centre for Global Child Health (SickKids)

Funding Obtained: **CAD 245,300** for **first year** from LesLois Shaw Foundation through SickKids Foundation (**CAD 5.03 Million for the 7 years**)

Dates: September 2020 to August 2027

The Impact of COVID-19 Control measures on NCD risk factors and Metabolic health: A comparison of 3 Caribbean countries

GA-CDRC Investigators: Simon Anderson (Site PI), Eden Augustus

Other UWI Investigators: Marshall Tulloch-Reid (PI), CAIHR, Maria Jackson, Joette McKenzie, Mona Campus; Donald Simeon (Site PI), Akil Williams, Shelly-Ann Hunte, Marsha Ivey, St Augustine

Project Collaborators: Kim Quimby, André Greenidge, GA-CDRC; Lynda Williams, BAMP

Funding Obtained: **GBP 303,245** (awarded to the entire grant) from National Institute for Health Research Global Effort on COVID-19 Health Research (MRC)

Dates: November 2020 to April 2022

Tracing lung cancer mutational processes in never smokers (Sherlock Lung Study)

GA-CDRC Investigators: Simon Anderson (Barbados PI), Natasha Sobers, Andre Greenidge, Eden Augustus

External Investigators: Desiree Skeete, Alan Smith, Dawn Alleyne, QEH; Maria Teresa Landi (Principal Investigator), NIH, Camille Ragin, FCCC

Funding Obtained: **USD 24,900** from the National Institutes of Health/National Cancer Institute

Dates: March 2021 to March 2022

Psychological responses to the climate and COVID-19 crises in young people in four Caribbean Countries, and their agency to build the world they hope to see

GA-CDRC Investigator: Simon Anderson

Other UWI Investigators: Natalie Greaves, Mike Campbell, FMS, Cave Hill; Sandeep Maharaj (PI), Aldyth Buckland, Paula Henry, Emanuel Cummings, FMS, St Augustine

Funding Obtained: **USD 9,545.45** from St Augustine Research and Publication Fund Grants

Dates: May to September 2021

Impact of the COVID-19 Pandemic on Food Security in Small Island Developing States

GA-CDRC Investigators: Simon Anderson (PhD Supervisor), Madhuvanti Murphy

Other UWI Investigator: Eden Augustus (PI & PhD Candidate), FMS Cave Hill

External Investigators: Nigel Unwin, Cornelia Guell, Exeter; Emily Haynes, Cambridge; Karyn Morrissey, Technical University of Denmark; Stina Herberg, St Vincent; Predner Duvivier, Tescar Robers-Pierre, University of Haiti; Sashi Kiran, FRIEND; William Lese, University of the South Pacific

Funding Obtained: **BBD 8,958** from The UWI School of Graduate Studies and Research

Dates: May 2021 to May 2022

FACULTY OF SCIENCE AND TECHNOLOGY

Centre for Resource Management and Environmental Studies (CERMES)

Drone Deploy: Drones for Good

Approximately **USD 50,000** in kind access to software, cloud space and technical support for use with the SargAdapt project.

National Geographic and Wildlife Conservation Society

A gift of two underwater remotely operated vehicles (ROVs) valued at **USD 3,880** for use on the SargAdapt sargassum research project.

National Oceanic and Atmospheric Association

Award of **USD 291,000** in grant funds to establish the NOAA-CERMES Climate Resilience Enhancement Programme (NCCREP) for the provision of student scholarships and fellowship funding for three (3) years beginning April 1, 2021.

MaCoBioS Project

Principal Investigators: Professor Hazel Oxenford and Dr Hugh Sealy, representing CERMES, UWI in a consortium of 16 universities and organisations, led by the University of Portsmouth, which has been successful in receiving funding of approximately €6.8 million, under EU Horizon 2020, for the Marine Coastal Ecosystems Biodiversity and Services in a Changing World (MaCoBioS) Project. Budget - **€286,886.25**.

Ministry of Environment and Natural Beautification, Government of Barbados

Principal Investigators: Professor Hazel Oxenford, Dr Henri Valles and Dr Julian Walcott

Grant of **USD 88,550** to implement a GEF Invasive Alien Species project on management and control of lionfish in Barbados.

Wastewater and Nutrients Policy Consultancy

Principal Investigator: Dr Hugh Sealy

United Nations Environment Programme (UNEP) – **USD 10,000**. The objective of the consultancy is to develop a report to address land-based sources of pollution within the framework of the Global Environment Facility-funded CReW+ Project co-implemented by the Inter-American Development Bank and UNEP, and the Cartagena Convention's Land-Based Sources of Marine Pollution Protocol.

SarTRAC Flexible Innovation Fund, University of Southampton

Principal Investigator: Professor Hazel Oxenford

Grant of **USD 5,549** in support of ongoing assessment of the growth and mortality of NERR sourced pelagic sargassum.

SarTRAC Flexible Innovation Fund, University of Southampton

Principal Investigator: Professor Hazel Oxenford

Grant of **USD 2,219** to support ongoing monitoring of sargassum stranding volumes on the east coast of Barbados in the wake of the Soufriere ash cloud.

Monitoring a Large Sargassum Bloom Subject to a Major Volcanic Eruption (MONISARG) Project

Grant of **USD 4,717** from the Natural Environment Research Funding (NERC) Urgency Grant to Southampton

FACULTY OF HUMANITIES AND EDUCATION

School of Education (SOE)

Caribbean Development Bank

Grant Writers: Professor S Joel Warrican and Dr Coreen Leacock

Award of **USD 200,000** to support the setting up and operation of an Educational and Psychological Assessment Unit (EPAU). This project is expected to enhance the capacity of The UWI Cave Hill Campus and Ministries of Education in Barbados and the OECS to support high-quality inclusive learning experiences of Special Education Needs (SEN) students. This will be achieved through the provision of educational and psychological assessments and capacity-building for assessors in the countries involved via the operations of EPAU.

Date of Award: February 2021

Building and Strengthening Research Networks

15th Annual Caribbean Child Research Conference

The Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) and the United Nations Children's Fund (UNICEF) successfully staged the 15th Annual Caribbean Child Research Conference (CCRC) from November 25-26, 2020 virtually under the theme "Pandemics & Children's Rights – UN Convention on the Rights of the Child". Students from across the Eastern Caribbean (ages 8 to 18 years old) participated in the virtual Conference and presented their ideas and research on child related issues through submissions of essays and posters.

United States Agency for International Development

Grant Writers: Professor S Joel Warrican, Dr Coreen Leacock and Dr Verna Knight (UWI Cave Hill Campus/SOE); Dr Patriann Smith (University of South Florida)

Award of **USD 3.7 Million** for the Research Initiative for Supporting Education in the Caribbean (RISE Caribbean) project. The goal of RISE Caribbean is to set up the Caribbean Educational Research Centre (CERC) in the Faculty of Humanities and Education. This will be a functioning educational research centre with an interdisciplinary research focus, where research supports decision-making and policy development for educational innovation and development in the Eastern Caribbean and Barbados. This is expected to lead to enhanced access to data and demand-driven research to facilitate evidence-based education practices and decision-making that inform the development agenda.

Date of Award: March 2021



Conference Flyer

Other Campus Accomplishments to Support Research

Law and Health Research Unit Launched

A new unit has been established at the Cave Hill Campus to strengthen scholarship aimed at combatting health challenges in the region, including non-communicable diseases (NCDs).

The Law and Health Research Unit was officially launched on July 07, 2021 as part of the official start of the Faculty of Law's 50th anniversary celebrations (which were delayed due to COVID-19). This Unit seeks to develop a comprehensive toolbox to guide law and policymaking and assist in the identification of 'good practice' laws and policies for governments to adopt. It is the brainchild of Deputy Dean in the Faculty of Law and Head of the Unit, Mrs Nicole Foster, and will be supported by a six-member advisory committee.

The launch included remarks from Mr Oscar Cabrera, Programme Director, Healthy Families Initiative, O'Neill Institute for National and Global Health Law and was supported by a range of public health stakeholders, including the PAHO Office of Subregional Program Coordination for the Caribbean, represented by Subregional Program Director, Mr Dean Chambliss, and Dr Elisa Prieto, PAHO Subregional Program NCDs & Mental Health Advisor as well as by Healthy Caribbean Coalition's President and Executive Director, Sir Trevor Hassell and Mrs Maisha Hutton respectively.

In her remarks at the launch, Mrs Foster explained that the Unit will build awareness of and advance the use of law as a tool to protect and promote health, and support a more health-focused approach to policymaking and legislative action. More specifically, its work will focus on academic scholarship to allow for knowledge generation and awareness building in the areas of law and health; capacity building through education and training to create a cadre of legal professionals who can provide technical support and advocacy on law and health, and technical assistance to governments and civil society actors on law and policy reform and implementation. Mrs Foster further explained that the Law and Health Research Unit is expected to act as a " 'hub' for work by regional



Promotion for the opening of the Law and Health Research Unit

experts, advocates, and practitioners, helping to establish new research networks, regionally and internationally."

The O'Neill Institute for National and Global Health Law at Georgetown University, with which the Faculty of Law has partnered, contributed USD 140 000 to the initiative.

New MOU Establishes Collaboration on Medicinal Cannabis Research and Development

The UWI and the Barbados Medicinal Cannabis Licensing Authority signed a Memorandum of Understanding (MOU) in May 2021 which signified a cooperation to: i) develop and enhance the research and development landscape for medicinal cannabis in Barbados; ii) encourage and facilitate collaboration on any necessary aspects of the medicinal cannabis industry between any third-party members; iii) conduct public awareness seminars, training and research on medicinal cannabis to facilitate the development of the medicinal cannabis industry in Barbados; and iv) ensure capacity development in areas related to specific objectives of the MOU. The UWI was also given a permit by the Barbados Medicinal Cannabis Licensing Board to conduct research and development activities in support of its and the Barbados government's cannabis research agenda. The Campus' lead researcher on medicinal cannabis is Dr Damian Cohall, Senior Lecturer in Pharmacology and Deputy Dean (Pre-clinical), Faculty of Medical Sciences.



Radio Programme a Resounding Success!

The Department of History and Philosophy's most successful research project for 2020/2021 was the production of the radio programme, 'Today in Bajan History' which was launched in November 2020, in association with Starcom Network Inc. The programme, which features 3-4 minute broadcasts on aspects of Barbadian history, has been aired on Starcom's four stations, three times daily. The programme has attracted sponsorship, with the Campus receiving a talent fee of BBD 50.00 for each sponsored production. The Department has so far produced a programme every day from November 01, 2020. The programme has gained much popularity, both in Barbados and in the diaspora, as evidenced by the calls, enquiries and newspaper articles on aspects of the programme.

Academy of Sport Bolsters Research Agenda

During 2020/2021 a Research Committee was established to work in collaboration with the High Performance Centre, The UWI Cave Hill Sport Science Society, the academic staff and University affiliate partners to develop a focused research agenda for the Academy of Sport. The development of a pathway for publications, presentations, workshops and collaborations related to the research output will be the main function of the Committee. The Academic Journal Committee was also established and will focus on renewing efforts to realise the Journal of Caribbean Sport Studies. It is expected that this journal will serve as the first option for regional and international scholars researching Caribbean sports, and that it will boost regional scholarly enquiry into sport. Both the Research Committee and the Academic Journal Committee will be the nuclei of the High Performance Centre which will serve as the nexus between the

academic and sporting pillars of the Academy of Sport and provide a blueprint for a national high performance sporting structure.

The Cave Hill Campus Research Ethics Committee

The Research Ethics Committee (REC) provides ethical review of research with human participants on the Cave Hill Campus. The REC jointly serves the Cave Hill Campus and the Barbados Ministry of Health and Wellness and coordinates review with the Queen Elizabeth Hospital Ethics Committee. Additionally, the REC reviews research projects from neighbouring nations if requested and coordinates with the RECs on other UWI campuses. Members are appointed by the Pro Vice Chancellor for Research and include representatives from each Cave Hill faculty, the Ministry of Health and Wellness, and the broader community, including both scientists and laypersons. The Committee maintains Federal Wide Assurance with the US Office of Human Research Protections and, therefore, has authority to review projects receiving US federal funding or otherwise subject to US regulatory requirements. In that context, the Committee is the Cave Hill Institutional Review Board (IRB).

Ethical review benefits researchers and the communities in which they work. Prior ethical review safeguards the human rights and wellbeing of participants and is a global best practice. Most publication outlets in the biomedical, social, and natural sciences require documentation of formal ethical review as a prerequisite for publication. Further, many funding sources require ethical review prior to committing to support a study; these include most major foundations, the US and European governmental funding agencies, and the Cave Hill Research Awards Committee.

The REC approved 155 research protocols from September 2020 to August 2021. It continued to provide rapid review for time-sensitive projects related to the COVID-19 pandemic and associated response efforts, following procedures implemented in March 2020. The Rapid Review Team processed 31 COVID-related research proposals.

The Committee continued to offer a wide range of education and outreach activities, as well as individual ethics consultations, for students and members of staff.

These included presentations to faculties and individual classes across campus, as well as regularly scheduled teaching in the undergraduate and postgraduate medical curriculum, including the postgraduate programmes in public health and nursing. The REC provides teaching support for the Research Supervisor Development Course and the Postgraduate Students' Workshop Series.

The Cave Hill Campus contributes to the development of research ethics in the region through publication, conference presentations, and service on research ethics bodies, including the UWI Cross-Campus Research Ethics Committee, the Caribbean Public Health Agency Research Ethics Committee, and the Executive of the Caribbean Network of Research Ethics Committees.

Prospective researchers should know that the Committee requires free online training in ethics for all research team members through its partnership with the Collaborative Institutional Training Initiative (www.citiprogram.org). Either the Basic Biomedical or Social-Behavioural-Educational Course meets the requirements, and one may choose the appropriate track for one's discipline. The Committee's CITI offerings now include optional courses on Good Clinical Practice (GCP), Animal Care and Use (ACU), Conflict of Interest (COI), and Information Privacy and Security (IPS).

The Cave Hill REC has engaged cross-campus efforts to implement a UWI-wide online research ethics management system and will transition from paper to virtual application submissions in November 2021. The new system has a number of benefits, including:

- Centralised and streamlined review process from submission through approval
- Coordinated review of cross-campus research proposals
- Automated reminders for researchers
- Dedicated forms for both human and animal research

Please visit the REC website at www.cavehill.uwi.edu/researchethics before submitting a proposal for the most current information and application requirements.

REC Projects Reviewed: September 2020–August 2021

1. A Comparison of Guyana and Barbados with respect to colonial legacies, transnational processes and decolonial activities involved in queer activism
2. A five-year longitudinal study examining outcomes of individuals with and without co-occurring disorders treated during the COVID-19 pandemic at a 90-Day treatment centre in Barbados
3. A project-based collaborative learning tool for group-to-group interaction
4. A qualitative examination of household food production post-disaster in St Vincent & the Grenadines
5. A qualitative exploration of the factors influencing childhood overweight and obesity: Perspectives of parents and primary care-takers – Drivers of Childhood Obesity DDhOP (Parents)
6. A rapid response survey for clergy and congregation members/parishioners within the context of the COVID-19 pandemic
7. A retrospective cross-sectional study of the independent predictors of mortality in patients with spontaneous intracerebral hemorrhage
8. Access to justice for persons with disabilities in the Caribbean region.
9. Access to justice for the elderly in the Caribbean region
10. Administrators' and teachers' perceptions of the efficacy of teacher evaluation as practiced in Barbadian primary schools
11. After the battle comes the war: Post common entrance English language classes in the secondary school setting in Barbados
12. An assessment of patients' knowledge, attitudes and practices related to antibiotic Therapy in Barbados
13. An assessment of regret among collegiate athletes at the University of the West Indies

14. An assessment of the impact of the delivery of patient counselling by pharmacists on medication adherence: A patient perspective
15. An assessment of the knowledge of bioequivalence of branded and generic anti-diabetic drugs distributed in Barbados. Are they interchangeable?
16. An assessment of the psychological care delivered to dialysis patients at the Queen Elizabeth Hospital, Barbados
17. An examination of Caribbean females' perspectives on body image
18. An exploration of adolescents' experiences during the COVID-19 pandemic
19. An investigation of the attitudes and experiences of students with specific learning disabilities in general education settings and its influence on their self-esteem and academic performance
20. Assessing online learning readiness and perceived stress of first year students in a Faculty of Medical Sciences during the COVID-19 pandemic
21. Assessing the perceptions and knowledge of medical students regarding antimicrobial stewardship
22. Assessment of implementation and effectiveness of the HEARTS technical package in the small island developing state of St Lucia
23. Attitudes and knowledge of general nursing students to the use of technology in clinical nursing education in Barbados
24. Attitudes and perceptions of health care professionals at Queen Elizabeth Hospital Barbados to simulation-based training for Covid-19
25. Attitudes of patients and health care workers to enhanced recovery protocol strategies and outcomes in patients undergoing hysterectomy for benign gynaecology: A questionnaire study
26. Attitudes surrounding sexual orientation among student athletes at The University of the West Indies
27. Barbados National Registry for Chronic Non-Communicable Disease (BNR)
28. Barriers to sport participation for adolescent girls in the Caribbean
29. Barriers to substance abuse treatment in Barbados: Factors hindering women's use of treatment services
30. Basic global equity and standardisation in drug allergy and drug intolerance labelling and management (Global-Drug-Label Study)
31. Building a co-produced food system (sweetened beverage) data index for the Caribbean
32. Building and maintaining principal-teacher relational trust in schools-A grounded theory approach
33. Burnout, depressive symptoms and suicidal ideation among primary care physicians in Barbados and associated risk factors
34. Cave Hill Sherlock Lung Study: Tracing lung cancer mutational processes in never smokers
35. Children's International Consortium on Acute Leukemia study for the treatment of children with acute lymphoblastic leukemia
36. Chronic disease self-management program for hypertension control in churches (CHIC)
37. Community-based participatory approach to vulnerability analysis with adaptation planning for pelagic sargassum influxes in the Eastern Caribbean: A Saint Lucia case study
38. Continuous glucose monitoring use- Physician perception and barriers in primary care
39. COVID-19 & a new vaccine: The Barbadian perspective
40. COVID-19 infections in Barbados and the Caribbean: Genetic, serological and antiviral candidate characterization studies
41. COVID-19 vaccine acceptance among health professionals of Queen Elizabeth Hospital, Barbados
42. Cultural resource management for heritage sites in the Anglophone Caribbean: A case study of UNESCO Historic Bridgetown and its Garrison
43. Culture and social/cognitive style

44. Cut, copy and paste the teacher: The impact of effective teaching and learning of the mole concept
45. Diabetes distress among patients at a multidisciplinary centre in Barbados during the COVID-19 Pandemic
46. Diabetes mellitus Type II comorbidity during the coronavirus pandemic in Barbados: The role of epigenetics
47. Diabetes prevention with lifestyle intervention and metformin escalation (LIME)
48. Dialysis treatment: A summary of available services in the English-speaking Caribbean
49. Digging deeper: Exploring St. Lucian students' appreciation of the traditions, values and concerns of native speakers of the Spanish language: The reality of the Spanish language classroom
50. ECHORN
51. Effects following the AZ CoviShield vaccination in first responders Barbados
52. Elder abuse management in Barbados: What are the knowledge, attitudes, and practices of primary care physicians?
53. Elder resilience against flood events in Belleplaine, St. Andrew and Holetown, St. James in Barbados: Local definitions and recommendations for improved life-experiences by utilising geographic information systems
54. Enhancing the implementation of disaster risk reduction strategies through the development of an integrative framework and assessment tool
55. Evaluating the impact of local community food production on health and diet
56. Evaluation of a circulating gene signature as a novel biomarker for prostate cancer diagnosis
57. Evaluation of a tourism internship programme at a tertiary level institution in Barbados: A mixed methods study
58. Evaluation of the knowledge about and attitudes towards kidney transplantation among haemodialysis and peritoneal dialysis patients in Barbados
59. Examining the relationship between perceived stress and subjective well-being in adult Trinidadians living in the Tunapuna/Piarco Region: Investigating the moderating effect of perceived social support
60. Expanding the CALL Toolkit: The effectiveness of comics in the instruction of standard English grammar to Bajan Dialect speakers
61. Experiences of faculty in pandemic - A Mixed methods phenomenological case study of teacher educators at the UWI
62. Exploring a relationship among emotional intelligence, mindfulness and perceived stress among health professional students during COVID 19
63. Exploring the microbiome in diabetic foot ulcers in the Barbadian population using next generation sequencing
64. Factors influencing the knowledge, attitude and practices related to complementary feeding among mothers of children 6 months to 2 years of age in Barbados
65. Final-year MBBS students' feedback on online exit examinations during the COVID-19 pandemic in the Faculty of Medical Sciences, the University of the West Indies
66. GlobalSurg-CovidSurg Week: Determining the optimal timing for surgery following SARS-CoV-2 infection
67. Good NEWS: Assessing the performance of the National Early Warning Score (NEWS 2) to predict adverse outcomes in the Emergency Department of Queen Elizabeth Hospital
68. Haemophilia project in Barbados
69. Higher education leadership that influences the inclusion of learning disabilities in nursing education
70. How did they make it? The psychosocial preparation of care leavers and their transition to independent living in Barbados
71. Identifying the training gaps of junior clerkship rotations during the COVID-19 pandemic as reported by UWI FMS medical students

- 72.** Impact of a modified on-line curriculum on student satisfaction and performance in selected clinical clerkships during the COVID-19 epidemic
- 73.** Impact of COVID pandemic on perceived stress and eating behaviors of undergraduate and postgraduate students of UWI, Cave Hill Campus, Barbados.
- 74.** Impact of volcanic ash exposure on people with asthma in Barbados
- 75.** Improving transgender health: Transforming clinical practice through medical education
- 76.** Inbreeding levels in the Barbados Blackbelly Sheep (BBS)
- 77.** Interpersonal communication among Caribbean adolescent athletes on performance enhancement: implications for social norm formation and anti-doping program intervention design
- 78.** Intimate partner violence and access to justice in Guyana: Policy perspectives
- 79.** Investigation of the effect of using flipped classroom as a viable instructional strategy for inorganic chemistry during a pandemic
- 80.** Investment preferences and economic growth: The case of Barbados
- 81.** Knowledge, attitude and practices of infection control amongst healthcare workers in a tertiary healthcare facility in Barbados
- 82.** Knowledge, attitudes & practices of urgent care providers in Barbados regarding forensic cases and evidence collection
- 83.** Knowledge, attitudes, and practices of mask wearing, hand hygiene, and social distancing among nurses in prevention of COVID-19
- 84.** Labour and birth trauma: The immediate psychological/psychiatric implications in the peripartum period
- 85.** Learning during COVID-19: Students' motivation, academic efficacy and experiences of teaching, learning and assessment during COVID-19 across the campuses of the University of the West Indies
- 86.** Learning online in COVID-19: The perspectives of parents, students, teachers and principals in special education in Barbados
- 87.** Let's talk: Reducing the risk of COVID-19 in Barbados: Observation of a community engagement series
- 88.** Medicinal cannabis: Educational needs of health professionals in Barbados
- 89.** Monitoring and evaluation of the Postgraduate Diploma in Paediatric Nursing
- 90.** Moving SALISES online: The MSc in development
- 91.** National agricultural subsidy and small-scale rural women primary agricultural producers in Trinidad and Tobago: An invisible presence
- 92.** Occupational burnout and its correlates among public health nurses in Barbados
- 93.** PATH for incarcerated Barbadian adolescents though community engagement
- 94.** Pediatric Acute Critical Illness Study (PARITY)
- 95.** Pediatric Eastern Caribbean Health Outcomes Research Network cohort study
- 96.** Perceptions and experiences of six to sixteen-year-old school children in Barbados on wearing eyeglasses
- 97.** Personal health resources and workplace stress, workplace anxiety, and presenteeism
- 98.** Personal internet use in the workplace during working hours: An investigation into the perceptions of administrative assistants at The University of the West Indies, Cave Hill Campus
- 99.** Personal protective equipment related adverse skin reactions among healthcare professionals at COVID-19 isolation centres
- 100.** Perspectives of primary care providers and policy makers on the health systems impact of COVID-19 in Dominica
- 101.** *Phyllanthus niruri*, *Catharanthus roseus*) found in Barbados and the isolation of potential drug leads for the management of Type 2 diabetes
- 102.** Policies to support improvements in quality of care through child and family engagement in organisational design and governance in paediatric health service delivery in the Caribbean

- 103.** Project on climate change and poverty nexus for enhancing resilient fisheries, livelihoods and food security in Barbados, Dominica and St Kitts and Nevis
- 104.** Self-study review of Introduction to Research Methods in Education EDRS2201
- 105.** Social determinants of non-communicable disease risk factors in Barbados
- 106.** Socioeconomic status and parental influence indicators of student achievement in Barbados
- 107.** Stress, coping & help-seeking behaviours among graduate students at a Caribbean University
- 108.** Sugar sweetened beverage (SSB) use in pregnancy: An assessment of the knowledge, attitudes and practices of antenatal patients in Barbados towards SSB use, and the potential impact of SSB use on foetal and maternal characteristics
- 109.** Survey of the experiences of people living with NCDs in the Caribbean during the coronavirus (Covid-19) pandemic
- 110.** Sweet Screen Study
- 111.** Teacher leadership: Principals' perceptions of the utility of promoting teacher leadership practices in public primary schools in Barbados
- 112.** Team identification among UWI current students
- 113.** The attitudes and perceptions of primary care physicians towards the use of medical marijuana in Barbados
- 114.** The Barbados ASCUS (Atypical Squamous Cell of Undetermined Significance) High-Risk HPV DNA study
- 115.** The effect of Covid-19 on the UWI research graduate student
- 116.** The effect of perioperative patient-selected music on vital signs, postoperative anxiety, and physiologic, metabolic and psychological markers of stress in patients undergoing non-emergency surgery: A randomized control trial in the Caribbean cultural context
- 117.** The efficiency of computed tomography pulmonary angiogram ordering rates among the surgical population at the Queen Elizabeth Hospital: A retrospective cohort study
- 118.** The epidemiology of preterm neonates with respiratory distress syndrome at the Queen Elizabeth Hospital in Barbados: A retrospective cross-sectional study
- 119.** The evolving role and influence of gender-based activism on students of the UWI Cave Hill Campus
- 120.** The impact of COVID-19 control measures on NCD risk factors and metabolic health: A comparison of 3 Caribbean countries
- 121.** The impact of COVID-19 on dietary habits among adult Barbadians living with type 2 diabetes (DIBALD Study)
- 122.** The impact of the COVID-19 pandemic on food security in small island developing states
- 123.** The impact of the COVID-19 pandemic on nutrition and health practices of students enrolled in the Yute Gym at the Heart & Stroke Foundation of Barbados
- 124.** The incidence of awareness on patients receiving general anaesthesia at the Queen Elizabeth Hospital
- 125.** The influence of emotional labor and areas of work life on burnout in the service industry: Implications for developing employee assistance programs
- 126.** The influence of laboratory experiences on the teaching and learning of Post-Caribbean Secondary Education Certificate (CSEC) chemistry in Barbados
- 127.** The knowledge, attitudes and perceptions of the Barbadian physician in the management of asthma
- 128.** The knowledge, attitudes and practices of primary care physicians in Barbados regarding Major Depressive Disorder
- 129.** The lived experience of informal caregivers of dependent stroke survivors in Barbados
- 130.** The microbial burden in poultry broiler chickens and knowledge, attitudes, and practices of poultry meat handlers in Barbados

- I31.** The non-representation of Caucasian players in West Indies Cricket: A case of 'Reverse Racism'?
- I32.** The perceived role of social support in self-management of type 2 diabetes among Barbadians sixty-five years and older before and during the COVID-19 pandemic
- I33.** The perception and experiences of contraception amongst women seeking non-therapeutic abortions in a Caribbean population: A qualitative body mapping study
- I34.** The perception of the public of Barbados about medical cannabis
- I35.** The perceptions of final-year student nurses from a tertiary education institution in a small island developing state about evidence-based practice in nursing
- I36.** The phenotypic and genotypic characteristics of extended spectrum β -lactamases, Amp-C producing pathogens (*Klebsiella* spp., *Acinetobacter baumannii*, *Salmonella* spp.), methicillin-resistant *Staphylococcus aureus* and *Neisseria gonorrhoeae* in Barbados
- I37.** The prevalence of postpartum depression and associated risk factors in Barbadian women: A cross-sectional study
- I38.** The prevalence of *Pseudomonas aeruginosa*, *Acinetobacter baumannii* and *Stenotrophomonas maltophilia* in the Queen Elizabeth Hospital in Barbados
- I39.** The psychological effects of Coronavirus-19 on healthcare workers of the Accident & Emergency Department and Emergency Ambulance Service of the Queen Elizabeth Hospital, Barbados
- I40.** The relationship between anxiety and perceived stress and coping mechanisms in primary school teachers in Barbados due to Covid-19
- I41.** The seasonal influenza vaccine in pregnant patients at the Queen Elizabeth Hospital
- I42.** The use of cannabinoids to modulate endothelial dysfunction in Sprague Dawley rats with induced endothelial dysfunction
- I43.** The UWI needs assessment of the mental health and psychosocial needs of UWI stakeholders in the Caribbean during the COVID-19 pandemic
- I44.** To examine/assess the physical education curriculum and the influence of physical literacy in the delivery of physical education within the secondary school system (ages 12-18 years) in the Caribbean
- I45.** To explore nurses' knowledge, attitudes and practices to the introduction of the electronic health record system in primary health care in Barbados
- I46.** Towards an understanding of national protests in post-independence Barbados
- I47.** Transitioning from primary to secondary school: Perspectives of students with learning disabilities in St Lucia
- I48.** Trends in coronary heart disease mortality in Barbados from 2008-2018
- I49.** Understanding the psychosocial effects of COVID-19 pandemic on children and adolescents of migrant parents
- I50.** Use of plants and herbs in Afro Caribbean spiritual traditions: The curative powers of bush baths, bush tea and sacred herbal remedies
- I51.** UWI-Cave Hill student health survey
- I52.** Validating the folklore anti-diabetic uses of three tropical plants (*Mormordica charantia*, *Phyllanthus niruri*, *Catharanthus roseus*) found in Barbados and the isolation of potential drug leads for the management of Type 2 diabetes
- I53.** What are the knowledge, attitudes, perception, and beliefs of Barbadian patients with hypertension as it relates to adherence to anti-hypertensive medication?
- I54.** Who leaves treatment? An investigation of factors associated with failure to complete residential treatment at a 90-day substance abuse treatment program in Barbados
- I55.** Women in STEM careers survey

PUBLICATIONS

During the year under review, faculty of the Cave Hill Campus published 21 books, 58 book chapters, 138 refereed journal articles and 35 technical reports.

An Ethical Turn In Governance: The Call for a New Development Narrative,

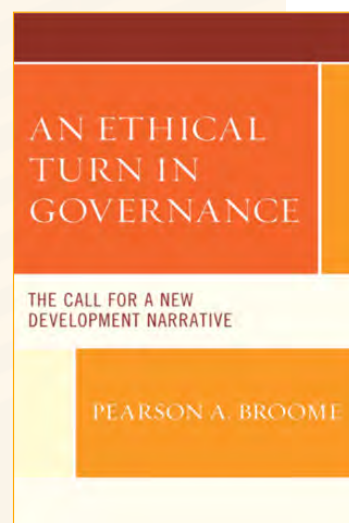
by Dr Pearson Broome, Lecturer in Political Science, Department of Government, Sociology, Social Work and Psychology, invites a unique policy response to the pressing question of how can governance be improved in an age when people are profoundly disenchanted by the public policy solutions offered to mitigate the anguish of Caribbean development.

The book posits that the intensification of this crisis in governance is compatible with the root cause of capitalist modernisation, with its rapid and disorientating changes. The call for an infusion of ethics into the practice of governance therefore is in response to the perceived failures of the macro coordination of the market and government, leaving many of our citizens – nationally and regionally, intensely disenchanted with the practice and prospects of government and governance. Regrettably, our inability to gainsay these inextricably linked ideas continues to present even more examples of countries replete with bad government policies, poor implementation and ethical failures. To assuage the accompanying effects, the book calls for a [re]conceptualisation of the search for a solution through incorporating and strengthening the value of an ethical consciousness in our thinking and policies of governance. The idea is an urgent possibility, perhaps even a controversial and ambitious proposal, for the region to begin imagining how it might be brought about and what it would look like.

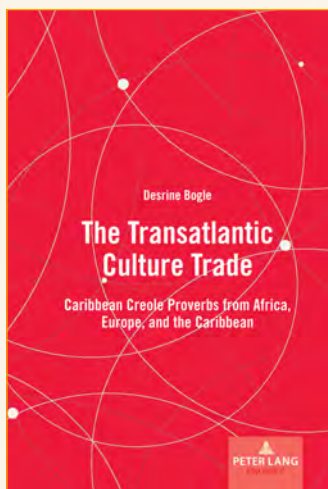
Recognising that the inclusion of an ethical turn in governance is fraught with difficulty because of the different opinions, the relativism of different value systems and options identified often derived from the perspectives of various stakeholders, a call is made for an interactive discourse in the public sphere. The central aim and objective are to move towards a framework for continued theory development and empirical research, offering a new narrative on governance and, by extension, development.



Dr Pearson Broome



Dr Desrine Bogle



The Transatlantic Culture Trade: Caribbean Creole

Proverbs by Dr Desrine Bogle, Lecturer in French, Department of Language, Linguistics and Literatures, does not have as its objective to be another call for reparations, but to the contrary, to embrace the paremiological cultural legacy bequeathed to the Caribbean region from the transatlantic slave trade. Amidst recent calls from the regional Caribbean Reparations Commission to former European colonial powers Britain and France for reparations, it seeks to counterbalance the narrative of absolute doom caused by the trade.

What of the transatlantic slave trade's associated cultural exchange producing an internationally recognised and

The Transatlantic Culture Trade: Caribbean Creole Proverbs by Dr Desrine Bogle *cont'd*

recognisable cadre of cultural elements such as reggae music, the steel pan, religious forms such as Rastafarianism, dances and personalities such as Nobel laureates Trinidadian V S Naipaul, St Lucian Sir Arthur Lewis and Derek Walcott and the fastest man on earth, the Jamaican Usain Bolt among so many others? *The Transatlantic Culture Trade: Caribbean Creole Proverbs* puts the periphery at the centre. It celebrates with the descendants of slaves for the progress made through the 2001 Durham Declaration and Program of Action which recognises that “slavery and the slave trade are

a crime against humanity and should have always been so”. The United Nations celebrates March 25 as the UN Day of Remembrance of the victims of slavery and the transatlantic slave trade. This publication highlights the cultural resilience and honours the memory of the peoples who came to occupy the Caribbean space. The uniqueness of this French-English bilingual collection is its increased accessibility to an international audience by way of providing phonetic transcriptions of the Creole proverbs in the International Phonetic Alphabet (IPA).

Transformative Pedagogical Perspectives on Home Language Use in Classrooms by Dr Janice Jules, Lecturer and Coordinator for Linguistics and Dr Korah Belgrave, Head of the Department and Lecturer in Linguistics and Communication Studies, both in the Department of Language, Linguistics and Literature, Faculty of Humanities and Education, attempts to make a case for the use of home language alongside English in Caribbean

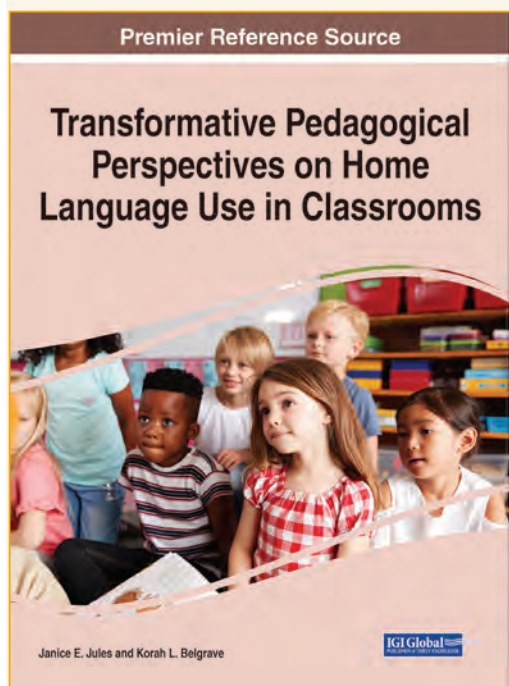


Dr Janice Jules



Dr Korah Belgrave

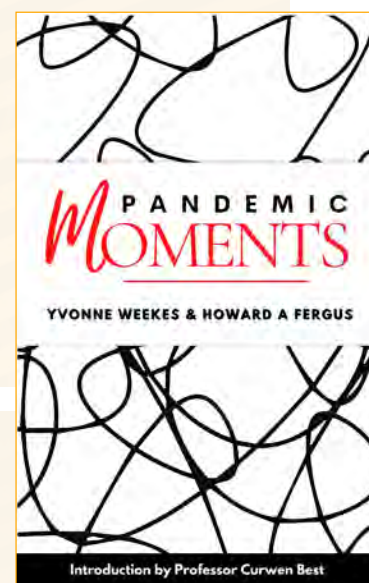
classrooms. This publication on the effective use of home language in the classroom emphasizes the significance of this activity to the success of the overall language development of learners. Particular attention is given to transformative pedagogy and the provision of valuable insights into how the teacher can guide and assist learners in the development of critical thinking skills. The chapters present a wide range of research materials and arguments from knowledgeable scholars and practitioners within and outside the Caribbean to forge the way forward in setting home language on an equal footing in the classroom. This work addresses the problem from many sides, which not only will cause the nay-sayers to retreat, but also provides a plan with principles and details for actual classroom instruction. This book adds another arm to the on-going home language projects which have been implemented in the Caribbean where English is not the official language (eg Haiti, Aruba, Curaçao) and so helps to create a bank of expertise in workable procedures and processes on how to achieve greater equity for all in formal education. In particular, this volume is an appreciation of the work of many linguists, researchers, and other practitioners in language education who experienced periods of despair on what seemed like inequity in returns for their work. They can look forward to the effect of this volume as another step in the journey to greater recognition of those who have worked conscientiously and without distraction in the service of their learners. Moreover, the book enables practitioners in language education and parents to explore their roles in assisting children in breaking down the language and cultural barriers that hinder the growth of their self-identity and national identity.



Pandemic Moments is a collection of poems co-authored by retired Professor of East Caribbean History Professor Howard Fergus of Montserrat and Dr Yvonne Weekes, Lecturer in Theatre in the Faculty of Culture, Creative and Performing Arts. In his introduction, Professor Curwen Best describes *Pandemic Moments* as a “conspicuous and refreshing contribution to Caribbean and global voicings on issues surrounding the COVID-19 phenomenon”. *Pandemic Moments* reads like an exchange between Weekes (long-term resident in Barbados) and Fergus (who taught her at secondary school in Montserrat). Their poems explore the themes of isolation and loneliness, loss and preservation, social etiquette and propriety, fear and faith. The collection includes 35 poems from the 100 poems written by Weekes during the height of the first lockdown in Barbados between March and September 2020. Best highlights Weekes’ “gifted ability to walk you through the fragments of a world in danger of extinction”. Her poems, poised between harmony and tension, see through the catastrophe, allowing the reader to connect with *Pandemic Moments*’ vulnerabilities, sensitivities, confessions, and revelations. Weekes has seen this state of nightmare and discomfort before as a survivor of the Soufriere Hills eruption of Montserrat in 1995, but in lighter moments she reminds readers ultimately that promise and hope exist, even in the most unsafe times.



Dr Yvonne Weekes

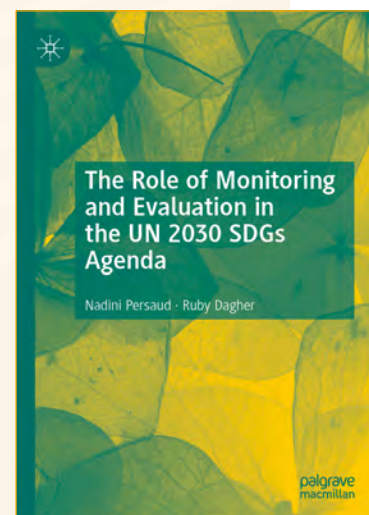


The Role of Monitoring and Evaluation in the UN 2030 SDGs Agenda by Dr Nadini Persaud, Lecturer in Evaluation in the Department of Management Studies, and co-author Dr Ruby Dagher, Adjunct Professor, University of Ottawa, Canada examines the UN 2030 SDGs Agenda and its comprehensive, multi-stakeholder approach to achieving a more human rights-based and environmentally sustainable development process. More crucially, it provides a much needed and innovative analysis of the role of Monitoring and Evaluation (M&E) in this Agenda and the challenges that evaluators will face due to the Agenda’s inherent weaknesses, coupled with the practice and culture of evaluation in general. The authors look to actively help evaluators and other interested parties to develop their capacity to evaluate this ambitious Agenda and develop mitigating strategies for the inherent challenges that will be encountered whilst implementing and evaluating this Agenda. The unique combination of ideas and thoughts in this book are developed from real world practical field experiences grounded in academic expertise of M&E, international development, and developmental economics. This book is intended for an extensive and diverse array of stakeholders including academics, graduate and undergraduate students, evaluation practitioners and policy makers, program administrators, and all staff engaged in data collection, M&E, and policy making in the civic, private, and public sectors in both developed and developing countries across the globe.

The book has been endorsed by founding evaluation father, Professor Michael Scriven, along with several prominent evaluation professionals globally, including Ada Ocampo, President, International Development Evaluation Association (IDEAS); Valerie Gordon, President, Caribbean Evaluators International; Ivan Somlai, Associate, Center for Asian Pacific Initiatives, University of Victoria; and Lynda Rey, Professor in Program Evaluation, University of Public Administration, Quebec, Canada. The book has been described as the “practitioner’s encyclopedia”, “a must read book”, and “a gold mine for all game changers – evaluators, managers, decision-makers and students”.



Dr Nadini Persaud

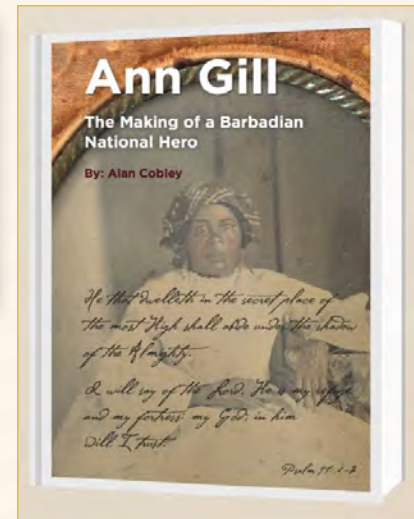


Ann Gill: The Making of a Barbadian National Hero by Professor Alan Cobley, Professor of South African and Comparative History, Department of History and Philosophy, revisits the story of Ann Gill, a National Hero of Barbados.

When the Government of Barbados formally adopted a list of ten names to be enshrined in a new pantheon of Barbadian national heroes on April 28, 1998, there was widespread excitement. Many felt that it marked a new era in the history of the country, and an important step in building the identity of the nation. Among the list of ten names was Ann Gill, a free woman of colour, who was celebrated for leading the struggle to defend Methodism and freedom of worship in Barbados between 1823 and 1825. However, there was very little reliable factual information about her life. Numerous imaginative retellings of her story since 1998 have made it difficult to separate the myth from the reality. This pamphlet published by the Barbados Museum and Historical Society and the Department of History and Philosophy of the University of the West Indies, Cave Hill Campus, in the series 'Re(w)riting History', seeks to correct some of the errors and assumptions made about Ann Gill and re-evaluates her contribution in the light of a growing and more nuanced understanding of her life and times. It further seeks to identify the real Mrs Gill, and in so doing, reassesses her place in the pantheon of Barbadian National Heroes.



Professor Alan Cobley

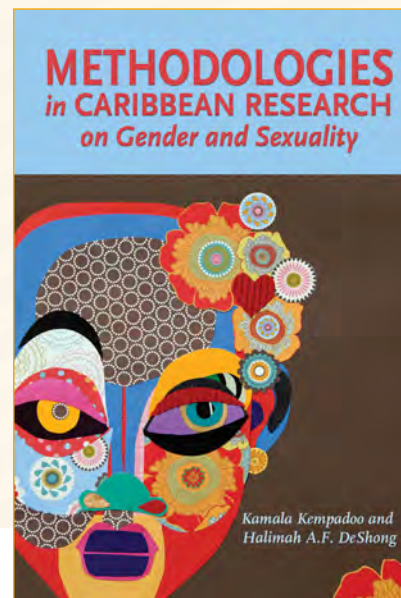


Professor Alan Cobley (2nd r) presenting his "Ann Gill" book to representatives of the Ann Gill Methodist Church

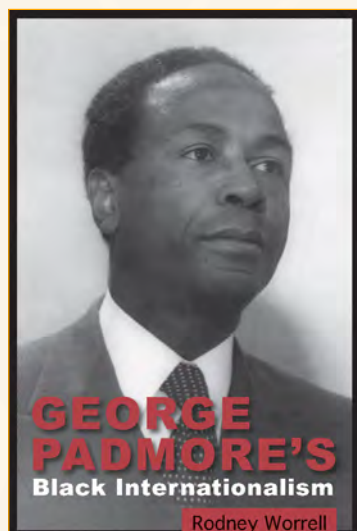
Methodologies in Caribbean Research on Gender and Sexuality, edited by Drs Kamala Kempadoo and Halimah A F DeShong, Senior Lecturer & Head, Institute for Gender & Development Studies: Nita Barrow Unit, is a first of its kind in the English-speaking Caribbean. This multi-disciplinary collection brings together contributions from a variety of Caribbean-based and diasporic researchers and activists about the main methods used in existing feminist research practice. Comprising 29 chapters organised around 7 main themes – History & Historiography; Methodologies for Feminist Organising & Action Research; Researching Gender; Researching Sexualities; Researching the Visual & Cultural; Methods for Analysing Talk & Text; and Reflections on Positionality – this book brings together canonical texts on Caribbean gender and sexuality research methods and methodology, recent research on digital cultures and critical reflections on positionality in fieldwork. With this hybrid collection, Kempadoo and DeShong curate both foundational and new critical perspectives on feminist methodologies in the Caribbean. The collection reveals both the embrace of multiple methods by Caribbean researchers and the limitations that the need to produce detailed and comprehensive knowledge about gender and sexuality imposes on the research process. It adds to the existing global scholarship on feminist methodologies, extending the conversation on decolonising feminism and research from the perspective of the Caribbean.



Dr Halimah A F DeShong



Dr Rodney Worrell



George Padmore's Black Internationalism by Dr Rodney Worrell, Lecturer in History, traces the main features of George Padmore's social and political thought. Worrell explores Padmore's use of the ideologies of Marxism and pan-Africanism as vehicles to liberate Africa and the Caribbean from the grip of European imperialism.

As an engaged Marxist revolutionary, Padmore played a leading role in the Soviet Union's black internationalism project during the early 1930s. After he severed his ties with the Comintern, he became one of the leading pan-African activists in Britain from the mid-1930s until he migrated to Ghana in 1957, where he made his mark as a member of the International African Service Bureau, the Pan-African, and in organising the Fifth Pan-African Congress in Manchester, England in 1945. Padmore became a major theorist of the unification of the African continent and worked assiduously to see this become a reality as Kwame Nkrumah's advisor on African affairs. Worrell provides a sound and thorough account of Padmore's strident anti-imperialism and radical anti-colonial critiques, while simultaneously outlining his championing of self-determination. This engrossing work scrutinises Padmore's political praxis and illuminates his invaluable contribution to pan-Africanism and his dedication to the liberation of Africa and the Caribbean from colonial rule.



SPOTLIGHT ON ALUMNI

The prolonged presence of the COVID-19 pandemic during the year under review, though creating a challenge for the work of the Alumni Office, presented opportunities to find more creative ways for the Office to carry out its programmes and engagement with stakeholders. Despite financial pressures felt by many of its corporate donors and partners, the Office was still able to execute many of its regular programmes, while spearheading new initiatives. Following is a synopsis of major activities and achievements.



The UWI Alumni Circle

The UWI Alumni Circle, a giving club for the Campus which was launched in 2007, has so far raised over BBD 165,000 and to date has presented scholarships to 12 students valued at BBD 36,000 (BBD 3,000 each). The Executive Committee of the Circle, which comprises alumni of the Campus, continued to work assiduously to increase the number of donations. During the year an online payment method was established through the Campus Bursary to improve the ease and efficiency of donations to the Circle fund.

Ongoing efforts by the Office, on behalf of the Circle to encourage staff members to give, resulted in another eight (8) persons starting monthly donations, while two (2) others made one-off payments.

Preparing Students for the World of Work

Career Development Workshop

The annual Career Development Workshop was held over two days - April 24 and May 01, 2021. The Workshop, which caters to final-year students and alumni, was held virtually for the first time as a result of the pandemic. The session was facilitated by alumna, Ms Alicia Simmons, who is the Learning and Development specialist at Price Waterhouse Coopers. The topics covered in the workshop included: *How to Dress for the World of Work*; *How to Write the Application Letter*; *How to Prepare the CV*; and *How to Prepare for the Interview*. The workshop catered to 65 students and ran from 9:00 am-1:30 pm on each occasion.

In addition, to the workshop, participants were provided with an opportunity to develop business dining etiquette when they were treated to a dinner hosted by consultant career coach, Ms Tisha Peters at the Island Inn Hotel.

Graduate Placement Programme

The Graduate Placement Programme which is offered in collaboration with the CIBC FirstCaribbean International Bank is another initiative which seeks to ease students' transition from the classroom to the



Consultant career coach, Ms Tisha Peters addressing students attending the business dining etiquette dinner at the Island Inn Hotel. The dinner was the final activity in the 2021 Career Development Workshop for graduating students organised by the Alumni Office, SERU.

world of work. This year proved to be more challenging in securing placements, as companies grappled with the effects of the COVID-19 pandemic. However, ten (10) students received placements at the Goddard Group of Companies, Barbados Light & Power Company Limited, Accra Beach Hotel and Sandy Lane Hotel. The disciplines represented this year included banking and finance, accounting, management, human resources management and computer science, among others. It is hoped that there will be an improvement in the number of available placements in the next round.

Over the years, other organisations have participated in this programme, among them, First Citizens Bank, Caribbean Tourism Organisation, Digicel, Massy Barbados, Barbados Accreditation Council, SAGICOR, Hilton Barbados and Barbados Public Workers' Union. Reports from organisations have been generally positive regarding Cave Hill students. They reported that the students were focused, performed their assigned duties very well, were articulate, dependable and very respectful.

The Career Development Workshop and the Graduate Placement Programme continued to receive sponsorship from CIBC FirstCaribbean International Bank.

Alumni Engagement Discussions

One of the ways in which alumni are encouraged to give back is via engagement with students and other alumni on topics within their areas of expertise, under the Regional Alumni Engagement Programme. During the year under review, Cave Hill alumni presented six (6) webinars on the topics: *Entrepreneurship*; *Re-engaging Health*; *COVID-19 and the Return to Work*; *The Occupational Therapist and You*; *Relationships and COVID-19*; and *Living a Balanced Life: From Graduation to Retirement*. The webinars were held on Thursdays and attracted an average of 75 persons from the Caribbean, North America, the UK and as far as Thailand, Hong Kong and Japan.

Assisting Students in Need

Groceries

In the face of the COVID-19 pandemic the Alumni Office continued to reach out to graduates to encourage their support for students in need. With the support of the



Staff alumna, Ms Kerri-Ann Haynes-Knight (centre) handing over her gift of a laptop to Mrs Roseanne Maxwell, Alumni Officer and organiser of the SERU Technology Drive (left), and Mrs Patricia Atherley, Director of SERU (right)

Alumni Association and individual alumni, the Office and the wider Student Enrolment and Retention Unit (SERU) worked with the Campus Mart to provide groceries to several students who were experiencing financial challenges. Many of them were also provided with face masks.

Scholarship Initiative

The Office continued to work with alumni to raise scholarship funds for students. This included partnering with the Alumni Association to reach out to organisations to encourage alumni on their staff to join together to offer scholarships or to establish personal scholarships. This initiative is ongoing.

Providing Devices for Online Learning

On behalf of the SERU, the Office reached out to alumni on staff at the Campus, the Alumni Association and other alumni to solicit assistance for students who were experiencing challenges accessing the tools needed for online learning. This initiative has so far yielded over 30 tablets and four laptops that were assigned to students for use during each semester.

Mentoring UWISTAT Ambassadors

The Office continued its work with the UWI Students Today Alumni Tomorrow (UWISTAT) group in initiatives aimed at bridging the gap between students

and alumni. The new executive team was installed and they finalised their programme for the year. The group successfully raised funds for the Footprints Programme, which provided scholarships valued at BBD 500 each to two students. The committee also conducted a stationery drive to assist students of the St Stephen's Primary School. The donation was received by the Principal, Dr Colin Cumberbatch.

70th Anniversary Symposium Book

On October 05, 2020, the Alumni Office coordinated the presentation to key members of the University of a book compiled from presentations by distinguished alumni to the 70th Anniversary Alumni Symposium. Books were presented to Campus Council Chair, Sir Paul Altman; Principal, Professor The Most Honourable V Eudine Barriteau; Campus Registrar, Mr Rommel Carter; Campus Bursar, Ms Lisa Alleyne; and representatives of the Sidney Martin and Law Libraries.

The event was chaired by Dr Henderson Carter, Chair of the Campus Planning Committee for the UWI 70th Anniversary Celebrations. Also in attendance were committee members, Professor Emeritus Andrew Downes and Professor Emeritus Sir Woodville Marshall.

Pelican Perks Programme

Alumni who are members of the Alumni Association could benefit from discounts ranging from 5% to 15% on goods and services from various businesses in Barbados, through the Pelican Perks Programme. Additional benefits are also available in other countries where the programme exists. Over thirty local organisations participate in the programme and efforts continue to expand the pool of participating businesses.

Database

Work continued on the alumni database as the Office sought to ensure that the data was current by filling any gaps and updating it as necessary. Mr Howard Shand, Digital Media & Database Manager of the Institutional Advancement Division (IAD), Office of the Vice-Chancellor, had been assisting in this effort. Meetings spearheaded by Mrs Elizabeth Buchanan-Hind, Executive Director of the IAD, to ensure that the data cleaning is completed in time for the 75th Anniversary of The UWI are ongoing.



Campus Bursar, Ms Lisa Alleyne receiving her copy of the 70th Anniversary Symposium book from committee member, Professor Emeritus Andrew Downes



Help Us Reach Them (HURT), a registered charity led by a group of UWI alumni, was among those donating electronic devices to the initiative organised by the SERU to assist students in need with the tools to access online classes during the pandemic. Ms Dawn Williams of HURT (right) presents a set of tablets to the Director of SERU, Mrs Pat Atherley (centre), and Mrs Roseanne Maxwell (left), Alumni and Student Relations Officer who coordinated the appeal.

Alumni Making A Mark

HONOURABLE PHILIP J PIERRE BSc (Hons), Economics, 1976; EMBA, 1995



Hon Philip J Pierre led the St Lucia Labour Party (SLP) to victory in the July 26, 2021 general elections, winning 13 of the 17 seats at stake.

Pierre joined the St Lucia Labour Party in 1985 and entered

representational politics seven years later, in 1992. He served as the Parliamentary Representative for the Castries East constituency since 1997 when he scored his first victory at the polls.

He was Minister for Tourism, Civil Aviation and International Financial Services from 1997 to 2000, and was appointed Minister for infrastructure, Port Services and Transportation in 2011.

He has also held several positions within the SLP including chairman, and was Deputy Prime Minister in the government of Dr Kenny Anthony from 2011 to 2016.

Pierre took up the post of Leader of the opposition in 2016 after Dr Anthony resigned following the SLP's defeat at the polls.

The St Lucian leader holds a Bachelor's degree (Hons) in Economics and a Master's degree in Business Administration from The UWI.

MR TIMOTHY N J ANTOINE BSc (Hons), Economics and Management, 1993



Since taking over the leadership of the Eastern Caribbean Central Bank (ECCB) in 2016 as the institution's third Governor, Mr Timothy Antoine has overseen the digital transformation of the Eastern Caribbean Currency Union (ECCU).

The latest initiative was in March 2021 when the ECCB launched DCash, the digital version of the EC dollar, in four of the ECCU's eight member countries: Antigua and Barbuda, Grenada, St Kitts and Nevis, and St Lucia. DCash was later rolled out in St Vincent and the Grenadines, Anguilla, Dominica and Montserrat.

DCash can be used with or without a bank account, and aims to ensure an efficient payment system, financial inclusion of unbanked and underbanked individuals, and increase the resilience and competitiveness of the ECCU.

Before taking up his current position, Antoine built a 22-year career at the Government of Grenada, with most of that time serving as the Permanent Secretary in the Ministry of Finance.

The Grenadian economist holds a BSc in Economics with Management from The UWI and an MSc in Social Policy and Planning in Developing Countries from the London School of Economics.

He also held the post of Advisor to the Executive Director for Canada, Ireland and the Caribbean in the World Bank Group, based in Washington DC from 2005 to 2007.

In 2016 he was honoured by the Grenada government for his contribution to public service when he was conferred the Order of Grenada Gold Award for Excellence.

**DR THE MOST HONOURABLE
SONGEE BECKLES**
PhD, Immunology, 2020



Dr The Most Honourable Songee Beckles has served as the Director of the Best-dos Santos Public Health Laboratory since 2018, following the amalgamation of Barbados' three

public health laboratories – the Public Health Laboratory, the Leptospira Laboratory and the Ladymeade Reference Unit Laboratory.

Prior to that appointment, she was the Clinical Information Specialist at the latter facility, which was established for the purpose of monitoring and testing of people with HIV. The lab later expanded to include the monitoring of other sexually transmitted infections such as chlamydia, gonorrhea, and HPV. Under Dr Beckles' stewardship, the lab also expanded its testing following the outbreak of the H1N1 virus.

The biggest test of her career would come in 2020 with the confirmation of the first case of COVID-19 in Barbados. Dr Beckles and her team at the Best-dos Santos Public Health Laboratory have since been providing the critical service of testing more than 1,000 samples per day to determine the COVID-19 status of individuals as cases increased.

Dr Beckles' contribution to the national effort to contain the spread of COVID-19, would earn her Barbados' highest award, the Order of Freedom of Barbados.

**DR THE MOST HONOURABLE
COREY FORDE**
DM, Internal Medicine, 2010



Dr The Most Honourable Corey Forde became a household name in Barbados in 2020, when he assumed the role of Manager of the Isolation Facilities at Harrison Point, St Lucy, at the

onset of the COVID-19 pandemic.

Dr Forde, Barbados' sole infectious disease specialist, is the Head of the Infection Prevention and Control/Infectious Diseases Programmes at the state-run Queen Elizabeth Hospital. However, for the past two (2) years he has been working 'round the clock' to care for COVID-19 positive patients at the refurbished military base.

He has also served as associate lecturer in Medicine at The UWI, Cave Hill Campus. Additionally, he has collaborated with international agencies such as the World Health Organization/Pan American Health Organization, as well as the Centres for Disease Control and Prevention, in the leadership and mentorship of several low and middle-income countries globally in the area of Infection Prevention and Control.

In recognition of his contribution to the national effort to contain the spread of COVID-19, Dr Forde would later be conferred Barbados' highest award, the Order of Freedom of Barbados.



OWEN ARTHUR
CARICOM
RESEARCH COMPLEX

Prime Minister Mia Amor Mottley, Senior Government and University officials, with the family and friends of the late former Prime Minister Owen Arthur

CAMPUS EVENTS

The Cave Hill Campus continued its tradition of hosting public events to highlight ongoing research, student achievements and celebrate campus milestones. Despite the prolonged challenges presented by the COVID-19 pandemic, the campus maintained a seamless pivot to hosting virtual and hybrid events.

The Owen Arthur CARICOM Research Complex

The late former Prime Minister Owen Arthur was recognised for his outstanding role as a political leader and Caribbean stalwart with the renaming of the CARICOM building in his honour.

Members of the business, political and academic communities joined his family in a ceremony at The UWI Cave Hill Campus to celebrate his legacy as a committed regionalist, and brilliant economist among other accolades.

The Owen Arthur CARICOM Research Complex, formerly the CARICOM Research Park, pays tribute to the man who was a champion of the regional integration movement, particularly the CARICOM Single Market and Economy.

At the time of his passing in July 2020, Mr Arthur held the title of Professor of Practice in Economics of Development, an award bestowed upon him by The UWI following his departure from representative politics in 2018.

Addressing the renaming ceremony, Prime Minister Mia Amor Mottley praised Arthur's work ethic and his commitment to completing the task at hand, which she said were among the first lessons she learnt from him.



Vice-Chancellor, Professor Sir Hilary Beckles delivering remarks at the renaming ceremony for the Owen Arthur CARICOM Research Complex



Prime Minister Mia Amor Mottley in conversation with Campus Council Chairman, Sir Paul Altman at the renaming ceremony



Relief Drive for St Vincent & the Grenadines

Relief Drive for St Vincent & the Grenadines

The UWI Cave Hill Campus launched a relief drive for residents of St Vincent and the Grenadines who were displaced by the eruption of the La Soufrière Volcano on April 09, 2021.

A collection point was set up at the Leslie Robinson building for non-perishable food items, personal care products, baby supplies, household products, as well as other items including face masks, gloves and first aid kits.

The joint staff and students' initiative saw student volunteers accepting the donations on behalf of the institution and former president of the Guild of Students, Thacher Loutin praised donors for their immediate response and generosity. The Campus also partnered with RBC Royal Bank (Barbados) Ltd to open an account for persons who wished to make monetary donations.

Disability Inclusion in Higher Education

Faculty and staff of The UWI Cave Hill Campus were informed of ways to better assist students with learning disabilities to reach their educational goals.

Educational Psychologist, Dr Andrea Dennison explored the issue during a lecture hosted by the Office of Student Services on the topic 'Disability Inclusion in Higher Education: Learning Accommodations'. The focus was on the topics of dyslexia and attention deficit hyperactive disorder (ADHD), which according to her are often undiagnosed or misdiagnosed.

Dr Dennison recommended several accommodations that lecturers could make to facilitate students who have difficulty reading because of dyslexia. She also suggested giving the students information beforehand, particularly if a new topic is being introduced. Another recommendation was to adapt the way information is imparted to students to include the use of multimedia technology.

Dr Dennison, who is also a member of the Barbados Society of Psychology, noted that there was a stigma against learning disabilities and mental health issues,



Relief Drive for St Vincent & the Grenadines

and the organisation was working to improve this deficiency.

She also told the online audience that she was encouraged by an increasing awareness of issues of disability and mental health.

Alumni Prepare Students for the World of Work

One of the ways in which alumni are encouraged to give back is via engagement with students and other alumni on topics within their area of expertise.

To this end, the Office of Alumni Relations at Cave Hill hosted six webinars on topics ranging from entrepreneurship to living a balanced life: from graduation to retirement, under the regional alumni engagement programme.

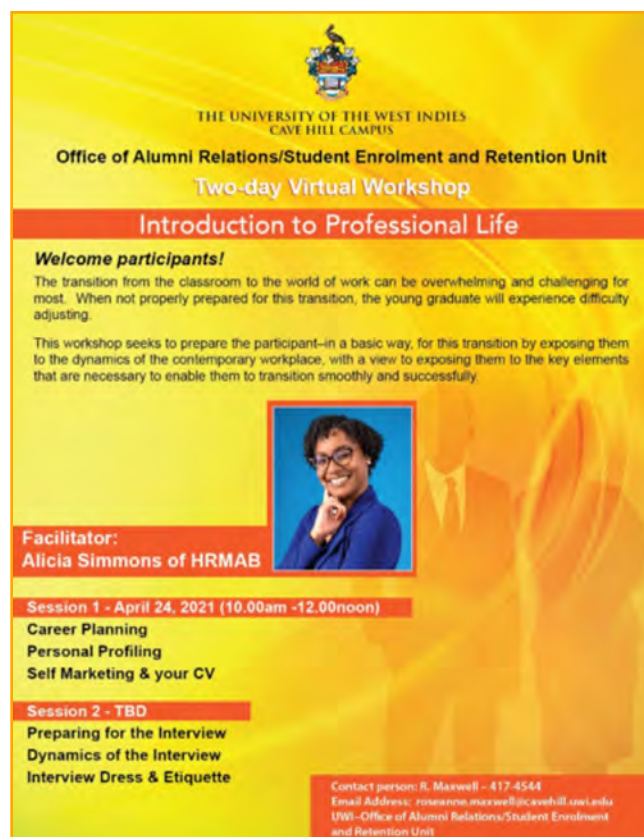
This year's activities also included many philanthropic and mentorship initiatives, including a career development workshop delivered by Learning and Development Specialist, Ms Alicia Simmons. This annual event assists final year students with a seamless transition into the world of work by teaching business etiquette and other essential skills.

Frank Worrell Memorial Lecture

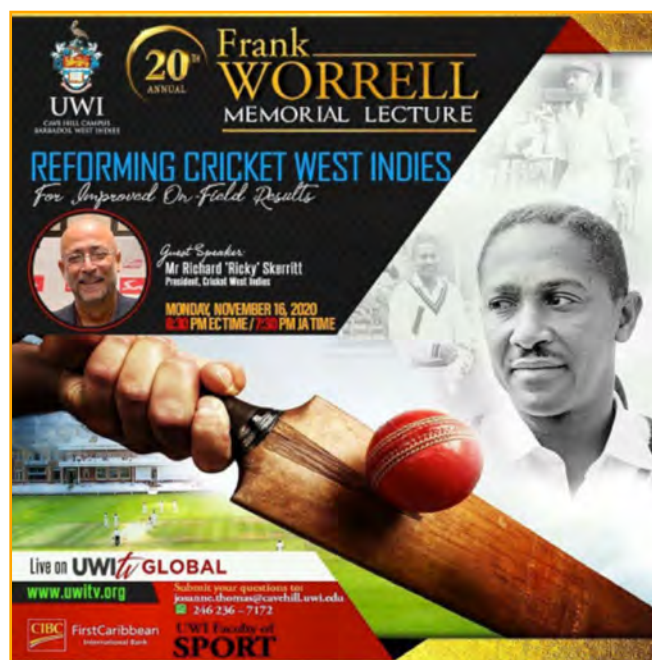
President of Cricket West Indies (CWI), Mr Ricky Skerritt delivered the 20th Annual Frank Worrell Memorial Lecture, held on November 16, 2020. Speaking on the topic *Reforming Cricket West Indies for Improved on-Field Results*, Mr Skerritt addressed the challenges facing Caribbean cricket and relayed his anticipation for reform with a focus on driving transformative growth.

The event was hosted by the Cave Hill Campus through its Faculty of Sport, in partnership with CIBC FirstCaribbean International Bank and carried live via UWItv.

Mr Skerritt who previously served as manager of the West Indies cricket team, was elected CWI president in March 2019. On assuming office he pledged to work towards the redevelopment of the regional game.



Promotional Flyer for Virtual Workshop



Promotional Flyer for Frank Worrell Memorial Lecture

Aside from being a cricket administrator, Skerritt was also a former minister in the St Kitts and Nevis Labour Party government.

Other notable guest speakers in the history of the Frank Worrell Memorial Lecture series include a number of Skerritt's predecessor presidents of the regional cricket board; The UWI Vice-Chancellor Professor Sir Hilary Beckles; former British Prime Minister John Major; cricket legends Sir Wes Hall and Mr Michael Holding; former Prime Minister of Jamaica Mr PJ Patterson and current Prime Ministers Dr Ralph Gonsalves of St Vincent and the Grenadines and Dr Keith Mitchell of Grenada.

The late Sir Frank Worrell joined The UWI staff as Warden of the Irvine Hall of the Mona Campus following his retirement from Test cricket in 1963. He also served as Director of Sports at The UWI Mona and St Augustine Campuses, where he nurtured and mentored students. Additionally, he was one of the pioneers of the development of cricket at the Mona Campus.

Faculty of Law & Law Society 50th Anniversary Celebrations

The Faculty of Law 50th anniversary celebrations officially commenced on July 07, 2021, under the theme 'Cave Hill Law at 50: Celebrating Excellence in West Indian Legal Education and Research'. The opening event was the launch of the Law and Health Research Unit

and unveiling of a maritime-themed mural created by law lecturer, Professor Alina-Kaczorowska-Ireland. The mural is located in 'The Pit', a student common space within the faculty.

Although events were delayed due to the ongoing pandemic, the faculty hosted a successful distinguished lecture series, which started with Cave Hill Law alum and President of the Caribbean Court of Justice, Justice Adrian Saunders. The opening lecture was entitled 'The CCJ and the Promotion of the Rule of Law in the Caribbean'.

Other prominent Cave Hill Law alumni featured in the lecture series included Justice Jacqueline Cornelius and Judge Kathy-Ann Brown. One of the highlights of the faculty's anniversary events was the discussion forum and reunion that was hosted on October 24, 2021, entitled 'Five Generations of Law at Cave Hill: A Virtual Discussion Forum and Reunion'. The event featured an open-ended exchange amongst panellists, which included the Hon Sir Patterson Cheltenham, Chief Justice of Barbados; Ms Jean M Dyer, Attorney-at-Law, President of the OECS Bar Association; and the Hon Saboto Ceasar, Minister of Agriculture, Forestry, Fisheries, Rural Transformation, Industry and Labor in St Vincent & the Grenadines. It also provided an opportunity for over 200 registrants to re-connect with old classmates and reminisce about their time at the Cave Hill Law Faculty.

The events provided a valuable opportunity to pause and reflect on the tremendous contribution the Faculty



The Mural in the Faculty of Law Students' Common



L-R: Professor The Most Hon Eudine Barriteau, PVC & Principal; Dr Henderson Carter, Head, Department of History & Philosophy; Mr Richard Seale, Executive Chairman, R L Seale & Co Ltd; Mrs Gayle Seale, wife of Mr Richard Seale; and Professor Frederick Ochieng'-Odhiambo, Dean, Faculty of Humanities and Education, at the MOU Signing Ceremony, May 26, 2021

of Law at Cave Hill has made to the development of Caribbean jurisprudence and to the regional Bar over the years. Staff members are now looking to the future with renewed excitement, energy and commitment, and will prioritise further strengthening of alumni relations.

Rum Research Underway

The Cave Hill Campus has partnered with two of the largest rum distilleries in the Caribbean to generate research into the history of rum in Barbados, and to provide internship opportunities for business students.

An MOU Signing with R L Seale and Company, which took place on May 26, 2021, will ensure local expertise in the production process of rum, and explore its full social, cultural, and economic history. The agreement is also intended to protect the standards from which Barbados rum is made and produce research to bolster the drive to apply for a geographical indication for rum.

The partnership facilitates funding for a postgraduate research project through three scholarships to be awarded to doctoral students researching the history of rum in previous centuries and rum branding.

Funding will also be provided for postdoctoral fellowships to research the history of Barbadian rum over the next

six years, with R L Seale & Co committing BBD 320,000 towards scholarships as well as additional funding towards the island's UNESCO World Heritage Nomination project.

In a similar agreement to provide training opportunities for students, The West Indies Rum Distillery (WIRD) will finance three-month internships for three business students at their offices in the United States and Europe. The placements will afford the trio an opportunity for first-hand training in the areas of sales, marketing, brand-building, and inventory management in the export spirits industry.

Mr Jason Blunt, who is currently pursuing graduate studies in Financial and Business Economics, will be based at West Indies Rum Distillery/Maison Ferrand's London office. **Ms Kelsey Brereton** will have the opportunity to learn from experts in the field while based in Dallas, Texas. The Tourism and Sports Management student intends to apply the knowledge gained to better market local events such as the popular Food and Rum Festival. The third intern **Ms Erica Hinkson**, will be based in Chicago, Illinois and was thankful for the opportunity to experiencing marketing from an international perspective.

The students will receive a monthly stipend and paid accommodation for the duration of their stay.



The Honourable Mia Amor Mottley, Prime Minister of Barbados in conversation with Professor Jeffrey Sachs, Director of the Center for Sustainable Development at Columbia University, during a UWI Vice-Chancellor's Forum at the Distinguished Arthur Lewis Event at The UWI Cave Hill Campus on Monday, June 21, 2021

Caribbean-African Trade Webinar Series

International trade lawyer Claude Chase has praised the Caribbean Court of Justice (CCJ) for its work in the 16 years since its inauguration, while highlighting its successful adaptation of international law to the culture of the society it serves.

Addressing the final webinar in the Caribbean-African Trade Webinar series on the theme 'Disputes Settlement Regimes' hosted by the Shridath Ramphal Centre on July 22, the specialist in World Trade Organization (WTO) law said his assessment was based on utilisation of the CCJ, access as a means of vindicating rights under the Revised Treaty of Chaguaramas, compliance, and fostering security and predictability.

Chase, who is based in Geneva, noted that although the CCJ was envisaged to primarily deal with matters at the state-to-state level with private matters being the exception, most of its cases involved private individuals or companies that operate in the cement industry, and free movement of persons.

Meanwhile Viscount Bennett Professor of Law at Dalhousie University, Canada, Dr Olabisi Akinkugbe

of the academic forum Afronomics Law, argued that the metrics for assessment of a court should take into consideration the cultural, political and social contexts of the regions in which it operates and serves.

His presentation focused on the work of the Economic Community of West African States (ECOWAS) Court of Justice that deals with legal disputes emanating from 15 member states.

The webinar was co-hosted by the Shridath Ramphal Centre at The UWI Cave Hill Campus and three organisations involved in trade law and policy in Africa: The Trade Law Centre (Tralac), the Trade Policy Training Centre in Africa (Trapca), and Afronomics Law.

A Conversation on Sustainable Futures

Prime Minister of Barbados the Right Honourable Mia Amor Mottley highlighted training and education as the two critical factors that will spur the country's development in the coming years.

Speaking at a Vice Chancellor's Forum and Distinguished Arthur Lewis event held at the Cave Hill Campus on the topic Sustainable Island Futures, the Prime Minister

pointed to the need for education reform to allow all students an opportunity to reach their full potential. However, she added that such reform is being hampered by scarce resources.

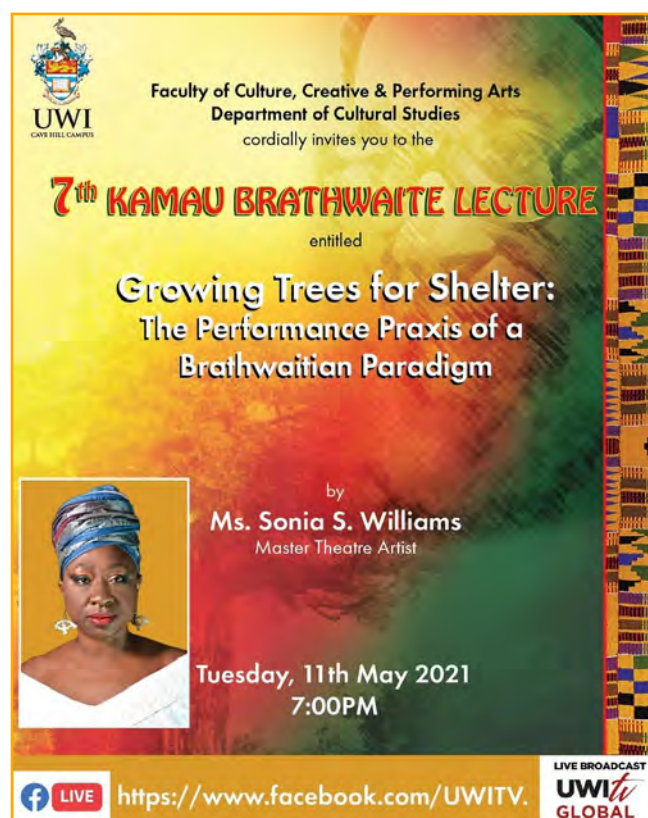
The Barbadian leader, who was joined by renowned Professor of Economics, Jeffrey Sachs, added that the reintroduction of fully state-financed tuition fees for Barbadian students enrolled at The UWI costs the government approximately BBD 145 million annually, but it is a necessary investment in the island's youth.

She also lobbied for a debt repayment system for Caribbean countries similar to what was granted to Britain after World War II that allowed that country to have the fiscal space to return to a path of development.

Lamenting the absence of such provisions in the international financial system, she pointed out that middle-income countries had been set back at least a decade by the COVID-19 pandemic, as well as the clear disparities in the global financial system that provided developed countries with significant leeway to access financing at minimal repayment terms compared to that of developing countries, and to make financial decisions that have a global impact without any consultation.

Mottley continued to advocate for a re-examination of the constitutional arrangements that informed the United Nations, the Bretton Woods institutions, the World Health Organization and others. She explained that many countries, including Barbados, were colonies at the time and as such, "our perspective isn't being captured sufficiently and then, our voice is not seriously reflected other than for the record."

Sustainable development expert, Professor Sachs, said the instability of that time seemed modest compared to the shocks currently being experienced. He said countries around the world need to work together, rather than practice divisive, winner-takes-all politics, which he described as dangerous. "The discussions that we're having these days in the world are really consequential. I think they're the most consequential discussions that the world would have had since the end of World War II because the end of World War II of course, required fundamental reorientation."



Promotion for Kamau Brathwaite Memorial Lecture

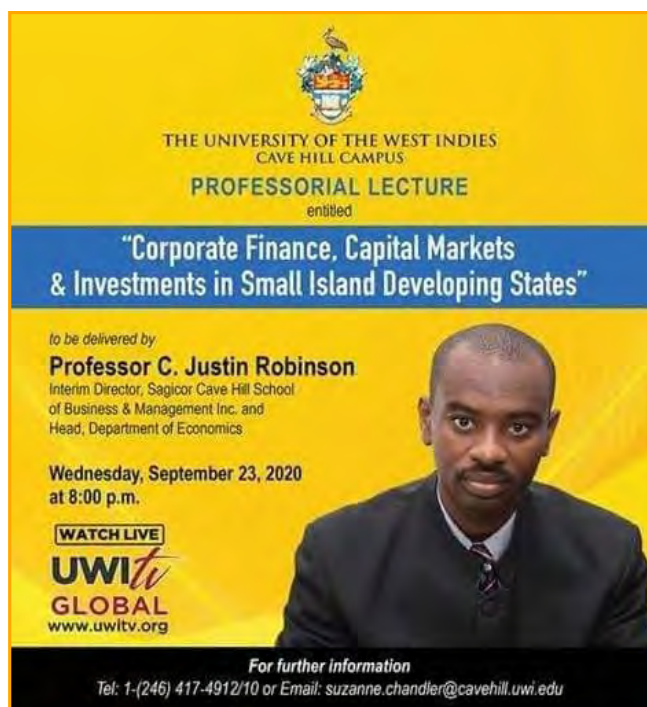
Kamau Brathwaite Memorial Lecture

As the Faculty of Culture, Creative & Performing Arts was on the cusp of its first anniversary in August 2021, an acclaimed Caribbean cultural practitioner made a renewed call for the culture of the region to be the principal component of its pedagogy.

Master theatre artist, writer and director Ms Sonia S Williams elaborated on the topic 'Growing Trees for Shelter: The Performance Praxis of a Brathwaitian Paradigm' when she delivered the 7th Kamau Brathwaite Lecture on May 11, 2021.

Williams lamented that many history books highlight the contributions of Europe to culture, yet fail to do justice to African cultural history and render that of the Caribbean invisible.

She also reflected on Brathwaite's philosophy on culture as agents of change in everyday life and added that his perspectives were instrumental in shaping her cultural ideology, including her view on the importance of nation language commonly referred to as dialect in Caribbean countries.



Professor Justin Robinson speaking on Corporate Finance, Capital Markets & Investment in Small Island Developing States during his inaugural Professorial Lecture

The educator showcased some of her work, such as the production **Return to the Source**, that was based on Brathwaite's poetry, and read an excerpt from her book **Embodied Knowings**.

The flagship lecture hosted by the Department of Cultural Studies is held annually and pays homage to the contribution Brathwaite made to Caribbean cultural thought through his scholarship, poetry, and cultural theoretical productions.

Professors Share Research Insights through Public Lecture Series

Newly appointed professors at The UWI Cave Hill Campus had the opportunity to share their research work with the wider community. This came as the institution launched its Professorial Lecture Series for academic year 2020-2021 featuring Professors Justin Robinson, Donna-Maria Maynard, and Philmore Alleyne who presented their inaugural professorial lectures in the first semester; whilst Professors Troy Lorde, Dwayne Devonish, Aaron Kamugisha and Don Marshall will follow in the 2021-2022 academic year.

Corporate Finance, Capital Markets & Investment in Small Island Developing States

Emerging scholars received sage advice from one of the most sought-after financial and economic experts at the Cave Hill Campus.

In his much-anticipated professorial lecture, his first since being appointed Professor of Finance in October 2019, Professor Justin Robinson imparted words of wisdom as he reflected on his research journey and spoke of the lessons he has learnt along the way.

His lecture entitled, "Corporate Finance, Capital Markets & Investment in Small Island Developing States", was initially scheduled for March 2020, but was postponed when the Campus closed after Barbados recorded its first case of Covid-19.

Professor Robinson's research has primarily focused on Corporate Finance in Developing Countries, Capital Markets and Market Efficiency in Developing Countries, and National Culture and Organisational Management.



Professor Donna-Maria Maynard addressing issues of Identity, Friendships and Sexuality in Caribbean Youth

The acclaimed scholar has been with The University of the West Indies for 24 years. In 2019, he also received the Vice-Chancellor's Award for All-Around Excellence in Public Service and Service to the University.

He has written an estimated 30 journal articles and book chapters, as well as three technical reports on finance in Barbados.

Though Professor Robinson identified himself as a traditional economist in his lecture, he advised upcoming researchers to also explore the issue of behavioural economics, which studies the psychology behind the economic decision-making processes of individuals and institutions.

While not discounting the quality of research done in more advanced countries, the professor made a case for the Caribbean to become known as a place of knowledge creation.

He argued that some of the economic models that are taught internationally do not reflect the realities in this region of the world.

"There's no reason why world-leading research, world-leading journals should not come out of other parts of the world. I think the Covid-19 pandemic is showing us

that the traditional places we have looked for science and research are not always the best practice, and we can be the best practice," he concluded.

Caribbean Youth Demystified: The Psychology of Identity, Friendships and Sexuality

With youth-related problems being a significant area of concern for Caribbean states, an expert in the field of psychology presented critical guidance that could result in those in that vulnerable grouping being able to successfully navigate associated pitfalls.

Professor of Psychology Donna-Maria Maynard outlined the recommendations in her first lecture since being promoted to the top academic rank by The University of the West Indies.

Her professorial lecture was delivered on October 22, 2020, and entitled, Caribbean Youth Demystified: The Psychology of Identity, Friendships and Sexuality.

Her approach was one that called for the involvement of those who have the most influence on the youth, such as adults whom, she said, should not only communicate a consistent message but also acknowledge when they make mistakes.

Professor Maynard analysed Caribbean youth - mainly those who fall within the ages of 15 and 24 - through a psychological lens, with the issue of identity being a central theme. She said at that stage in their lives, the youth are in a phase of changing emotional, social, and cognitive development where they are releasing themselves from the social roles and normative expectations of adolescence while reaching out to the relative independence and perceived freedoms of adulthood through exploration and frequent change.

To support her argument, the Professor drew on findings from six published studies in which she was involved: An examination of gender differences in characteristics of Barbadian adolescents' same-sex friendships; Exploring Her Roots: Black-Caribbean Hair Identity and Going Natural Using Social-Media Networks; Coping strategies of Caribbean "Problem Students"; Black female sexual identity: The self, defined; Emerging Adults' Susceptibility to Sexting Influences on Facebook: Dangerous or Developmental?; and Academic Self-Efficacy, School Engagement and Family Functioning, Among Postsecondary Students in the Caribbean.

She examined the family function, specifically within the sphere of academic performance, and noted that research has demonstrated that the unit contributes to the cognitive pillar of development.

According to Professor Maynard, it was found that "Young people from families with high cohesion and high adaptability held the strongest academic self-efficacy beliefs. This means that they were confident in their ability to achieve at school, and they also reported the highest levels of school engagement. Hence, they were fully immersed in the school environment". She highlighted this as important, and noted, "for young people who you are academically, is an essential part of your identity and to develop a narrative about who you are academically is dependent on the skill sets that you would acquire through interactions with your family members, hence also contributing to the social pillar of identity development".

The psychologist added that social relationships outside of the family were just as important to youth identity development. For example, friendship was found to be one of the core sustaining relationships that people may

have throughout their lifetime. The other major themes in her presentation were belongingness, adaptability, self-acceptance, support, independent thought and cohesion within families. She explained that a sense of community could be created within families and among close friends.

On the issue of self-acceptance, she suggested: "Provide unconditional positive regard, more commonly referred to by young people as love with no strings attached. Accept them for who they are, do not harp on the mistakes they may make, but rather discuss their experiences of failure so that they will better appreciate the person that they will become having learned from their mistakes. Model confidence for them, seeing you content with yourself, and having self-worth serves as a strong reference point for them".

She also cautioned adults to be aware of their own limitations because there will be instances where "we will lack the wherewithal to provide the necessary guidance and will serve them best by suggesting where they can seek alternative assistance".

Examining Governance and Accountability in the Caribbean: Rooting out Corruption

Professor of Accounting at The UWI Cave Hill Campus, Philmore Alleyne, issued a call for integrity legislation and whistle blower legislation in the Caribbean to address the issue of corruption in the region. Professor Alleyne was delivering his inaugural Professorial lecture on the topic 'Examining Governance and Accountability in the Caribbean: Rooting out Corruption'. He proposed a series of recommendations which he believed would improve the levels of governance and accountability, particularly making corporate social responsibility mandatory.

Professor Alleyne also advocated for diversity in boards, ethical boards, and the establishment of ethics committees.

On the issue of integrity, he pointed to a 2020 study conducted in partnership with his colleague at Cave Hill, Ms Cynthia Barrow-Giles, which examined issues of integrity in Barbados and raised several areas of concern.

The Professor of Accounting also lamented the absence of Integrity in Public Life legislation. He referred to the



Professor Philmore Alleyne examined Governance and Accountability in the Caribbean during his inaugural Professorial Lecture

legislation proposed by the Barbados Government, which included the establishment of an integrity commission, declaration of assets and liabilities of persons in public life and provisions for whistleblowing protections. However, it was defeated in the Upper Chambers in August 2020.

On the issue of corporate governance, Alleyne pointed to the 2009 demise of one of the largest insurance companies in the Caribbean, Trinidad-based Colonial Life Insurance Company Ltd (CLICO) as one of the highest profile examples of failed corporate governance in the Caribbean in recent history. Policy holders across the region lost thousands of dollars in investment because of the collapse.

Several factors contributed to the collapse of CLICO, Alleyne said, including poor corporate governance mechanisms, CEO and Chairman dual relationship, poor regulatory oversight, and non-existent sub-committees.

He added that failure to manage risks and poor investment strategy, as well as political involvement and lack of diversity on the board also contributed to the conglomerate's demise.

Professor Alleyne also called for measures to protect individuals who shine the light on organisational wrongdoing, including corruption and financial fraud. However, he recognised that there was a general reluctance to whistle blow, as whistle blowers suffer a high personal cost, example retaliation, ostracism, reprisals, threats, harassment, resulting in stress and dismissals or resignation from the organisation.

Another recommendation was for full disclosures in annual reports and on websites, as according to him, research has shown there is very little openness in Caribbean societies in the availability of information.

ADMINISTRATORS OF THE CAMPUS, 2020/2021

Pro Vice-Chancellor and Principal

Professor The Most Honourable V Eudine Barriteau,
FB, GCM, BSc (UWI), MPA (NYU), PhD (Howard)

Deputy Principal

Professor Winston Moore BSc (UWI), MSc (Warwick), PhD (Surrey)

Campus Registrar

Mr Rommel Carter, BA (UWI), MBA (Hull)

Campus Bursar

Ms Lisa A C Alleyne, BSc (UWI), FCCA, FCA, MBA (Oxford Brooks), MCM

Deans

Faculty of Culture, Creative and Performing Arts

Dr David O Akombo,
BEd (Hons) Kenyatta, MMus (BGSU), MA (PLNU), PhD (Florida)

Faculty of Humanities and Education

Professor Frederick Ochieng'-Odhiambo,
BA (UCC), MLitt (Oxford), PhD (UWI)

Faculty of Law

Professor Eddy Ventose,
LLB (UWI), LLM (Cantab), DPhil (Oxon),
Attorney-at-Law and Solicitor (England and Wales)

Faculty of Medical Sciences

Dr O Peter Adams, BSc (Lond), MBBS, MSc, DM (Fam Med) (UWI)

Faculty of Science and Technology

Dr Colin Depradine, BEng (UCL), MSc (ICL), PhD (UWI)

Faculty of Social Sciences

Professor Troy Lorde, BSc (UWI), MA (York), PhD (Surrey)

Director, Graduate Studies and Research

Professor Kahiudi C Mabana, BA (Mayidi, DR Congo), BA (Rome),
MA, PhD (Fribourg)

Officer-in-Charge (Libraries)

Mrs Judith Toppin, BA (British Columbia), MLIS (Western Ontario)



Professor The Most
Honourable V Eudine
Barriteau, FB, GCM



Professor Winston Moore



Mr Rommel Carter



Ms Lisa Alleyne



Dr David O Akombo



Professor Frederick
Ochieng'-Odhiambo



Professor Eddy Ventose



Dr O Peter Adams



Dr Colin Depradine



Professor Troy Lorde



Professor
Kahiudi C Mabana



Mrs Judith Toppin

MEMBERSHIP OF THE CAMPUS COUNCIL CAVE HILL, 2020/2021



Sir Paul Altman

Sir Paul Altman

Chairman

Professor Sir Hilary Beckles

Vice-Chancellor

Professor The Most Honourable

V Eudine Barriteau, FB, GCM

Pro Vice-Chancellor and

Principal, Cave Hill Campus

Professor Winston Moore

Deputy Principal,

Cave Hill Campus

Mr Rommel Carter

Campus Registrar,

Cave Hill Campus

Ms Lisa Alleyne

Campus Bursar,

Cave Hill Campus

Mr Keith Inniss

Campus Information Officer

Appointed by the Government of Barbados

The Honourable Santia Bradshaw, MP

Minister of Education,

Technological &

Vocational Training

Ms Betty Alleyne-Headley

Permanent Secretary, Ministry

of Education, Technological &

Vocational Training

UWI-17 Territories

The Hon Emmalin Pierre

Minister of Education, Human

Resources Development, Religious

Affairs & Information, Grenada

The Hon Gale Tracy Rigobert

Minister of Education, Innovation,

Gender Relations & Sustainable

Development, St. Lucia

The Hon Diallo Rubin

Minister of Education, Bermuda



Professor Sir Hilary Beckles

MEMBERSHIP OF THE CAMPUS COUNCIL CAVE HILL, 2020/2021 cont'd

Appointed by the Chancellor

Dr Julian Ferdinand

Ms Toni N S Moore, MP

Dr Kerry Hall

Mr Brian Samuel

Mrs Brenda Pope

Deans

Dr David Akombo

*Dean, Faculty of Culture,
Creative & Performing Arts*

Professor Frederick

O'Chieng'-Odhiambo

*Dean, Faculty of Humanities
& Education*

Professor Eddy Ventose

Dean, Faculty of Law

Dr O Peter Adams

Dean, Faculty of Medical Sciences

Dr Colin Depradine

*Dean, Faculty of Science
and Technology*

Professor Troy Lorde

Dean, Faculty of Social Sciences

Dr Akshai Mansingh

Dean, Faculty of Sport

Academic Board Representatives

*A non-professorial member of
staff elected by the Academic
Board of the Campus*

Cave Hill Campus

Professor Dwayne Devonish

Mona Campus

Professor Roger Gibson

St Augustine Campus

Professor Brian Copeland

Open Campus

Mr Ryan Byer

Five Islands Campus

Dr Karen Murdock

Association of Caribbean

Tertiary Institutions (ACTI)

Dr Cheryl Weekes

Dr Philmore McCarthy

UWI Alumni Association

Mr Dario Welch

President, Guild of Students

Ms Thacher Loutin

Postgraduate Representative

Ms Arianne Richardson

Academic, Senior Admin/

Professional Staff

Mrs Nicole Sue

Administrative,

Technical & Service Staff

Ms Trisha Strickland

FINANCIAL SUMMARY

FINANCIAL REPORT ON CAMPUS ACTIVITIES FOR THE YEAR ENDED JULY 31, 2021

INCOME

Government Contributions

For the year under review, the Campus recorded revenue from the governments of the region in the amount of BBD 94.7 million, reflecting a decrease of 8.85% over the previous year (July 31, 2020 - BBD 103.9 Million).

The University's Office of Finance continued to follow up on outstanding arrears with respective governments.

Tuition Fees and Other Student Fees

The Campus realised an increase of BBD 2.4 million in tuition fees over the previous year, as Barbadian students continued to take advantage of sponsorship of undergraduate tuition fees by the Government of Barbados. Other student fees reflected a decline, as fewer overseas students registered at the Campus in 2020/2021, due to circumstances related to the Covid-19 pandemic.

At July 31, 2021, the outstanding balances due from governments and students totalled BBD 55.8 million, compared with BBD 23.8 million at the end of the previous year, representing a notable increase of 134.45%. The Campus had been aggressively following up on these balances and would continue to do so in the next financial year.

Special Projects Income

Funds from external donors for research and other special programmes constituted special projects income during the year under review. Income from these sources totalled BBD 4.9 million and represented an increase of 36.11% over the previous year (2020 – BBD 3.6 million). See Table II.

Student Amenities Fee

Funding from the amenities fee continued to be used to enhance and enrich the out-of-classroom experience for students. Among the services offered were the Student Health Scheme which provided coverage for all registered students, the shuttle service, various sport-related activities, counselling and student professional development.

Other Projects Income

Income from other projects decreased to BBD 38.6 million (2020 - BBD 40.4 million). This consisted of contributions for special initiatives, self-financing activities - such as taught masters programmes, the MBBS programme and funds earned by departments through consultancies.

Commercial Activities

The Halls of Residence and the University Bookshop recorded losses on operations during the year, as the Campus' instructional mode of delivery continued primarily in the online/remote format due to challenges presented by the COVID-19 pandemic. In addition, the Campus was required to reduce the number of students on Halls in compliance with national health protocols.

Investment and Other Income

This consisted mainly of interest income earned by the Campus from investment accumulated from past savings. These investments were mainly committed for the security of loans and scholarships for students.

EXPENDITURE

The Campus continued to restrain its expenditure in accordance with the budgets, in line with the prior year and available cash resources.

ASSETS AND LIABILITIES

Cash and Cash Equivalents

At July 31, 2021, the Campus' cash position had declined by BBD 28 million, as the pandemic continued to make its impact. The Campus continued to rely heavily on the monthly contributions from the Government of Barbados to assist with the payment of salaries. It was however able to reduce its liabilities from five (5) months in arrears to just over two (2) months. Payments during the year were funded by receipts from contributing governments, tuition fees and other income.

The cash balance stood at BBD 37.5 million (July 2020 - BBD 65.5 million), the majority of which related to restricted funds for pensions, grants funds etc.

The Campus continued to settle all of its statutory obligations during the year under review.

Accounts Receivable

This figure included tuition fees due from third parties - BBD 45.4 million (July 31, 2020 - BBD 14.4 million), as well as amounts due from students and staff.

Property, Plant and Equipment

There was no real activity on capital projects during the period, only critical maintenance work. Depreciation charged for the period amounted to BBD 5.9 million (July 31, 2020 – BBD 6.1 million)

Current Liabilities

The balance included the accrual for payments to creditors, the current portion of long-term debt and amounts due to staff who had either resigned or retired. These obligations are due within the next financial period and will be settled as resources become available.

Investments

Investments consisted of government Series D bonds and deposits resulting from savings made by the Campus in the previous years, as well as donations and gifts. These funds are internally restricted. Such restricted funds had been allocated to support future pension obligations and scholarships, and to provide security for loans.

Loans

All loan payments were made in accordance with the signed agreements.

COMMITMENTS AND CONTINGENT LIABILITIES

At the Statement of Position date (July 31, 2021), the Campus had outstanding commitments in the amount of BBD 2.089 million (2020 - BBD 2.282 million), relating to various contracts.

SOFTWARE APPLICATIONS

The Banner Finance, Banner Students, PeopleSoft and TouchNet Online Payment Plan applications all worked satisfactorily during the year under review.

Projects

Table II lists the new special projects that came on stream during the year.

Table 11: Report on New Special Projects for the Period August 01, 2020 to July 31, 2021

NAME OF SPONSOR	NAME OF PROJECT	FACULTY/UNIT	VALUE
United Nations Educational Scientific and Cultural Organisation (UNESCO)	SIDS Capacity Building Project: Safeguarding Heritage in Caribbean through Developing Sustainable Tourism Strategies' - The Industrial Heritage of Barbados: 'The Story of Sugar and Rum'	Department of History and Philosophy	USD 79,872
University of Strathclyde	GCRF One Ocean Hub	Faculty of Law	GBP 204,913
University of Exeter	Intervention Co-creation to Improve Community-Based Food Production and Household Nutrition in Small Island Developing States (ICoFaN)	GA-CDRC	GBP 206,672.14
American Society of Hematology	Funding for Children's International Consortium on Acute Leukemia ("C-ICAL") - Data Management Activities in Barbados	Faculty of Medical Sciences	USD 3,000
Government of Barbados	Assess and Manage Lionfish and Status of Other Marine Invasive Species of Threat to High Biodiversity-Value Reef Ecosystems	CERMES	BBD 177,100
U S Agency for International Development (USAID)	Caribbean Education Research Initiative	School of Education	USD 3,687,918.96
European Commission	GIS and IT Development Support for the Biodiversity and Protected Areas Management (BIOPAMA2) Regional Observatory for the Caribbean	CERMES	EUR 295, 000
Hospital for Children ("SickKids") - Canada through UWI Vice Chancellery, Mona	Shaw Centre for Paediatric Excellence	GA-CDRC	CAD 245,300
Pan American Health Organization (PAHO)	UWI - PAHO Diploma /Certificate in Health Policy & Health System	Faculty of Medical Sciences	USD 60,000
Harvard T H Chan	Assessing Effectiveness of a Chronic Disease Self-Management Program in Faith-Based Organizations in Barbados: A Cluster Randomized Clinical Trial	GA-CDRC	USD 15,811
Pan American Health Organization (PAHO)	UWI - PAHO Diploma/Certificate in Health Policy & Health System	Faculty of Medical Sciences	USD 60,000



THE UNIVERSITY
OF THE
WEST INDIES
CAVE HILL CAMPUS

WE SALUTE OUR 2020 HONORARY GRADUATES



Juliet M Daniel
BSc, PhD



Sonita Alleyne
OBE, FM, FRSA



Julio Frenk
MD, MPH, MA, PhD

RECOGNISING EXCELLENCE

HONORARY GRADUATES

The Cave Hill Campus conferred honorary degrees on the following luminaries during its annual graduation ceremony held virtually on March 27, 2021: **Ms Sonita Alleyne** (Doctor of Letters); **Professor Juliet Daniel** (Doctor of Science); and **Dr Julio Frenk** (Doctor of Science).



Professor Juliet Daniel

Professor Juliet Daniel

is a Professor and Cancer Biologist in the Biology Department at McMaster University. She was educated in Barbados at St Paul's Primary School and Queen's College, two institutions well known for cultivating global leaders in

diverse spheres. She received her BSc in Life Sciences from Queen's University, Kingston, Ontario, Canada in 1987 and a PhD in Microbiology at the University of British Columbia, Vancouver, BC, Canada, in 1993.

Professor Daniel's research led to the discovery of the Kaiso gene, a central genetic marker that regulates cell proliferation, adhesion and cell motility. This discovery has seen new frontiers in the management of several cancers including breast, prostate and colon cancer and has been chronicled and respected in almost 40 peer-reviewed journals and cited in many more. Professor Daniel has held several professional appointments as a member of organisations such as the American Society of Cell Biology, the American Association of Cancer Research (AACR), the American Society of Microbiology, USA and the African-Caribbean Cancer Consortium (AC3), USA. Her academic appointments are numerous and she has been promoted through the ranks from Assistant Professor to Full Professor at McMaster University. As a result of her outstanding work, several honours have been bestowed upon her, including: Ontario Premier's Research Excellence Award (PREA), Ministry of Economic Development & Trade, Toronto, ON; Professional Achievement Award John C Holland

Black History Month Award, Hamilton, ON; African Canadian Achievement Award Excellence in Science, ACAA, Toronto, ON; Errol Walton Barrow Award of Excellence, Toronto, ON; Gold Crown of Merit for Cancer Research, Barbados National Honor, Barbados; Honorary Inductee, International Golden Key Society, McMaster University; 100 Accomplished Black Canadian (ABC) Women, Toronto, ON; and The University of the West Indies (UWI) Vice-Chancellor's Award, Toronto, ON.

Professor Daniel has also played a pivotal role in the supervision of over 40 postgraduate students (Master's and PhD levels) and she has served on PhD supervisory panels. With three decades of public advocacy, she is a mentor, role model and an inspiration for Women in Science and Engineering (WISE) throughout the world. Her current work continues in the field of cancer research with further exploration into the area of Triple Negative Breast Cancer (TNBC) and ethnic disparities in death rates, with Black and Hispanic women experiencing much higher rates compared to White women.

Ms Sonita Alleyne

Ms Sonita Alleyne

was born in Bridgetown, Barbados and moved to Walthamstow at the age of three (3) years with her parents. She attended the nearby Leyton Manor School and subsequently Leyton Senior High School. She read for a Bachelor of Arts Hons in Philosophy from Fitzwilliam College, Cambridge in 1988. As a black Barbadian, she has





risen against the odds to become the first woman to be elected Master of the College since its inception in 1496.

This is a feat of inspiration for many women of colour. With the commencement of a career in radio, she subsequently embraced entrepreneurship, launching her own production company called 'Something Else' and was its Chief Executive Officer for almost two decades.

She is a broadcaster and journalist extraordinaire, highly respected in Greater London, having adorned the airways there for several years. Described as a trailblazer, her professional achievements have painted a footprint of phenomenal diversity highlighting her skills and creativity. These achievements have spanned the areas of service, advocacy as well as private and public sector corporate appointments including: Member of the Radio Academy

Sony Radio Awards Committee; Board member of the Pact Diversity Group; a Fellowship of the Radio Academy Award; Reader for Diamond Jubilee Queens Anniversary Prize for Higher & Further Education; named by The Sunday Times as a "one to watch" female boardroom member (2010); the Order of the British Empire Award (2014) for her outstanding work in broadcasting and journalism; named 10th in the New 50 List – the most influential BAME professionals within the public sector (2016); Director – Temple Bar Investment Fund (October 2019 – Present); Director - The Cultural Capital Fund (2014 – Present); Governor – Museum of London (2017 – Present); Non-Executive Director - The British Board of Film Classification (2009 – 2019); A BBC Trustee (2012 -2017); Member of the Court of Governors at the University of Arts (2008 – 2014) and Chair, Islington Arts and Media School – IAMS (2010 – 2012).



Dr Julio Frenk

Dr Julio Frenk was destined to be a physician leader. He was born in Mexico in 1953. His father and grandfather were both physicians.

His early life in Mexico City, Mexico, laid a solid educational foundation where he earned his medical degree from the National Autonomous University of Mexico (UNAM) in 1979.

Dr Frenk has brought both innovation and boldness as he addressed the public health inequity platform in poor and underserved communities. He went on to complete advanced degrees including a Master of Public Health in 1981, a Master of Arts in Sociology in 1982, and a Doctor of Philosophy in medical care organization and sociology, all from the University of Michigan, Ann Arbor.

The underlying and overarching theme of his professional work has been to systematically address health inequalities, by first demonstration in equalities, within health environments, to address the health and wellness needs for citizens without a voice. He has held many appointments in his rich tapestry of public health service with over 30 academic and administrative appointments. He currently serves as the President of the University

of Miami, Florida, having previously served as Professor of Public Health Sciences at the said university and is a former Minister of Health of Mexico (2000-2006). These are only a few of his many appointments to prominent posts over the years.

His editorial and journalistic work reflects membership and chairmanship on 10 committees and his outstanding scholarship encompasses over 30 books, more than 20 monographs, approximately 100 book chapters and almost 200 peer-reviewed publications. He holds membership in several professional organizations (American Public Health Organization, American Sociological Association, Asociación Mexicana de Epidemiólogos, US National Academy of Medicine, International Society for Quality Health Care, American Academy of Arts and Sciences). His distinctions are a vast tapestry of academic and leadership excellence including the Distinguished Service Award Global Health Education Consortium (April 2008); Doctor Honoris Causa Universidad Autónoma de Chiapas, Mexico (April 2008); Clinton Global Citizen Award (September 2008); Master of Arts Honoris Causa, Harvard University, Cambridge, Massachusetts, USA (November 2009); Doctor Honoris Causa Universidad de Occidente, Sinaloa, Mexico (November 2011); and Medal for Merit in Health 2011: Highest Award presented by the Mexican Public Health Society (November 2011).

VICE-CHANCELLOR'S AWARDS FOR EXCELLENCE

During the Annual Vice-Chancellor's Awards Ceremony held on November 19, 2020, **Professor Alina Kaczorowska-Ireland**, Professor of EU and International Law, Faculty of Law, Cave Hill Campus, received the award for Research and **Dr Sheron Burns**, Lecturer in Early Childhood Education, was awarded for Excellence in Multi-Campus Research Collaboration.



Professor Alina Kaczorowska-Ireland's expertise is in

European Union (EU) Law, Caribbean Integration and Competition Law, and Public International Law. She holds a State Doctorate in International Law with great distinction from the

University of Nice in France. She has

been Professor of International and EU Law at The UWI since September 2005. Prior to that she was Professor of EU Law at Southampton Institute in England and was awarded a Jean Monnet Chair in EU Law in June 2004. She has taught at University College Cork in Ireland, at McGill University in Montréal, and at the Grand Ecole de Commerce in Rennes. She is also qualified as a barrister at the Paris Bar. She is the leading writer on EU Law and Public International Law for Routledge of London and New York. She has published 24 books as a sole author and one monograph as a co-author. She has 27 peer-reviewed articles with two more accepted for publication, two (2) book chapters and has presented at more than 15 academic conferences and at several seminars and workshops.

Her work has been widely cited not only by her peers, but also by the Caribbean Court of Justice (CCJ). Professor Kaczorowska-Ireland has been actively involved in Caribbean legal life. She has provided legal advice to the Organisation of Eastern Caribbean States (OECS) and is the drafter of the CCJ's Referral Manual Concerning the Initiation of the Referral Proceedings before the CCJ by the National Courts or Tribunals of the Contracting Parties to the Revised Treaty of Chaguaramas. In 2019, Professor Kaczorowska-Ireland was inducted into the Hall of Eminent Caribbean International Jurists. This honour was conferred by the Caribbean Academy for Law and Court Administration in recognition of her contribution to the rule of law in the Caribbean and beyond.



Dr Sheron Burns, Lecturer in

Early Childhood Education, was awarded for Excellence in Multi-Campus Research Collaboration: The One UWI Award. She received the award for her significant contribution to the tripartite

Early Childhood Quality Initiative

which commenced in 2015, and grew out of a conviction that many of the social ills in Caribbean society can be remedied by improving early educational experiences and recognising the need for highly trained staff. Its overarching goal is to assess the critical needs of Early Childhood Care and Education in the Caribbean and understand how professionals can be shaped to meet them. It comprises the "Early Childhood Interactions Project" led by Dr Zoyah Kinkead-Clark at Mona, the "Gender Sensitization Project" led by Cave Hill's Dr Sheron Burns and the "Early Childhood Caravan" under the stewardship of St. Augustine's Dr Sabeerah Abdul-Majied. Together these three projects have trained almost 1500 teachers across the region, generated 19 conference presentations, 36 workshop presentations and 7 scientific publications, including joint and individually published journal articles, books and book chapters.

The Gender Sensitization Project led by Dr Burns is already operational in 13 countries, has produced Gender Socialisation modules and training kits, and conducted sensitisation workshops for early childhood trainers. The Early Childhood Quality Initiative has demonstrated inter-Campus collaboration, innovation and excellence in its design and approach. Furthermore, it is aligned with the point of view of the United Nations Educational, Scientific and Cultural Organization (UNESCO), that Early Childhood Care and Education is one of the best investments a country can make *"to promote human resource development, gender equality and social cohesion, and to reduce the costs for later remedial programmes"*.

*The Principal's
Awards for
Excellence
2020*



PRINCIPAL'S AWARDS FOR EXCELLENCE

On December 05, 2020, **outstanding faculty and staff of the Campus** were recognised and duly awarded at the Annual Staff Awards Ceremony. Academics **Dr Corin Bailey** of the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) and **Dr Natasha Sobers** of the George Alleyne Chronic Disease Research Centre (GA-CDRC) were awarded for Excellence in Academic Research; **Dr Paula Lashley** of the Faculty of Medical Sciences received an award for Outstanding Contribution in two (2) or more categories (Research, Teaching, Public Service and University Service); **Dr Glenda Gay** of the Department of Management Studies, Faculty of Social Sciences was awarded for Outstanding Teaching and **Dr Cynthia Barrow-Giles** of the Department of Government, Sociology, Social Work and Psychology (GSSWP), Faculty of Social Sciences was awarded for her contribution to Outstanding Public Service. **Mr Troy Carrington** of the Centre for Excellence in Teaching and Learning (CETL) was awarded in the Senior Administrative/Professional Category for Outstanding Work to Enhance Effectiveness and Efficiency at the Cave Hill Campus, while **Mrs Kristy Ward** of the GA-CDRC and **Mrs Kiana Hall** of the Faculty of Medical Sciences were awarded in the Administrative, Technical and Service (ATS) Staff category for their contributions to improving the University's efficiency and effectiveness.

Dr Cynthia Barrow-Giles

Dr Cynthia Barrow-Giles was awarded for her Outstanding Contribution to Public Service exhibited by her matchless contribution and leadership in the promotion of regional democracy and democratic principles, integrity in public life, transparency and good governance. She joined the Department of Government, Sociology and Social Work in the Faculty of Social Sciences at The UWI, Cave Hill Campus in 1989 as an Assistant Lecturer in Political Science. She was promoted to Lecturer in 1994 and Senior Lecturer in 2012 and served as Head in the same Department from 2004 to 2006. From 2018 to 2020, she served as Deputy Dean of Outreach in the Faculty of Social Sciences. Dr Barrow-Giles' contribution to public service locally, regionally and internationally cannot be understated. Amid the COVID-19 pandemic, Dr Barrow-Giles, against rising concerns for her health and safety, travelled to Guyana, first in March, as a member of a High Level CARICOM Mission to observe Guyana's general and regional elections, and then later in June as Team Leader of a three-member CARICOM Observer Team, to scrutinise the recount of the votes cast in the country's election, when controversy arose over the outcome. Dr Barrow-Giles' outstanding public service profile cannot be limited to the events of 2020. Over the last five years, she has regularly served on Election



Observation Missions for the OAS in Asia, Africa and the Caribbean, where she has performed the role of expert on women and political party financing, a role similar to that performed for the Commonwealth Office. She has been part of a sustained effort to promote integrity in public life and is a founding member and Director of the Integrity Group Barbados (IGB) which has been at the forefront of public education on good governance, demanding greater transparency in public life. Dr Barrow-Giles is also a Director of the Transparency Institute of Barbados which monitors the ethical nature of governmental activities. She has also combined her public service into scholarly publications, particularly in the last five years. These works have been lauded as key pillars of reference and paragons of guidance for many practising stakeholders, including those operating in the government sector in the region, political activists, students, and others in the professional fields of governance, constitutional law and political science.

Dr Corin Bailey

Dr Corin Bailey was awarded for Excellence in Academic Research. He joined the SALISES, Cave Hill Campus, approximately 14 years ago and in those days it was easier to self-identify as a sociologist than to explain social



Dr Corin Bailey cont'd

geography as one of the concentrations within. The way Dr Bailey shaped and pursued his research agenda over time reflected both his curiosity and the Institute's research relationships with international organisations, donors and Caribbean government agencies. His scholarship grew and is reflected in outputs addressing issues around crime/prison reform, poverty and inequalities. Along the way, Dr Bailey focused on the gendered dimensions of the relevant issues. On this special occasion, he will not object to being introduced as a researcher who specialises in the sociology of crime and poverty. But among his colleagues across SALISES and in The UWI social sciences, this seems limiting. The Campus recognises in Dr Bailey the social geographer at work, ever curious, willing to collaborate, ever eclectic, an assured

qualitative methodologist – someone very much a sociologist, but not in any “pure”, orthodox sense. Over the last 5 years, his publications took on a heterodox character, pulling together qualitative insights from work on social exclusion and development to open up spaces within criminology and sociology for discussions about poverty and inequalities; and the intersection of gender and crime in the Caribbean. The coherence lies in the critical standpoint of his research output, its normative orientation, the curiosity that lay behind each research theme. Dr Bailey's sociological imagination today is not in doubt. His impressive research throughput in the last 5 years includes: four (4) peer-reviewed books, four (4) peer-reviewed essays, one (1) monograph and five (5) policy related technical reports.

Mr Troy Carrington

Mr Troy Carrington was awarded for his Outstanding Work to Enhance the Effectiveness and Efficiency at Cave Hill Campus. His services are constantly in demand. Regardless of the day or time, Troy makes himself available to advise on all aspects of ELearning. He has been described by others in many ways: *“Troy is so helpful; no matter when you need him he is available”, “Troy knows his stuff”*.

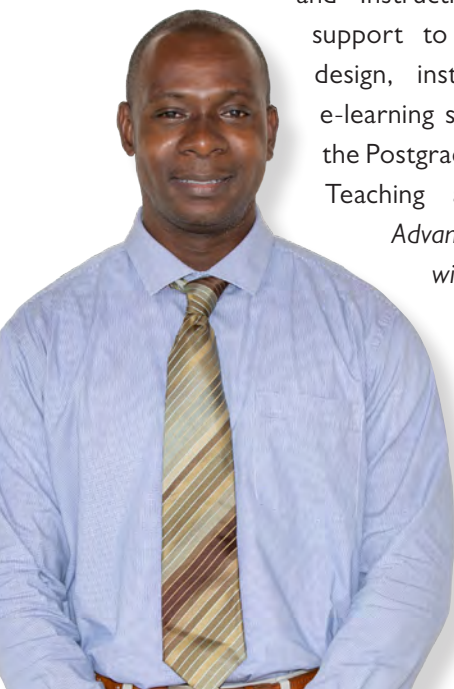
Troy commenced his career at the Cave Hill Campus in 2014 as a Faculty Development Facilitator for E-learning

and Instructional Technology, providing support to faculty in blended course design, instructional technologies and e-learning system. He also co-facilitated the Postgraduate Certificate in University Teaching and Learning, Course 3- *Advancing Teaching and Learning with Technology*.

In 2018, his promotion to the post of Educational Technologist saw his duties which incorporate technology as a teaching and learning tool, being extended to serve the

entire Campus and at times, The UWI as a member of various committees. These include committees such as the Online Delivery of Programmes, ICT Steering, Classroom Management, Global Trends in University Teaching and Learning and University ELearning. Troy is well-qualified as a first class honours degree graduate of The UWI, Cave Hill Campus who also holds a Diploma in Education, an MSc (electronic commerce) degree and a Master of Educational Technology – Certificate in Online Teaching.

During the onset of COVID-19 when CETL was required to help the Campus transition to remote teaching, Mr Carrington rose to the challenge without complaint or hesitation as the Campus sought to ensure that academic quality was not compromised for faculty and students. He continues to champion the cause of the learning-disabled, with the belief that such learners should never be discriminated against and should have access to education, with technology being a pivotal vehicle for such. In this regard, he has steadfastly worked with the Office of Student Services.





Dr Glenda Gay

Dr Glenda Gay was awarded for Outstanding Teaching. She joined the Department of Management Studies in the Faculty of Social Sciences as a Temporary Full-time Lecturer in 1998. In 2014, she was promoted to the rank of Lecturer and was awarded tenure in 2019.

Dr Gay is the quintessential teacher who exemplifies excellence in every dimension of pedagogical practice and academic instruction. Over the last five years, her exemplary and innovative teaching and instructional profile as a UWI lecturer/facilitator are evidenced through her continuing education in the state of the art in contemporary teaching and learning practices. She earned the Mastery Certificate in Blended Learning (Online Learning Consortium) and the Advanced Certificate in Online Learning (Online Learning Consortium) in 2016. Student assessments of Dr Gay's teaching over the last five years have consistently exceeded 4 on the 5-point scale. She has also been dedicated to assisting all categories of staff in meeting the same targets and standards of quality for which she is well known. She has served on various campus committees dealing with online instruction, institutional accreditation and the leveraging of Smart Campus instructional/operational techniques and tools.

Dr Gay's contribution to teaching and learning is reflected in her research scholarship and output. This is evidenced by a number of published book chapters and research papers in the areas of innovative and contemporary teaching/education and pedagogical practice within the last five years. Her invaluable agency in assisting the Cave Hill Campus at the onset of the COVID-19 pandemic has been recognised and applauded. She tirelessly undertook several initiatives including the delivery of several workshops to the benefit of the entire campus community, in response to the 'altered' teaching and learning environment caused by the pandemic. Overall, her commitment, expertise, selflessness, energy and passion for preparing and equipping both students and staff alike at the University have been appreciated by many.

Mrs Kiana Hall

Mrs Kiana Hall, the first appointed Medical Laboratory Technologist (MLT), is assigned to the Faculty of Medical Sciences (FMS), Cave Hill Campus. She was appointed in 2008 when the School of Clinical



Medicine and Research expanded to the Faculty of Medical Sciences. She played a key role in the development of the laboratories, the general physical infrastructure of the Faculty of Medical Sciences and has contributed to the overall success of the Faculty.

Mrs Hall's tenure in the academic department has seen the progression of its laboratories from occupying the space in the Department of Biological & Chemical Sciences in the Faculty of Science and Technology in 2008-2010, to the development of the FMS Laboratory and Teaching Complex on Campus and the Errol Walrond Clinical Skills Building (Jemmott's Lane). Along with her role in the development of various campus laboratories, she has been involved in the timetabling of laboratory sessions and assisting with the scheduling of laboratory sessions for the two undergraduate programmes in the FMS.

Mrs Hall is known for her extra-departmental service, especially the health initiatives on Campus through her work on the Health Week Committee, and her leadership of transformational weight loss programmes. She has chaired the Wellness Wednesday sub-committee during the Annual Health Week, successfully delivering the multi-focused health fair. She has also made academic contributions through her co-authoring of four (4) peer-reviewed research articles. To Phase I MBBS and BHSc undergraduate students, she is a mentor, she assists with undergraduate student outreach activities and the planning and execution of several important student events for the Faculty. Her student-centered approach has earned her many annual awards from the Medical Students Association. Mrs Hall's outstanding contributions over the years have enhanced the effectiveness and efficiency of the operations in the Faculty of Medical Sciences and the wider Campus.



Dr Paula Michele Lashley

Dr Paula Michele Lashley

was awarded was awarded for Excellence in Research, Teaching, Public Service and University Service. She received her Bachelor

of Medicine, Bachelor of Surgery

(MBBS) in 1985 from The University of the West Indies, a Diploma in Child Health in 1988 and her Doctor of Medicine (DM) in Pediatrics in 1991. She is licensed to practise Pediatrics and General Medicine in Barbados. She is a Member of Royal College of Physician, Fellow of the Royal College of Physician and Member of the Royal College of Pediatrics and Child Health. She joined the Faculty of Medical Sciences at The UWI, Cave Hill Campus in September 1994 as a Lecturer in Pediatrics and an Associate Consultant in Pediatrics at the Queen Elizabeth Hospital (QEH).

Her interest in diabetes care has led to the establishment of the National Diabetes Registry and the first dedicated childhood Diabetes Clinic at the QEH. She also played an integral role in the Sick Kids Caribbean Initiative which brought the expertise and capacity building foundation to the six (6) Caribbean countries involved in the care of children with blood and cancer disorders. She has served numerous governmental committees, has been instrumental in the establishment of the Caribbean College of Pediatricians (2012) and is a member of the Task Force on Child Essential Medicines and Equipment of the American Academy of Pediatrics.

Dr Lashley has served on several University committees and has led the Campus accreditation exercise for the clinical phase of the Faculty of Medical Sciences, during the last three Caribbean Accreditation Authority for Education in Medicine and Other Health Professions (CAAM-HP) accreditation process. She is the postgraduate coordinator of the DM Pediatrics programme (since 2018) and has led the development of students in the Department of Child Health. Undertaking extremely relevant research on diabetes,

Dr Lashley was the country's Principal Investigator in the multinational consortium research "The Hyperglycemia in pregnancy – Follow up study" (HAPO-FUS) under theegis of Northwestern University, USA. This attracted

over USD 4 million in grant funding across all the 10 collaborative sites, with over USD 100,000 assigned to the consortium site at Cave Hill.

Dr Natasha Sobers

Dr Natasha Sobers, scholar

extraordinaire, was awarded for her Outstanding Research. She has been the epitome of such class and erudition since joining The UWI in August 2011.



A UWI doctoral graduate in Public Health, Dr Sobers has excelled particularly in research in cardiovascular disease, gender, public service and teaching. These activities have brought significant recognition to The UWI. She has practised medicine for over 15 years, delivering clinical care within the polyclinic system in Barbados. She was a Fulbright scholar in Public Health at the University of South Florida and has won several other prestigious scholarships. Dr Sobers has 19 scientific publications in peer-reviewed journals and 25 published abstracts. She is published in Journals with high impact factor with a focus on non-communicable diseases (cardiovascular diseases and gender) and the social determinants of health with both local and global recognition.

Dr Sobers, also the Principal Investigator of the Barbados National Registry of stroke, cancer and cardiovascular disease, has worked tirelessly on multiple externally funded research projects, where she displays enthusiasm, professionalism and a collaborative approach. She has been an advocate for the government-led systematic regulatory framework to reduce the prevalence of childhood overweight and obesity in Barbados and the Caribbean. This led to her involvement in the mass media campaign to ban the sale and marketing of unhealthy foods and drinks in schools. She has also made numerous presentations to policymakers explaining the scientific rationale for the policy. Her outstanding leadership and contribution to the design, development and delivery of teaching activities and supporting resources in the Faculty of Medical Sciences MPH Programme have been acknowledged, and she was awarded the Medical Students' Association Award for Most Organized Lecturer in 2017.

Dr Sobers supported the Ministry of Health and Wellness, the Barbados Association of Medical Practitioners and The University of the West Indies Task Force in the fight to reduce the transmission of the novel virus known as severe acute respiratory syndrome coronavirus 2 (SARS-COV2). She developed and presented modelling and surveillance data, as well as coordinated contact tracing activities, health education and advocacy through television, print and social media.

Mrs Kristy Ward

Mrs Kristy Ward was awarded for Outstanding Work to Enhance the Effectiveness/Efficiency of Operations at the Cave Hill Campus. She joined the George Alleyne Chronic Disease Research Centre family on August 01, 2017. She has displayed high levels of outstanding professionalism, perseverance and initiative, and has distinguished herself by her consistently high level of efficiency, materially enhancing the operational effectiveness of those she works with. Working tirelessly and with the utmost attention to detail, she ably supervises and coordinates the numerous activities and ensures that new operating policies and administrative procedures are carefully designed and implemented.

A visionary, Mrs Ward's outstanding professional ability, untiring determination, and steadfast devotion to duty reflect great credit upon herself. Kristy is a dedicated individual and an inspiring role model who has earned the respect and admiration of those around her. Her quick wit and sense of humour add to her other qualities. Honest in word, thought and deed, she is a dependable and efficient worker who was capable of achieving the highest performance in her profession.

The George Alleyne Chronic Disease Research Centre is pleased to have Mrs Ward as part of the team and appreciates her unstinting efforts to improve the University's efficiency and effectiveness.



PROMOTION TO RANK OF PROFESSOR

Dr Isabelle Constant *promoted to Professor of French, Francophone African and Caribbean Literatures*



As a Senior Lecturer in French at The UWI, Cave Hill Campus, Professor Isabelle Constant made original and valuable contributions to Caribbean Literature and Caribbean Studies. She has published three manuscripts: *Les Mots étincelants de Christiane Rochefort: Languages d'utopie* (1996); *Le Rêve dans le roman africain et antillais* (2008 – a highly original, close analysis of Francophone African and French Caribbean novels emphasizing the place and function of dreams; and most recently *Le Robinson antillais, de Daniel Defoe à Patrick Chamoiseau* (2015).

One external assessor summarises, "Professor Constant's major contributions have been in the areas of Francophone postcolonial literature where she has been very successful in increasing the visibility of marginal literature and working to canonise authors who deserve more critical attention...the impact of Professor Constant's *Le Rêve dans le roman africain et antillais* cannot be overstated." Professor Constant holds a PhD from the University of Arizona (1994) and a DEA from Paris-Sorbonne University (1991). In addition to her three books, she has authored 16 peer-reviewed journal articles with three not yet published; 12 book reviews; eight (8) book chapters and nine (9) conference proceedings. Professor Constant's contributions to academia have also included producing peer-reviewed online teaching material as well as translation editing for several books and brochures.

Professor Constant is considered "a superb scholar, a gifted researcher and a talented writer [with] original ideas, penetrating analyses and insightful studies." She has served on the Administrative Board of the Congrès International d'Études Francophone (CIEF) and also as its representative for the Caribbean region. Professor Constant was reviewer for the *Nouvelles Etudes Francophone* (NEF) from 2009 to 2018 – a journal of

Francophone studies and from 2015-2016 was a reviewer for *Parallèles* – a translation studies journal. In 2016, she was named ‘Most Outstanding Researcher’ by the Faculty of Humanities and Education, Cave Hill.



Dr Don Marshall *promoted to*
**Professor of International
 Political Economy and
 Development Studies**

Professor Don Marshall is a scholar in International Political Economy and Development. He is the Director of the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) at The UWI, Cave Hill Campus, a position he has held since 2015. Professor Marshall possesses a BA (Hons) in History and Political Science and an MPhil in Political Science, both from the Cave Hill Campus and a PhD in International Political Economy from the Newcastle upon Tyne in the UK.

He began his career at The UWI in August 1996 in the Department of Government, Sociology and Social Work at Cave Hill as a Temporary Lecturer and one year later, was appointed a Research Fellow at SALISES. In 2002, he was granted indefinite tenure, then promoted to Senior Research Fellow in 2005. He also acted as Director of SALISES at the Cave Hill Campus from June 2014 to June 2015 before his official appointment in 2016. Professor Marshall has also crossed the Merit Bar at the Senior Research Fellow scale. His current research projects focus on the globalisation phenomenon; offshore financial centres; scientific finance as a discourse; industrial policy issues and democracy and governance in the Eastern and wider Caribbean.

Professor Marshall has authored one (1) book (Palgrave Macmillan), with another forthcoming that has been accepted for publication by Routledge Publishers. He has co-edited two (2) anthologies and written 10 chapters in addition to penning more than 16 articles in scholarly journals and seven (7) short monographs. Throughout his years at the Cave Hill Campus, Professor Marshall has been actively involved in teaching and curriculum development and editing academic publications. He was

a member of the SALISES Working Committee that designed the Mona Campus-based MSc Development Policy programmes and course offerings. He was also one of the four scholars who revised and designed core courses for the MSc in Development Studies degree which began in August 2013. He delivers masters’ courses both at the Cave Hill and Mona Campuses and has served as Coordinator of the Cave Hill Campus’ 2012-2017 strategic planning exercise.

Professor Marshall has led or moderated numerous media-related discussions on the political economy of development as a subject specialist. He is also a current member of the Cave Hill Campus’ Academic-Industry Liaison Committee, aimed at bridging the gap between academia and the private sector. Following the review of his work, one external assessor noted, “A criterion for promotion of teaching and research staff at The University of the West Indies is a record of distinguished original work done before or after coming to the University.

Dr Marshall has met and surpassed this criterion. Indeed, he is a prolific and meticulous scholar who deserves to be praised for his outstanding achievements. I rate his scholarship and publications as excellent, and his overall record as distinguished.”

Recognition

**Professor Simon Anderson**

Director, George Alleyne Chronic Disease Research Centre

- Invited to serve on the National Institute of Health Research (NIHR) College of Experts to support the UK Department of Health and Social Care/UK Research and Innovation (DHSC/UKRI) Global Effect on COVID-19 Health Research funding call

**Ms Diana Bryan**

Halls Administrator

- Appointed to serve on the Barbados National Standards Building Code Committee

**Ms Maria Cherrie**

Librarian, Sidney Martin Library

- Invited to serve on the International Steering Committee on the Global Alliance and Partnership for Media and Information Literacy (GAPMIL) for the period July 1, 2020 to October 31, 2021

**Dr Kenneth Connell**

Deputy Dean, Internationalization & Recruitment, Faculty of Medical Sciences

- Invited to serve as the Chairman of the Queen Elizabeth Hospital's Health and Wellness Commission
- Reappointed to serve on the Barbados Medical Council effective September 14, 2020 for a period of two years
- Invited to serve on the Board of Directors of the Healthy Caribbean Coalition for a period of one year effective December 2020

Recognition

**Ms Selene Coward**

Senior Financial Manager, Bursary

- Elected President of the Board of Governors of the Institute of Internal Auditors, Barbados Chapter for 2021/2022

**Dr Glenda Gay**

Lecturer, Department of Management Studies

- Nominated to sit on the Ministry of Energy, Small Business and Entrepreneurship's Steering Committee to oversee the implementation of the Electronic Single Window Project

**Dr Tonya Haynes**

Lecturer, Institute for Gender and Development Studies

- Invited by the Ministry of Education, Technological and Vocational Training to establish and chair a committee aimed at identifying the reasons for the decline in the number of male teachers in the teaching system especially in the nursery and primary sections and to formulate strategies to attract more males into the teaching system

**Dr Kristina Hinds**

Senior Lecturer, Department of Government, Sociology, Social Work & Psychology

- Invited to sit on the Gender Action Team of the Barbados Association of Non-Governmental Organisations (BANGO)

**Mrs Jennifer Hinkson**

Senior Assistant Registrar, Administration

- Invited to serve as Chair of the International Conference for Protocol Officers 2022 Forum scheduled for Brussels, Belgium in July 2022

Recognition

**Mr Julian Hunte,**

Assistant Registrar, Industrial Relations,
Human Resources Section

- Appointed to the Senate as an Independent Senator

**Ms Alana Lancaster**

Lecturer, Faculty of Law

- Appointed to the UNESCO Technical Advisory Group (TAG) that will guide the scoping and consultation process for a Latin American and Caribbean UNESCO Sites Climate, Risk and Resilience Platform

**Mrs Sonia Mahon**

Deputy Dean, Faculty of Social Sciences

- Nominated to sit on the Ministry of Energy, Small Business and Entrepreneurship's Steering Committee to oversee the implementation of the Electronic Single Window Project

**Professor Winston Moore**

Professor of Economics and Deputy Principal

- Invited to serve as a member of the Editorial Board of the Journal of Small States and Territories for a period of four years effective January, 2021

**Dr Simon Naitram**

Temporary Lecturer, Department of Economics

- Invited to serve on the Board of Directors of the Central Bank of Barbados for the period July 1, 2020 to June 30, 2021

**Dr Natasha Sobers**

Lecturer, Faculty of Medical Sciences

- Invited to serve on the National Technical Committee – Nutrition Labelling as a representative of academia stakeholders in Barbados

STATISTICS

On-Campus Student Registration by Faculty/Institute 2012/2013 - 2021/2022

Undergraduates *plus* Postgraduates ^{1/2}

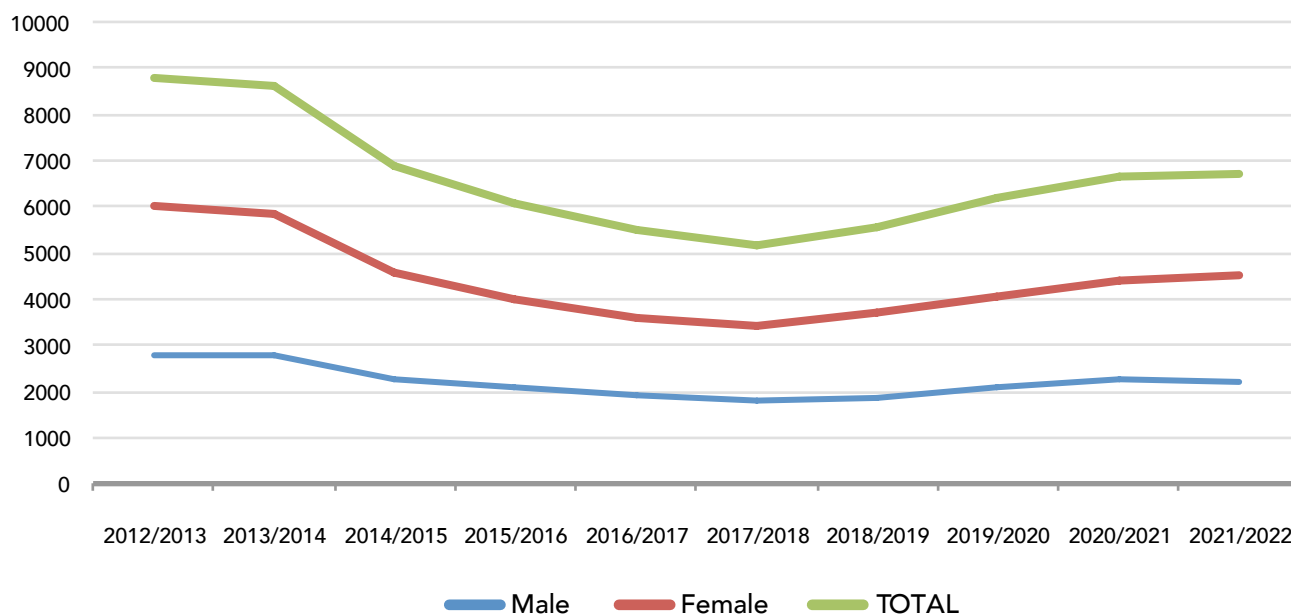
YEAR	Culture, Creative & Performing Arts ³	Gender & Development Studies	Humanities & Education	Law	Medical Sciences	Science & Technology	Social Sciences	Sport	TOTALS
2012/2013	-	12	1181	686	384	1250	5263	-	8776
2013/2014	-	12	1193	751	421	1218	5039	-	8634
2014/2015	-	12	831	701	412	1056	3851	-	6863
2015/2016	-	10	678	577	446	985	3369	-	6065
2016/2017	-	16	533	506	482	957	3013	-	5507
2017/2018	-	15	535	430	491	921	2769	-	5161
2018/2019	-	11	576	433	508	1043	2873	119	5563
2019/2020	-	9	667	481	509	1132	3215	151	6164
2020/2021	53	5	659	468	500	1274	3533	176	6668
2021/2022	104	13	697	489	503	1296	3462	171	6735

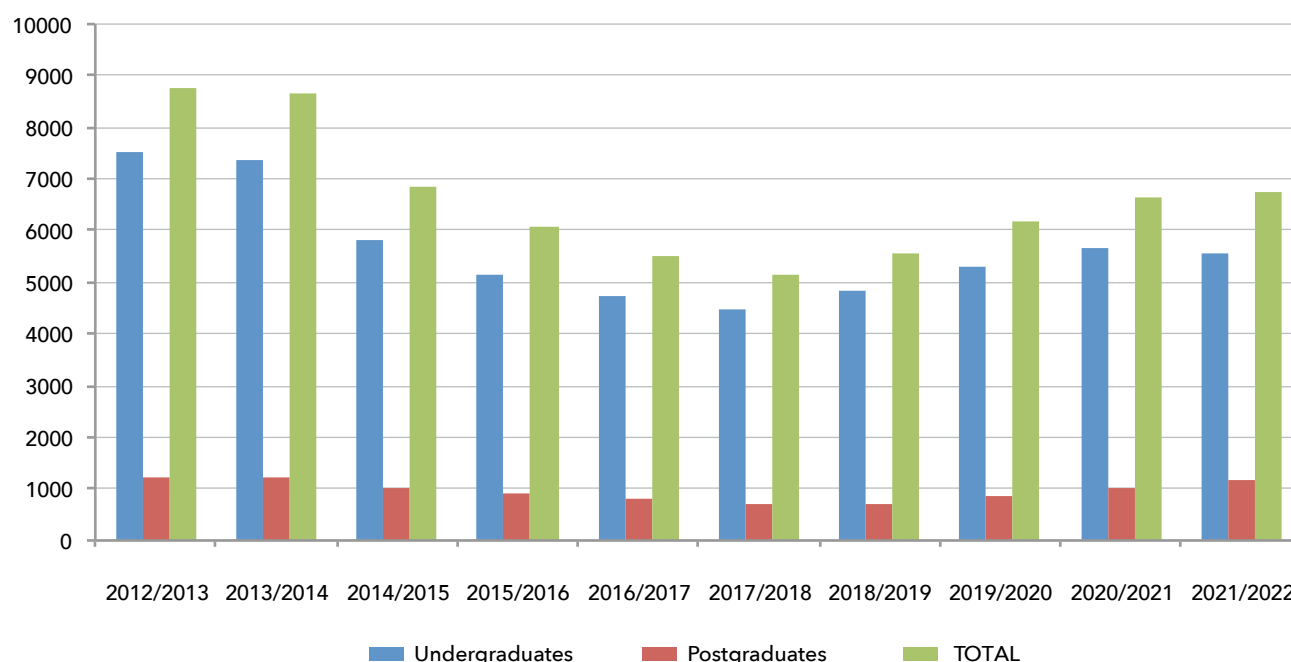
1 Data excludes students enrolled in Tertiary Level Institutions

2 Data excludes 215 participants in the Centre for Professional Development and Lifelong Learning

3 The Faculty of Culture, Creative and Performing Arts was established in 2020

Total On-Campus Student Registration by Gender 2012/2013 - 2021/2022



Total On-Campus Student Registration by Level 2012/2013 - 2021/2022**Distribution of Total On-Campus Student Registration 2021/2022 by Nationality and Faculty/Institute**

FACULTY/ INSTITUTE	UNDERGRADUATE						POSTGRADUATE						GRAND TOTAL
	B'dos ¹	UWI- 17 ²	T&T ³	J'ca ⁴	Others ⁵	TOTAL	B'dos	UWI- 17*	T&T	J'ca	Others	TOTAL	
Culture, Creative & Performing Arts	69	4	1	0	0	74	22	5	0	0	3	30	104
Gender & Development Studies	0	0	0	0	0	0	7	3	1	0	2	13	13
Humanities & Education	417	24	9	2	10	462	210	14	2	3	6	235	697
Law	225	99	71	20	8	423	44	19	0	2	1	66	489
Medical Sciences	198	35	142	2	2	379	107	7	5	1	4	124	503
Science & Technology	1086	95	14	10	11	1216	48	18	4	2	8	80	1296
Social Sciences	2660	152	27	14	14	2867	465	79	25	5	21	595	3462
Sport	136	16	6	4	0	162	4	2	1	0	2	9	171
TOTAL	4791	425	270	52	45	5583	907	147	38	13	47	1152	6735

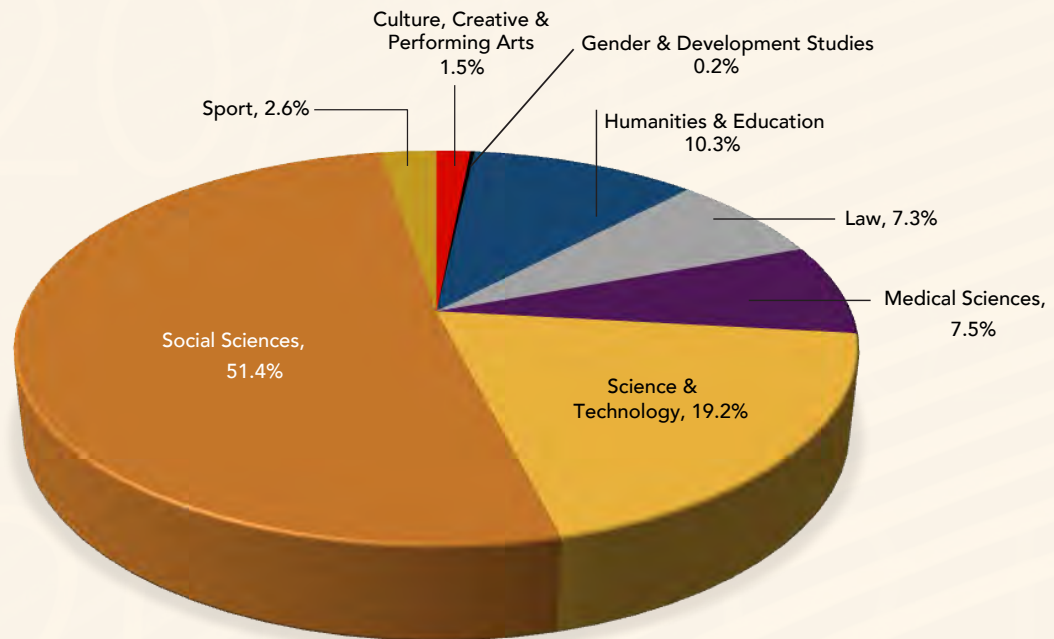
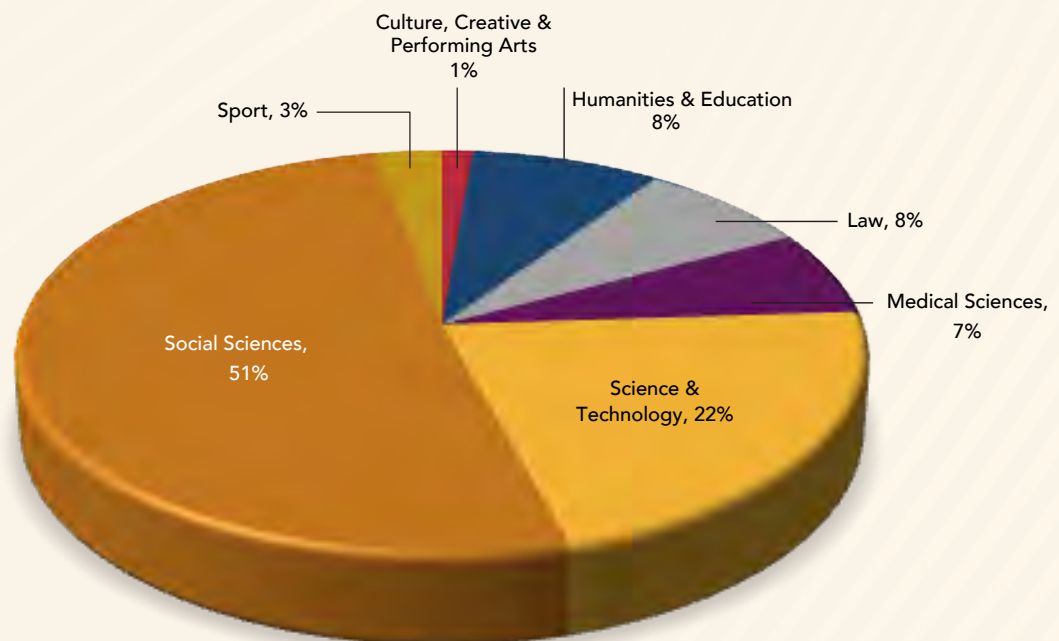
1 B'dos - abbreviation for Barbados

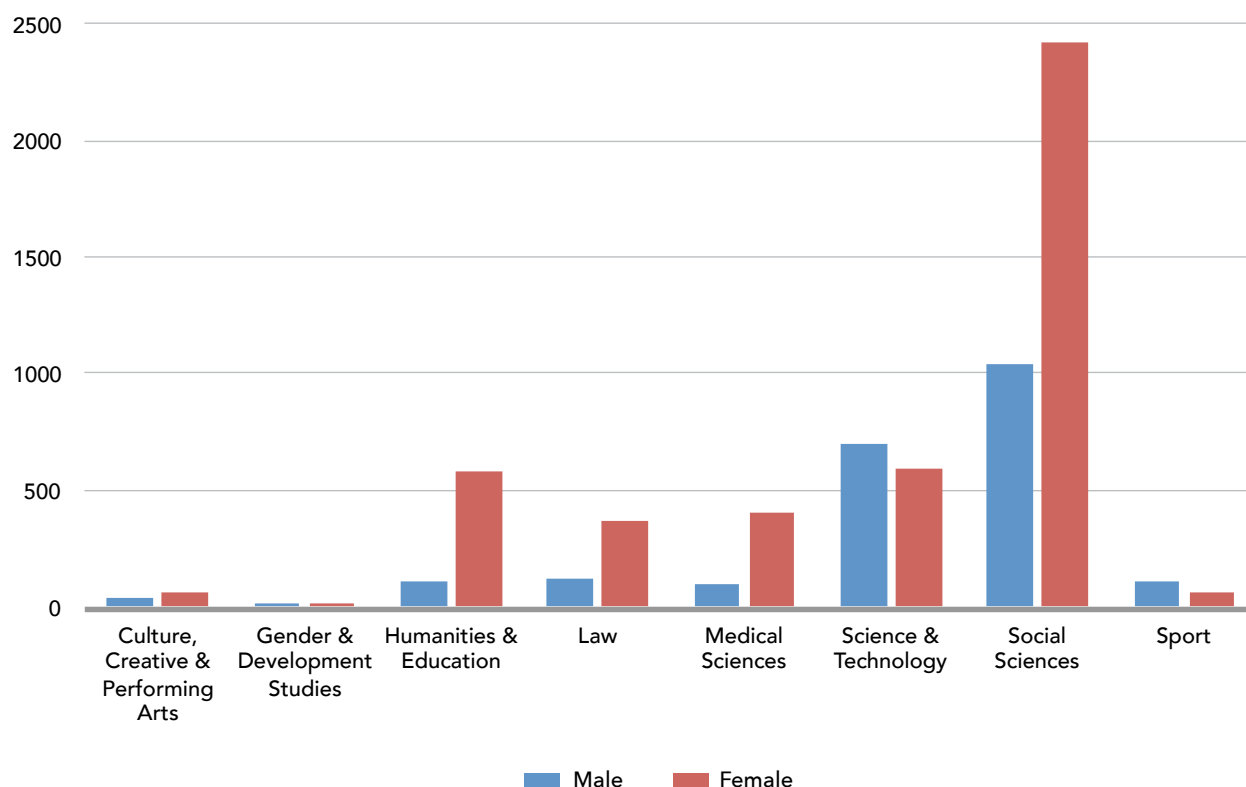
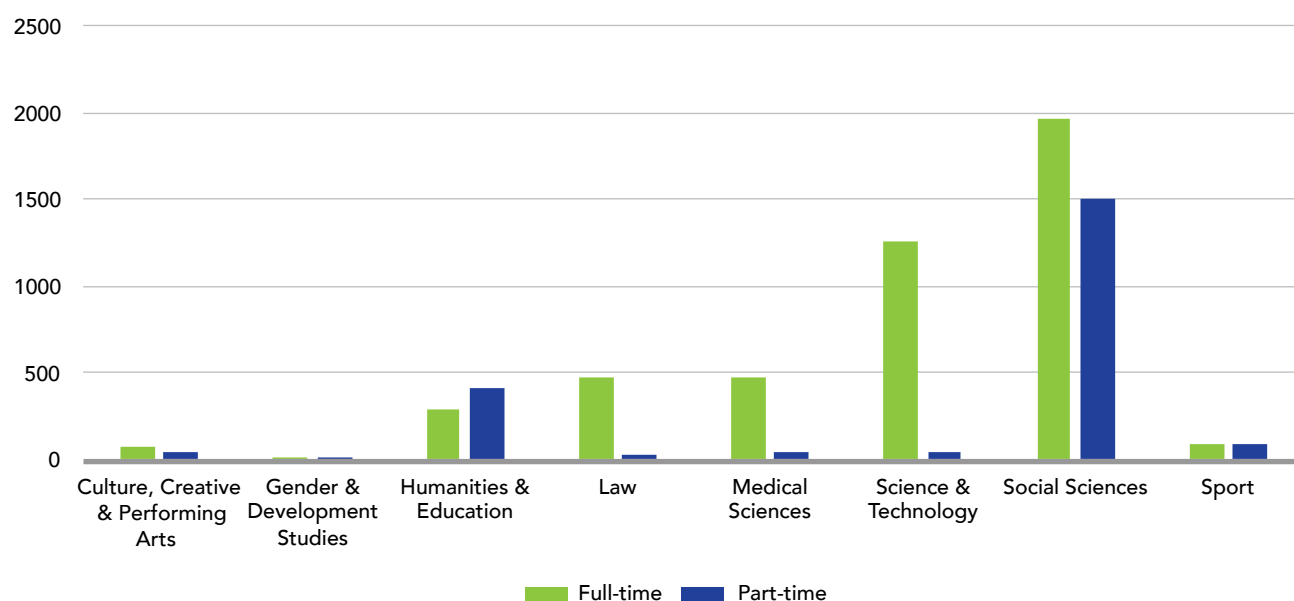
2 UWI-17 countries include: Anguilla, Antigua & Barbuda, Belize, Bermuda, British Virgin Islands, Cayman Islands, Commonwealth of Dominica, Grenada, Montserrat, St Kitts and Nevis, St. Lucia, St Vincent and The Grenadines, The Bahamas and Turks & Caicos Islands

3 T&T - abbreviation for Trinidad & Tobago

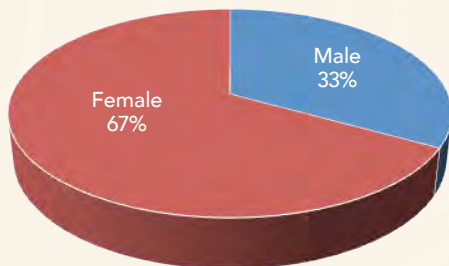
4 J'ca - abbreviation for Jamaica

5 Other countries include: Bangladesh, Belgium, Brazil, Canada, Ghana, Guyana, Italy, Kenya, Liberia, Nigeria, Senegal, Spain, Suriname, UK, USA and Vanuatu

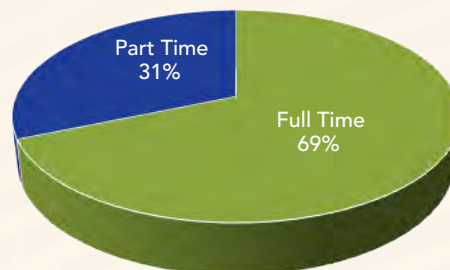
Distribution of Total On-Campus Student Registration 2021/2022 by Faculty/Institute**Distribution of Undergraduate Students 2021/2022 by Faculty**

Distribution of Total On-Campus Student Registration 2021/2022 by Faculty/Institute and Gender**Distribution of Total On-Campus Student Registration 2021/2022 by Faculty/Institute and Status**

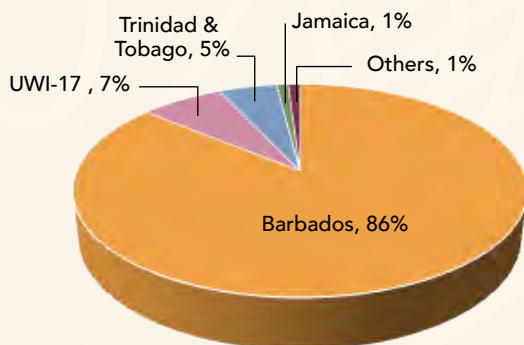
Distribution of Total On-Campus Student Registration 2021/2022 by Gender



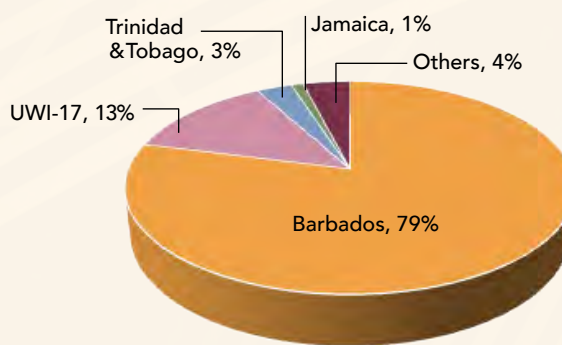
Distribution of Total On-Campus Student Registration 2021/2022 by Status



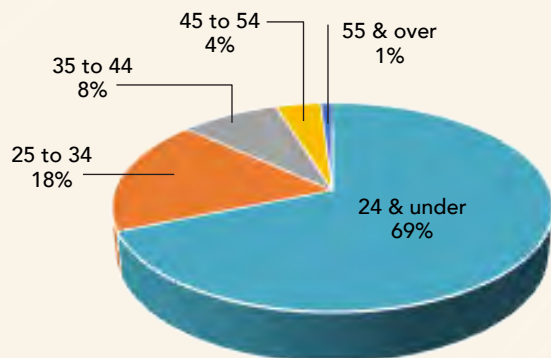
Distribution of Undergraduate Students 2021/2022 by Nationality



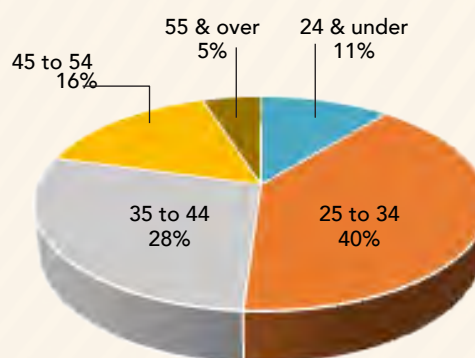
Distribution of Postgraduate Students 2021/2022 by Nationality



Distribution of Undergraduate Students 2021/2022 by Age Range



Distribution of Postgraduate Students 2021/2022 by Age Range



Distribution of Postgraduate Students 2021/2022 by Faculty/Institute and Nationality

COUNTRY	Culture, Creative & Performing Arts			Institute for Gender & Development Studies			Humanities & Education			Law			Medical Sciences			Science & Technology			Social Sciences			Sport			TOTALS		
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
Anguilla	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	1	1
Antigua & Barbuda	0	0	0	0	1	1	0	2	2	0	0	0	0	0	0	1	1	2	6	6	12	0	0	0	7	10	17
Bangladesh	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1
Barbados	6	16	22	1	6	7	48	162	210	17	27	44	14	93	107	19	29	48	141	324	465	1	3	4	247	660	907
Belize	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	1	1	1	8	9	0	0	0	2	9	11
Bermuda	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	1	1
British Virgin Islands	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	1	0	1
Canada	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	1	1	0	0	0	1	1	2	1	3	4
Commonwealth of Dominica	0	0	0	0	1	1	0	0	0	0	1	1	1	1	2	2	2	4	1	8	9	0	0	0	4	13	17
Ghana	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
Grenada	0	0	0	0	0	0	0	1	1	1	0	1	0	0	0	0	0	0	1	6	7	0	0	0	2	7	9
Guyana	0	0	0	0	0	0	1	0	1	0	0	0	1	1	2	3	2	5	6	10	16	0	0	0	11	13	24
Italy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	1	1
Jamaica	0	0	0	0	0	0	0	3	3	0	2	2	0	1	1	0	2	2	2	3	5	0	0	0	2	11	13
Kenya	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	2	0	0	0	1	1	2
Liberia	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Montserrat	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Nigeria	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	2	2
Senegal	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Spain	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
St Kitts & Nevis	0	0	0	0	0	0	0	0	0	1	1	2	0	0	0	0	1	1	1	2	3	0	0	0	2	4	6
St Lucia	1	1	2	0	0	0	0	3	3	1	1	2	0	2	2	1	3	4	4	7	11	0	0	0	7	17	24
St Vincent & the Grenadines	0	0	0	0	0	0	0	8	8	0	8	8	0	2	2	0	3	3	7	11	18	0	2	2	7	34	41
Suriname	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	1	1
The Bahamas	0	2	2	0	1	1	0	0	0	1	3	4	0	1	1	1	2	3	1	5	6	0	0	0	3	14	17
Trinidad & Tobago	0	0	0	0	1	1	0	2	2	0	0	0	0	5	5	0	4	4	4	21	25	0	1	1	4	34	38
Turks & Caicos Islands	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	1	0	1
United Kingdom	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
United States of America	0	2	2	0	0	0	0	2	2	0	0	0	0	1	1	0	0	0	1	0	1	0	0	0	1	5	6
Vanuatu	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	1	0	1
TOTAL	8	22	30	1	12	13	49	186	235	22	44	66	17	107	124	28	52	80	179	416	595	2	7	9	306	846	1152

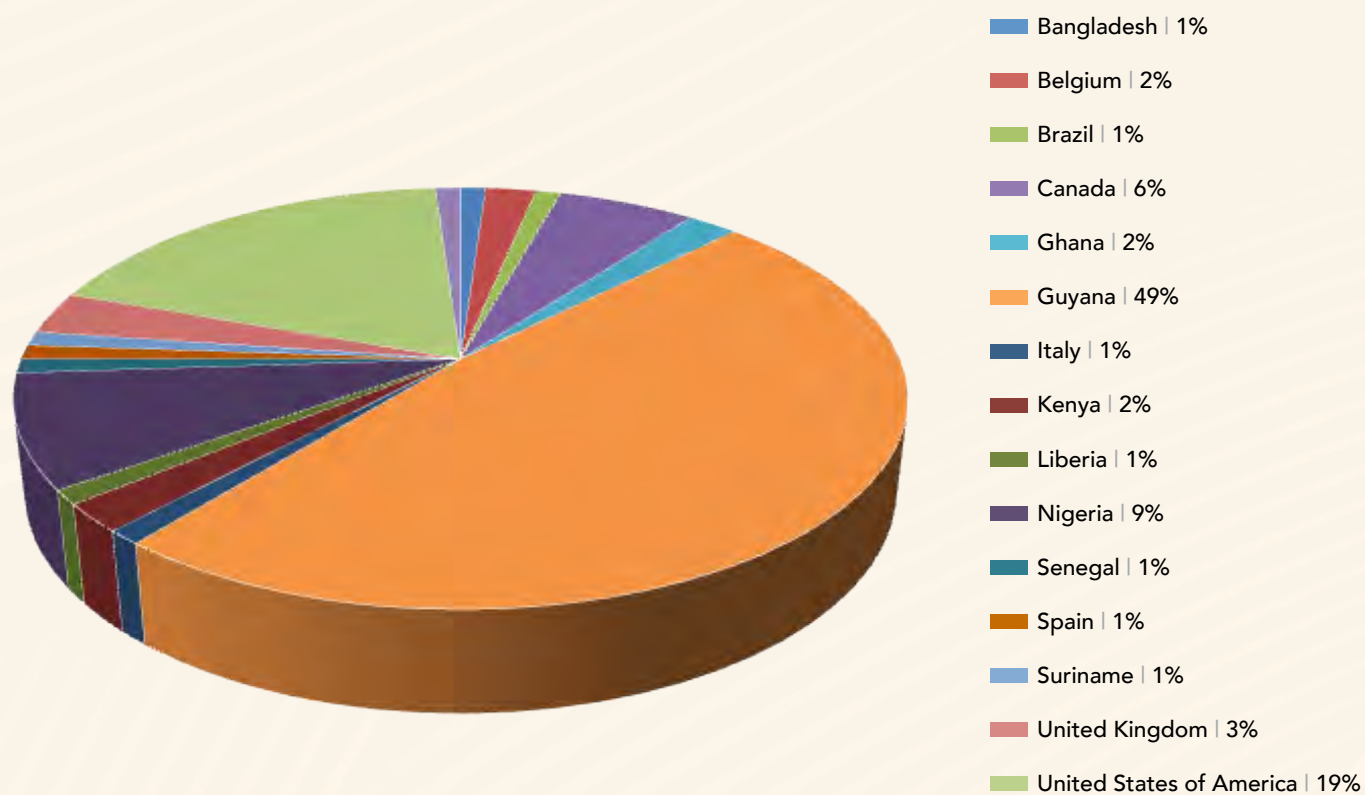
**Examination Results For 2020/2021 With Comparative Totals
For 2019/2020 For Undergraduate Degrees**

FACULTY/ INSTITUTE	UNDERGRADUATE DEGREES						
	DISTINCTION & HONOURS	FIRST CLASS	UPPER 2ND CLASS	LOWER 2ND CLASS	PASS ¹	TOTALS	COMPARATIVE TOTALS 2019/2020
Culture, Creative & Performing Arts	0	0	4	1	0	5	0
Humanities & Education	0	30	23	23	4	80	104
Law	0	16	57	31	7	111	141
Medical Sciences	24	6	2	1	87	120	135
Science & Technology	0	31	80	52	10	173	119
Social Sciences	0	67	178	161	59	465	415
Sport	0	4	14	8	0	26	12
TOTAL	24	154	358	277	167	980	926

1 Excludes 55 Undergraduate Diplomas

**Examination Results For 2020/2021 With Comparative Totals
For 2019/2020 For Postgraduate Degrees**

FACULTY/ INSTITUTE	POSTGRADUATE DEGREES, DIPLOMAS AND CERTIFICATES							
	PHD/DBA	DM	MPHIL	TAUGHT MASTERS/ MBA	DIPLOMAS	CERTIFICATES	TOTALS	COMPARATIVE TOTALS 2019/2020
Culture, Creative & Performing Arts	0	0	1	2	0	0	3	0
Gender & Development Studies	0	0	1	1	0	0	2	1
Humanities & Education	6	0	0	45	16	9	76	146
Law	0	0	0	32	0	0	32	29
Medical Sciences	1	10	0	19	9	0	39	25
Science & Technology	1	0	3	23	0	0	27	16
Social Sciences	2	0	0	183	0	0	185	94
Sport	0	0	0	6	0	0	6	10
TOTAL	10	10	5	311	25	9	370	320

All Students from Non-UWI Countries Registered in 2021/2022

STAFF

PROMOTIONS

FACULTY OF SOCIAL SCIENCES

Department of Economics

Dr Mahalia Jackman
Promoted to Senior Lecturer

Department of Government, Sociology, Social Work & Psychology

Dr Kristina Hinds
Promoted to Senior Lecturer

SIR ARTHUR LEWIS INSTITUTE OF SOCIAL AND ECONOMIC STUDIES

Dr Don Marshall
Promoted to Professor

NEW APPOINTMENTS

FACULTY OF CULTURE, CREATIVE & PERFORMING ARTS

Mr David McGinnis
Lecturer in Theatre Arts

Ms Rainy Demerson
*Lecturer in Dance, Modern
& African Diaspora*

FACULTY OF LAW

Dr Antonius Hippolyte
Lecturer in Law

Ms Beatrice Hamilton
Lecturer in Law

Dr Matthew Reid Krell
Lecturer in Law

FACULTY OF SOCIAL SCIENCES

Department of Economics

Dr Antonio Alleyne
Lecturer in Economics

Dr Delano DaSouza
Assistant Lecturer in Economics

Mr Gavin Bovell
*Assistant Lecturer in Logistics
& Supply Chain*

INSTITUTE FOR GENDER & DEVELOPMENT STUDIES: NITA BARROW UNIT

Dr Lauren DeCrosta
Lecturer

SIR ARTHUR LEWIS INSTITUTE OF SOCIAL AND ECONOMIC STUDIES

Dr Latoya Lazarus
Research Fellow

HUMAN RESOURCES SECTION

Mr Julian Hunte
*Assistant Registrar
(Industrial Relations)*

TEMPORARY APPOINTMENTS

FACULTY OF CULTURE, CREATIVE & PERFORMING ARTS

Ms Alison Johnson

Temporary Administrative Officer

Ms Aisha Comissiong

Temporary Assistant Lecturer

FACULTY OF HUMANITIES AND EDUCATION

Academic Literacies Program

Ms Shirley Morris

Temporary Tutor

(Post retirement contract)

Ms Kathy-Ann Waithe-Gibson

Temporary Tutor

Department of History & Philosophy

Ms Felicia Dujon

Temporary Lecturer

Department of Language, Linguistics & Literature

Dr Debra Providence

Temporary Lecturer

Ms Dawn Farrell-Boyce

Temporary Teaching Assistant

Ms Paula González Garcia

Temporary Foreign

Language Assistant

Mr Marco Schaumloeffel

Temporary Lecturer

FACULTY OF MEDICAL SCIENCES

Dr Karisha

Hinkson-LaCorbinière

Temporary Lecturer in Physiology

Dr Alain Reid

Temporary Lecturer in

Anatomical Pathology

Dr Dale Springer

Temporary Lecturer in

General Surgery

Dr Natalie Greaves

Temporary Lecturer in

Public Health

Dr Charisse Best

Temporary Lecturer

FACULTY OF SCIENCE AND TECHNOLOGY

Department of Computer Science, Mathematics & Physics

Mrs Tessa King-Inniss

Temporary Lecturer

Mr Stephen Mendes

Temporary Assistant Lecturer

Centre for Resource Management and Environmental Studies

Dr Julian Walcott

Temporary Technical Officer

FACULTY OF SOCIAL SCIENCES

Department of Management Studies

Ms Mikaila Collymore

Temporary Research Assistant

Mr John R Burnett

Temporary Lecturer

Department of Economics

Ms Carol-Ann Blenman

Temporary Teaching Assistant

Ms Tracey Broome

Temporary Lecturer

Ms Alijah Evalyn

Temporary Project Officer

Ms Asha Forde

Temporary Research Assistant

Mr Anderson Elcock

Temporary Lecturer

Dr Simon Naitram

Temporary Assistant Lecturer

Department of Government, Sociology and Social Work

Ms April Louis

Temporary Research Assistant

Ms Joan Cuffie

Temporary Lecturer

FACULTY OF SPORT

Academy of Sport

Mr Floyd Reifer

Temporary Head Coach (Cricket)

Mr Pedro Collins

Temporary Head Coach (Cricket)

TEMPORARY APPOINTMENTS cont'd

CONFUCIUS INSTITUTE

Mr David Bulbulia

Co-Director

INSTITUTE FOR GENDER & DEVELOPMENT STUDIES: NITA BARROW UNIT

Dr Letnie Rock

Temporary Senior Lecturer/Head

Ms Leigh-Ann Worrell

Temporary Project Coordinator

Ms Daniele Bobb

Temporary Assistant Lecturer

SIR ARTHUR LEWIS INSTITUTE OF SOCIAL AND ECONOMIC STUDIES

Ms Melanie Callender-Forde

Temporary Research Assistant

CENTRE FOR EXCELLENCE IN TEACHING AND LEARNING

Mr Troy Carrington

Temporary Educational Technologist

Mr Omar Small

*Temporary Faculty
Development Facilitator*

BURSARY

Mr Collin White

Temporary Financial Manager

OFFICE OF INSTITUTIONAL PLANNING & INFRASTRUCTURAL SERVICES

Ms Khadija Holder

Temporary Research Associate

Ms Charleen Holder

Temporary Assistant Registrar

OFFICE OF MARKETING AND COMMUNICATIONS

Ms Camille Russell

Temporary Communications Assistant

Mrs Amanda Watkins

Temporary Marketing Assistant

REGISTRY

Mrs Phyllis Taitt

Temporary Assistant Registrar

RETIREMENTS

Dr Andrew Armstrong

Lecturer

Department of Language,
Linguistics and Literature

Dr Claudette

Fongkong-Mungal

Senior Lecturer

School of Education

Professor Smail Mahdi

Professor

Department of Computer Science,
Mathematics and Physics

Mr Neil Paul

Director

Shridath Ramphal Centre for
International Trade Law Policy
and Services

Professor Sean Carrington

Professor

Department of Biological and
Chemical Sciences

RESIGNATIONS

FACULTY OF HUMANITIES & EDUCATION

School of Education

Dr Sheron Burns

Lecturer

FACULTY OF LAW

Mrs Lesley Walcott

Senior Lecturer

SIDNEY MARTIN LIBRARY

Ms Maria Cherrie

Librarian II

BENEFACTORS 2020/2021

Private Individuals

Dr David Berry (New)
 Dr Imani Tafari-Ama
 Dr Natasha Mortley
 Dr The Honourable Sir Richard Cheltenham,
 KA, QC, PhD, JP
 Drs Don & Cynthia Degazon
 Mr Charles Edwin Edghill
 & Mrs Vanessa Ann Edghill
 Mr Oliver Jordan
 Professor Opal Palmer Adisa
 Professor Ann Denis (New)
 Professor John Mayo
 Sir Paul Bernard Altman,
 KA, GCM, BCH, JP, BBA Mia,
 Honourable LLD UWI
 The family of the late Charles C Leacock, QC
 The Honourable Sir Marston Gibson
 The Honourable Mr Justice Adrian Saunders (New)
 The Honourable Marsha Caddle, MP
 The Honourable Sir Patterson Cheltenham,
 GCM, QC

Local & Regional Donors

1948 Society - Dr Victor Boodhoo
 Armstrong Agencies Ltd (New)
 Atlantis Submarines
 Barbados Government Information Service (GIS)
 Barbados Pediatrics Centre of Excellence
 Barbados Reference Labs
 BCQS International (New)
 Cable & Wireless Communications PLC (FLOW)
 Caribbean Development Bank (CDB) (New)
 Caribbean Emergency Disaster
 Management Agency (CEDMA) (New)
 Caribbean Institute in Gender
 and Development (CIGAD)
 Caribbean LED Lighting Inc (New)
 Caribbean Women in Leadership (CIWil)
 CARICOM Secretariat
 Chancery Chambers
 Chancery Reinsurance Limited (New)
 CIBC FirstCaribbean International Bank
 Clarke, Gittens & Farmer, Attorneys-at-Law
 Cobblers Cove Hotel
 Design Build Inc
 Diagnostic Radiological Services (New)
 Dr Kandamaran Krishnamurthy (New)
 Dr Michelle Lashley (New)
 Equality and Justice Alliance
 Future Energy Systems Ltd (New)
 Government of Barbados

Grand Project Caribbean Inc
 Guild of Students
 Insurance Corporation of Barbados Ltd
 Inter-American Development Bank (IDB) (New)
 Kent Construction (New)
 M & W Construction Services
 Ministry of Health and Wellness, Barbados
 Ms Leisa Perch, SAEDI
 Consulting Barbados Ltd (New)
 PRO Construction Services Inc (New)
 R L Seale Co Ltd (New)
 RBC Royal Bank (Barbados) Ltd
 S B T Building & Construction Inc
 SigniaGlobe Financial Group Inc
 Smart Films Inc (New)
 St Nicholas Abbey
 Tall Rock Inc
 The Caribbean Community Climate
 Change Centre (New)
 The Estates at St George
 The Maria Holder Memorial Trust
 UN Women Multi-Country Office – Caribbean
 UNESCO World Heritage Centre
 United States Agency for
 International Development (USAID)
 United States Embassy
 Williams Solar Ltd (New)

International Donors

Aleafia Health Inc
 AnyGate Corp Inc (New)
 Arnott Cato Foundation
 Biotechnology and Biological Sciences
 Research Council (BBSRC)
 British High Commission, Bridgetown
 Brock University (BU)
 China University of Political Science and Law
 Club Atlético Boca Junior, Argentina
 Embassy of Barbados in Havana, Cuba
 Etasolar Co Ltd (New)
 European Union
 Global Research Challenge Fund (UK) (New)
 Harvard T H Chan School of Public Health
 IBOM Metropolitan Polytechnic
 International Atomic Energy Agency (IAEA) (New)
 Jamaica National Commission for UNESCO
 Koskie Minsky LLP
 Leuphana University Lüneburg
 Medical Research Council (New)
 National Institute of Health (New)
 Oxford University
 PanAmerican Health Organizaton (PAHO)
 ParlAmericas
 Professor Kennedy Cruickshank,
 Kings University of London (New)
 Queen's University Faculty of Law
 Republic of Korea (New)
 SickKids – The Hospital for Sick Children
 The Global Research Challenge Fund (New)
 The Green Climate Fund
 The Organization of American States (OAS)
 The Peter Moores Trust (New)

Trinity Church, New York
 Tulane University
 UK Research and Innovation (UKRI)
 United Nations World Food Programme
 University of Glasgow
 University of Havana
 University of Saskatchewan (New)
 University of Strathclyde
 Westminster Foundation for Democracy (WFD)
 World Health Organization (WHO)

Scholarships, Awards & Prizes

1948 Medical Society
 American Foundation for The UWI (AFUWI)
 Anthony & Joy Bland Charitable Trust
 Barbados Association of Bermuda
 Barbados Association of Medical Practitioners
 Barbados Association of Psychiatrists
 Barbados Bar Association
 Barbados Economic Society
 Barbados Employers' Confederation
 Barbados International Business Association (BIBA)
 Barbados Investment & Development Corporation (BIDC)
 Barbados Workers' Union Cooperative Credit Union Ltd (BWUCCUL)
 Carlos Holder Memorial
 CIBC First Caribbean International Bank
 Cidel Bank & Trust Inc
 Co-Operators General Insurance Co Ltd
 Continuing Medical Education Committee
 Daphne Thompson Memorial
 Dennis & Kay Blades Science & Technology
 District Grand Lodge of Barbados
 Dr The Honourable Sir Richard Cheltenham, KA, QC, PhD, JP
 Eastern Caribbean Group of Companies
 Enterprise Growth Fund Limited
 Ermine Holmes Memorial Trust – Ms Karen Batson
 Ernst & Young
 Fair Trading Commission
 George and Marianna Caroo Memorial
 GILDAN Activewear SRL
 Goddard Enterprises Limited
 Government of Barbados
 Graham Gooding Trust Fund
 Institute of Chartered Accountants of Barbados
 Insurance Corporation of Barbados Ltd
 Janelle Brome Memorial
 Massy BS&T
 Olton Springer Memorial
 Organization of American States (OAS)
 Professor Ann Denis (New)
 Ralph Boyce (sponsored by the Barbados Public Workers Cooperative Credit Union Ltd)
 RBC Royal Bank Barbados Ltd
 Rollins Family Charitable Trust
 Sagicor Life Inc
 Sir Trevor Carmichael, QC
 Soroptimist International of Barbados
 Telford Georges Memorial Trust – Mrs Joyce Cole-George
 The Honourable Edmund Hinkson, QC
 UWI (Cave Hill) Co-operative Credit Union
 UWI Alumni Circle (Cave Hill)



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