ADMINISTRATIVE REPORT 2013/2014

REPORTING PERIOD:

OCTOBER 2013 – SEPTEMBER 2014

SUBMITTED BY

THE UNIVERSITY OF TRINIDAD AND TOBAGO (UTT)

TABLE OF CONTENTS

1. Vision, Mission, Philosophy and the Strategic Objectives 3

a. Vision 3

b. Mission 3

c. Core Values 3

d. Quality Policy 4

e. Strategic Direction 4

2. Organisational Structure 5

a. Organisational Profile 5

b. Corporate Structure – Departments, Divisions, and Units 5

c. Services/products provided and 'Special Projects' embarked upon 8

d. Delegated Levels of Authority 10

e. Legislative and Regulatory Framework 11

f. Reporting Functions – Departmental Reports, Reports to Ministries, President/Parliament ... 11

3. Policies and Development Initiatives 12

a. Policy Framework 12

b. Short, medium and long term development initiatives 12

c. Performance Objectives and Accomplishments 13

4. Financial Operations 14

a. Budget Formulation 14

b. Expenditure versus Income 14

c. Debt Policy 16

d. Investment Policy 16

e. Internal Audit Functions 16

5. Human Resource Development Plan 17

a. Organisational Establishment / Category of Employees 17

b. Career Path Systems 17

c. Performance Assessment/Management Strategies 17

d. Promotion-selection procedures 18

e. Employee Support Services 18

f. Training 19

6. Procurement Procedures 20

a. Open Tender 20

b. Selected Tender 20

c. Sole Tender 20

7. Public and Community Relations 22

a. Client and Public access to services/service delivery systems 22

b. Community and Stakeholder Relations/Outreach 24

c. Strategic Partnerships (Local, Regional and International) 31

8. Conclusion 33

APPENDICES 34

Appendix 1 – Non Academic Divisions 34

Appendix 2 – Enrolment and graduation data for the academic year 2013/14 38

1. Vision, Mission, Philosophy and the Strategic Objectives

a. Vision

The vision of the University of Trinidad and Tobago (UTT) is to be the National Institution of higher learning and research for socio-economic and technological development that:

- Inculcates in the graduates a set of overarching skills - metaskills - which help them navigate the new and emerging technologies in the national and global contexts and,
- Through its Research and Development activities, brings and keeps Trinidad and Tobago in the Vanguard of engineering and technology in niche areas of key importance, such as natural gas is to the nation.

b. Mission

To be an entrepreneurial University designed to discover and develop entrepreneurs, commercialise research and development, and spawn companies for wealth generation and sustainable job creation towards the equitable enhancement of the quality of life of all individuals, families and communities of the Republic of Trinidad and Tobago and the Caribbean.

c. Core Values

The acronym **CORE** has been coined to reflect the philosophical underpinning of UTT's approach to achieving its mandate.

Within the University there must be a **Commitment** to building sustainability in all aspects of operations, and to facilitating national development that can be maintained for future generations. This translates into a leadership approach and institutional culture that facilitates change, supports innovation, and demands a level of individual responsibility in contributing to the organisation's growth and advancement.

In so doing, there is the creation of **Opportunity** for all stakeholders. The University's external focus nurtures students who can grasp employment prospects or support an environment for entrepreneurial pursuit. Industrial and commercial sectors also have the ability to leverage the competencies developed by the University which are **Research-driven** and **Relevant**, not only in an economic context, but at the societal level, thus leading to enhanced outcomes for the wider national community.

Finally, all aspects of the University's operations and all output produced therein must define **Excellence**, and an understanding that this ideal is not an end point, but a continuum of continuous improvement and evolution.

d. Quality Policy

UTT will position itself at the forefront of the national tertiary education thrust to create a productive and resilient workforce that is committed to innovation and entrepreneurship and meets the current and future challenges of a globalised economy. It is the policy of UTT to support the development of a transformative culture of lifelong learning that stimulates the intellectual capacity of students, faculty, staff and all stakeholders to create opportunities for personal and professional growth; success; and meaningful contribution to national development.

To achieve its institutional purpose and meet or exceed the expectations of its stakeholders it is the policy of UTT to be:

Mission Driven
UTT adopts a future-focused approach to the allocation of resources to facilitate the development of high-quality, industry-aligned higher education programmes, applied research initiatives and profitable commercial enterprises in priority areas for national development that are reflected in UTT's mission.

Results Oriented
UTT will maintain a systematic approach to assessing organisational effectiveness that includes institutional research which produces actionable information and strategies for improvement; and provides verifiable evidence for independent external review.

UTT will strive to consistently demonstrate:

Stakeholder Engagement
UTT will demonstrate commitment to internal and external stakeholders by investing in its faculty and staff and building partnerships that empower stakeholders to influence the strategic direction of the University.

Commitment to Continuous Quality Improvement
UTT will demonstrate its commitment to quality by maintaining a robust internal Quality Management System (QMS) that is aligned to internationally accepted standards of excellence and by conducting periodic reviews to improve the effectiveness of the QMS.

e. Strategic Direction

In the first quarter of 2014, the President appointed a Strategic Planning Committee which included nine (9) sub-committees. These committees comprised a wide cross-section of faculty and staff from throughout the University. Members were asked to bring their experiences and expertise to help develop broad strategies for the University in areas related to teaching and learning, research, entrepreneurship, internationalisation, corporate communications, governance, quality assurance, finance, human resources, and infrastructure. The outcome will be a UTT Strategic Plan 2015-2020 which will guide the University's path in fulfilling its mission by providing tertiary education programmes and services for employment,

entrepreneurship and economic development in Trinidad and Tobago. This is expected to be completed by June 2015.

2. Organisational Structure

a. Organisational Profile

UTT was established in 2004 with a mandate to develop, educate and train nationals by providing quality tertiary education and training. UTT is a multi-campus facility which currently offers a range of programmes in the areas of Performing Arts, Engineering, Education, Technology, Sport and Public Safety. All centres of study include modern laboratories and facilities intended to closely simulate the environmental conditions that graduates will encounter in the workplace. To date, just over 8,400 nationals have graduated from UTT at both the undergraduate and postgraduate levels.

UTT is a student-centred institution which uses the co-operative approach in the delivery of its programmes. This structured educational strategy combines institutional learning with relevant practical experience in the workplace. Collaboration with Advisory Committees ensures that programme offerings are relevant to the needs of the various sectors within the economy. Through such use of the Industry Advisory Committees, UTT ensures that its programme offerings reflect the needs and changes in industry.

UTT is institutionally accredited by the Accreditation Council of Trinidad and Tobago (ACTT) and many of its programmes have been awarded specialised accreditation from professional accrediting bodies, primarily in the UK. UTT continues to undertake self-evaluation and continuous improvement to ensure that its students are provided with a high-quality learning environment, effective teaching and research programmes and qualifications that are recognised by employers, other higher education institutions, professional bodies and the public.

b. Corporate Structure – Departments, Divisions, and Units

The University's overall structure is subdivided into two (2) arms – the non-academic body which comprises administrative areas such as human resources, finance, information technology etc. and the academic body which includes all academic centres of study, the academies and institutes as well as those support systems related to teaching and learning such as the library, student services and others.

UTT top structure

Figure 1 illustrates the University's top structure including the main lines of authority.

Figure 1 – UTT top structure

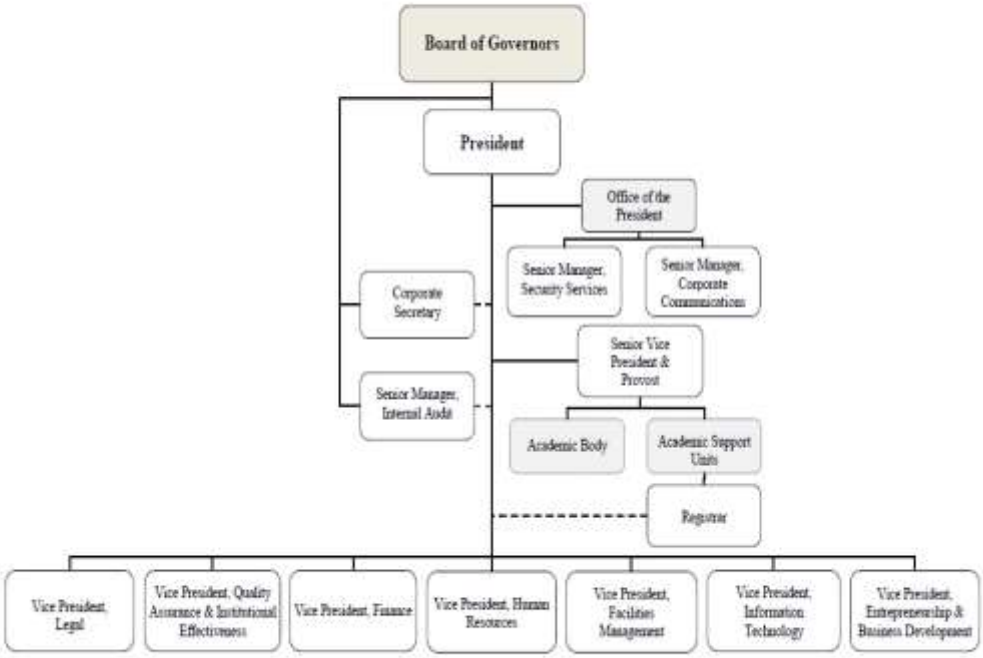
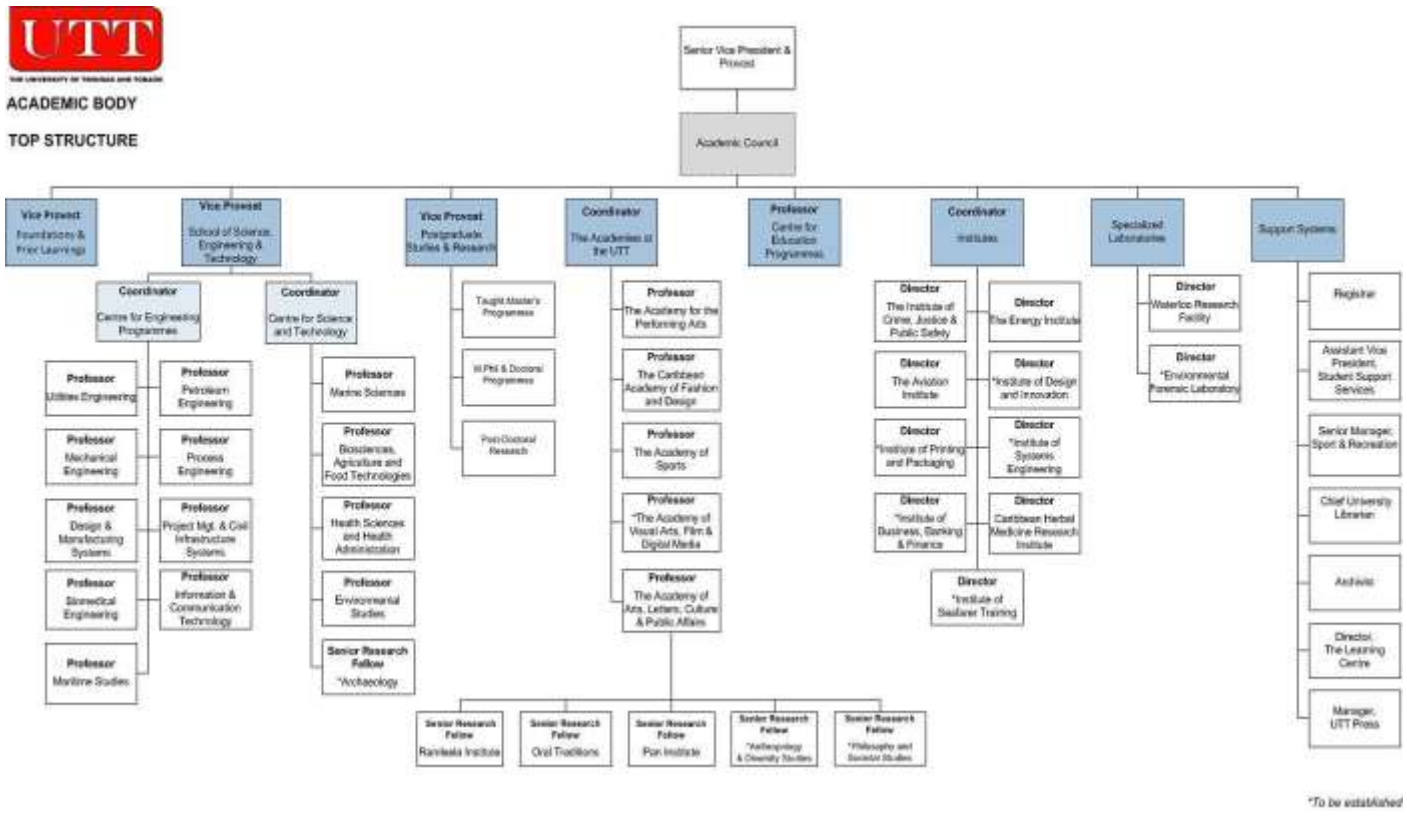


Figure 2 illustrates the top structure of the University's academic body. (See Appendix 1 for the functional responsibilities of the non-academic units).

Figure 2 – Academic top structure



c. Services/products provided and 'Special Projects' embarked upon

New Programmes

As UTT continues to respond to the changing demands of the industry, several new programmes were added to its current programme offerings. These included the following:

- Certificate in Food Technology
- Certificate in Aviation Technology
- Bachelor of Science in Food Science and Technology with options in:
  - Public Health and Food Safety
  - Nutrition and Dietetics.

Specialised programme accreditation

UTT engages in a range of activities related to quality assurance and review intended to maintain institutional accreditation and specialised accreditation for those programmes which require it. Preparation has begun for re-accreditation by the Accreditation Council of Trinidad and Tobago (ACTT) in 2017. The following is a list of programmes which have maintained their specialised accreditation status or been re-accredited in the reporting period:

- Accredited by the Energy Institute (EI), United Kingdom
  - M.Sc. in Reservoir Engineering
  - M.Sc. in Petroleum Engineering
  - B.A.Sc. in Petroleum Engineering
  - M.Eng. in Petroleum Engineering
  - Bachelor of Engineering (B.Eng.) in Applied Petroleum Engineering Technology

- Accredited by the Institute of Marine Engineering, Science and Technology (IMarEST), United Kingdom
  - M.Sc. in Operational Maritime Management
  - B.Sc. in Nautical Science/Maritime Operations
  - Diploma in Maritime Operations – Navigation
  - Diploma in Maritime Operations – Engineering

- Accredited by the Institution of Chemical Engineers (IChemE), United Kingdom
  - B.A.Sc. in Process Engineering
  - M.Eng. in Process Engineering
  - N.E.T.D. in Chemical Engineering

Other Special Projects

UTT has also developed and launched several projects consistent with its mandate. Major projects include:

- The "uStart" project, which was launched on September 26, 2014. This is a business incubator programme responsible for the development and creation of small business entrepreneurs which actively supports over 30 businesses emanating from UTT's graduates, students, and employees.

- The launch of "KnowledgeTT" on May 28, 2014. This is an online learning platform which expands access to high quality training and education content.

Figures 3 and 4 – Launch of "uStart" project

d. Delegated Levels of Authority

Table 1 presents the delegated levels of authority among corporate, academic and non-academic staff, identifying each category and benchmark position.

Table 1: Delegated levels of authority

Type	Category	Benchmark Position
Corporate Staff (corporate functions such as IT, HR, Finance)	Executive (Full Time)	Vice President
	Management (Full Time)	Assistant Vice President, Senior Manager, Managers
	Regular (Full Time)	Corporate/Non-academic Staff
	Temporary/Part Time	Corporate/Non-academic Staff
Academic Staff (teaching and research)	Executive (Full Time)	Professors
	Management (Full Time)	Assistant Professors, Associate Professors
	Regular (Full Time)	Instructors
	Temporary/Part Time	Academic Staff
Academic Support Staff	Management (Full Time)	Librarians, Registrar
	Regular (Full Time)	Instructors
	Temporary/Part Time	Academic Staff

e. Legislative and Regulatory Framework

Based on the Companies Act, (Chapter 81:01) UTT is recognised as a non-profit organisation. As a result, UTT is required to conform to the sections stated in the Companies Act and provide filing of certain notices such as Notices of Directors or Change in Directors, Notice of Secretary and Annual Returns, at the Companies Registry. A draft UTT bill has been developed and submitted to the Board of Governors for its consideration prior to submission to the Ministry of Tertiary Education and Skills Training (MTEST). This Bill proposes to revise the governance arrangements allowing UTT to be governed by its own Act of Parliament.

Additionally, UTT is an accredited institution and is required to comply with the general conditions of institutional accreditation for post-secondary and tertiary institutions issued by the Accreditation Council of Trinidad and Tobago (ACTT). The Oversight Committee for Accreditation was established in 2013 to monitor UTT's compliance with conditions of institutional and specialised accreditation as stipulated by ACTT and other accrediting bodies.

f. Reporting Functions – Departmental Reports, Reports to Ministries, President/Parliament

At the national level, responsibility for UTT rests with the Ministry of Tertiary Education and Skills Training (MTEST). However, UTT is not a department of government within the meaning of Section 85 of the Constitution and does not submit departmental reports to MTEST. The reporting arrangements which currently exist include the following:

- Annual submission to MTEST of the Administrative Report, Report of Annual Audited Financial Statements, and a summary report in support of the UTT's annual budget requests. Additionally, ad hoc reports are also provided to MTEST upon request.
- Submission to the Board of Governors of a monthly report by the President which addresses issues related to Policy, Finance, Human Resources and Operations.
- Submission to the President of a monthly report by all senior corporate and academic leaders in the UTT top structure which addresses issues related to day-to-day operations and management.

3. Policies and Development Initiatives

a. Policy Framework

UTT periodically reviews its policies and policy framework to ensure that they are in congruence with the University's mission and vision as well as in keeping with the rapid changes taking place in the higher education landscape. The following policies provide the broad framework under which UTT is governed:

- Companies Act, (chapter 81:01) *(Draft UTT Bill sent to Board of Governors)*
- Board of Governors' Policies (4)
- Corporate/Fiscal Policies (11)
- Human Resource Policies (23)
- Student Policies (12)

b. Short, medium and long term development initiatives

UTT continues to work to meet its mandate as a catalyst for national growth and development. In this context several initiatives have either commenced or are in various stages of planning. These are detailed below:

Short term development initiatives

- Construction of the UTT Aviation Campus
- Establishment of an Institute of Printing and Packaging
- Establishment of a Ramlila Institute
- Development of a Naval Academy in collaboration with the Trinidad and Tobago Coast Guard
- Establishment of a Worker Productivity School in collaboration with PETROTRIN

Medium term development initiatives

- Establishment of a Pan Institute
- Establishment of a Sea Farer Training Institute
- Establishment of an Academy of Visual Arts, Film, Digital Media and Animation
- Establishment of a Centre for Anthropology and Diversity Studies
- Establishment of a Centre for Philosophy and Societal Studies and
- Establishment of an Institute of Business, Banking and Finance

Long term development initiatives

- Construction of an Environmental Forensics Laboratory

c. Performance Objectives and Accomplishments

Measuring staff performance

In 2014, UTT adopted a revised Performance Management and Appraisal Process (PMAP). The PMAP allows for an improved approach to performance measurement by determining individual deliverables from broader departmental objectives. It includes a clearly defined cycle for planning and articulating expected outcomes in advance of each academic year and promotes consultation between the employee and supervisor on agreed deliverables which are documented on the employee's performance plan. The PMAP also provides a clear scoring system for rating an employee's performance. This system will be used to support employee training and development programmes, and guide issues related to employee recognition and reward systems.

Measuring institutional performance

UTT has identified several Key Performance Indicators (KPIs) which allow the University to demonstrate accountability to its stakeholders and monitor its progress towards goal achievement.

Major UTT KPIs include:

- Annual new student enrolment
- Total student enrolment
- Student persistence rates
- Graduation rates
- Students' average completion times
- Research output (publications, awards, grants)
- Entrepreneurial output (business start-ups, patents, consultancies)
- Student satisfaction rates
- Student engagement indicators
- Rate of graduates in further study
- Graduate employment rates within their field
- Employer satisfaction rates with UTT graduates
- Employee satisfaction rates
- Employee attrition rates

Enrolment and Graduation

In academic year 2013-2014, UTT offered 70 undergraduate and postgraduate programmes. Seven thousand seven hundred and eighty (7,780) students were enrolled at UTT and 1,573 students successfully graduated from UTT in the reporting period. (See Appendix 2 for a breakdown of enrolment and graduation data by programme).

UTT's Professional Education Unit which delivers short-term training programmes to satisfy professional training needs of the industry also offered 300 courses to 7,500 persons over the period 2013/2014.

4. Financial Operations

a. Budget Formulation

In the fourth quarter of each calendar year UTT begins preparation of its annual budget which informs its request for GORTT subvention with respect to the next financial year. This request includes both Capital and Recurrent expenses. All divisional heads are provided with a template in which to prepare budgets for their respective areas. These are compiled and after several rounds of internal meetings and consultations, a complete budget is submitted to the Board of Governors for approval. Following Board approval, this request is sent to the line ministry MTEST. This is usually done in the first quarter of the following year (usually in March). When the National Budget is approved in Parliament (normally in September), the University revises its overall budget based on the funding allocated in the national budget.

b. Expenditure versus Income

Recurrent Income and Expenditure

Table 2: 2013-2014 Recurrent Income and Expenditure Report

	YEAR TO DATE			Prior Period
	Actual 12 Months	Budget 12 Months	Variance 12 Months	Year to date 12 Months
Income				
Government Subventions	429,000,000	429,000,000	-	429,000,000
Student Fees	86,199,823	85,503,240	696,583	85,300,403
Professional Education Unit	14,339,703	9,000,000	5,339,703	15,866,274
Investment Income	4,504,637	2,400,000	2,104,637	1,987,883
Miscellaneous Income	3,211,718	802,517	2,409,201	8,258,318
Total Income	537,255,881	526,705,757	10,550,124	540,412,878
Expenditure				
Personnel Costs	300,836,760	329,797,638	28,960,878	286,098,384
Direct Academic Costs	25,687,023	45,873,668	20,186,645	22,998,595
Facilities Operating and Maintenance	82,778,171	82,465,424	(312,747)	78,628,358
Corporate Expenses	29,234,683	50,532,029	21,297,346	23,221,732
Amortisation	1,775,130	1,900,000	124,870	1,575,681
Total Expenditure	440,311,767	510,568,759	70,256,992	412,522,750
Surplus for the Year	**96,944,114**	**16,136,998**	**80,807,116**	**127,890,128**

Capital Income and Expenditure

Table 3: 2013-2014 PSIP Income & Expenditure Report

Item	Project no.	Campus	Project funding received	Expenditure and commitments
			TT$	TT$
1	**J021**	**UTT Campus at the National Academy for the Performing Arts Campus**	1,392,546	-
2	**J021**	**Chaguaramas Campus**	1,550,000	932,058
3	**J021**	**Chaguanas Campus**	1,500,000	-
4	**J021**	**Corinth Campus**	200,000	-
5	**J014**	**ECIAF Campus**	2,449,280	-
6	**J015**	**John Donaldson Campus**	2,870,000	4,259,356
7	**J021**	**Library**	200,000	608,568
8	**J021**	**O'Meara Campus**	1,965,000	3,002,796
9	**J043**	**Point Lisas Campus**	2,990,000	287,500
10	**J016**	**San Fernando Campus**	2,458,174	3,461,788
11	**J041**	**Tobago Campus**	5,000,000	195,347
12	**J021**	**Valsayn Campus**	4,150,000	1,308,482
13	**J021**	**Waterloo Campus**	275,000	101,818
14	**J047**	**Cardiovascular Services Initiative**	10,000,000	20,545,472
15	**J049**	**Diabetes Services initiative**	10,000,000	3,070,120
		TOTAL	**47,000,000**	**37,773,305**

Note:

Some of the projects were not yet completed as at the end of the fiscal year September 2014; upon completion expenditure is expected to be more in line with funding received.

Table 4: 2013-2014 Tamana Project Income & Expenditure Report

Item	Project number	Campus	Original Allocation	Revised Allocation	Project funding received	Expenditure and commitments
			TT$	TT$	TT$	TT$
	701/004/72	**Construction of Signature Building Complex**	100,000,000	160,000,000	102,583,641	120,923,885

Note:

The budget allocation was increased to $160,000,000 based on planned activities. Actual progress fell short of plan with expenditure being $120,923,885. The shortfall in funding of $18,340,244 (120,923,885-102,583,641) was provided in the 2015 fiscal year.

c. Debt Policy

UTT policy empowers the University to borrow money whether secured or unsecured in such manner or form and upon such terms and conditions as approved by the Board of Governors.

d. Investment Policy

UTT also has an investment policy approved by the Board of Governors which governs placement of reserve funds and donor funds being held temporarily for specific purposes.

e. Internal Audit Functions

UTT has an Internal Audit (IA) unit. The Senior Manager Internal Audit who heads the unit, reports to the Board of Governors. The unit provides an independent, objective assurance and general consulting service to the University to improve operational efficiency, effectiveness and accountability.

Internal Audit reviews are used by senior management as a guide to enhance and strengthen their functional areas. After an initial audit is conducted, a series of follow-up exercises are conducted to review the status of management actions in addressing audit findings. In the reporting period, the unit launched a number of initiatives with the main focus of increasing its delivery to the University's community through the use of more technologically driven approaches, including new audit management software and use of data analysis tools.

5. Human Resource Development Plan

a. Organisational Establishment / Category of Employees

Table 5 presents UTT's organisational establishment with the total number of corporate, academic and non-academic staff in each category.

Table 5: Organisational establishment/category of employees

Type	Category	Benchmark Position	Total
Corporate Staff **(Corporate functions such as IT, HR, Finance)**	Executive (Full Time)	Vice President	7
	Management (Full Time)	Assistant Vice President, Senior Manager, Managers	44
	Regular (Full Time)	Corporate/Non-academic Staff	382
	Temporary/Part Time	Corporate/Non-academic Staff	26
		Sub Total	**459**
Academic Staff **(teaching and research)**	Executive (Full Time)	Professors	12
	Management (Full Time)	Assistant Professors, Associate Professors	104
	Regular (Full Time)	Instructors	280
	Temporary/Part Time	Academic Staff	48
		Sub Total	**444**
Academic Support Staff	Management (Full Time)	Librarians, Registrar	20
	Regular (Full Time)	Instructors	325
	Temporary/Part Time	Academic Staff	20
		Sub Total	**365**
		Grand Total	**1,268**

b. Career Path Systems

The Human Resource Division (HRD) has developed specific criteria to enable merit-based progression of both faculty and staff. Several facilities exist within the Human Resource Division which provide opportunities for employees to close performance gaps, build competency and progress in their careers at the University.

c. Performance Assessment/Management Strategies

UTT's revised Performance Management and Appraisal Process (PMAP), discussed earlier in this report consist of a four-stage performance management cycle linked to the academic year. It includes:

- Stage 1: Planning - Setting of deliverables in the July-August period each year prior to the start of the academic year.
- Stage 2: Execution - Working toward goals and targets in order to achieve expected outcomes with continued discussion and feedback between employee and supervisor.

- Stage 3: Review - An official meeting at the mid-year or end of semester to discuss progress.
- Stage 4: Appraisal - The final assessment of overall performance for the year (July-September of the following year).

d. Promotion-selection procedures

Promotion of academic staff

Promotions of Academic staff will be based on an assessment of scholarly activity including but not limited to:

- Self-development
- Teaching excellence
- Research activity
- Publications
- University service

The promotion of academic staff entails a robust approval process. Recommendations from performance appraisals are processed and subsequently submitted for review by a sub-committee of the Academic Council chaired by the Provost. The outcome is sent to the President for approval. Senior academic positions require further approval from the Board of Governors. For the period, October 2013 to September 2014, approximately 40 academic staff members were promoted.

Promotion of non-academic staff

The promotion process for non-academic staff was revised in the reporting period following the declaration by the Registration, Recognition and Certification Board (RRCB) that the Oilfield Workers Trade Union (OWTU) was certified as the recognised majority union of the employees at UTT. Opportunities for promotion arise when vacancies exist and are based on the outcome of the recruitment process whereby:

- Vacant positions are advertised internally and any suitably qualified employee is free to apply.
- Applicants who meet the minimum requirements for the vacant position are shortlisted and interviewed by a competent panel.
- Interviewed candidates are ranked in order of overall scores attained during the interview process.
- The candidate who scores the highest and is recommended for selection by the panel is then appointed.

e. Employee Support Services

The University has established a number of services/facilities to support employees in achieving satisfactory job performance which include an employee assistance programme, the

establishment of an industrial relations department and an employee assistance and resolution process /grievance procedure.

Employee assistance programme

The Employee Assistance Programme is designed to retain valuable employees by providing:

- A comprehensive system through which employees can obtain assistance to address personal problems that may affect their job performance.
- A resource available to management when handling employees whose personal problems affect their job performance.
- Effective, efficient and professional assessment, referral and follow-up services to employees.

Industrial relations

UTT has established an industrial relations unit to provide guidance and support to employees in identifying and resolving issues within the workplace and to support employee satisfaction and morale. The department also intervenes as necessary to support the employee assistance and resolution process/grievance procedure.

The employee assistance and resolution process/grievance procedure clarifies the guidelines and protocols for seeking resolution of grievances. It delineates how to raise such matters with the line supervisor and/or manager further to which HR intervention may be required to investigate, mediate and resolve. The process also outlines corrective action that can be taken to restore satisfactory job performance as necessary.

f. Training

Information on the training and professional development needs of faculty and staff are gathered through employee performance appraisals, annual training needs assessment surveys, and employee initiated requests, as well as recommendations from departmental heads and supervisors.

Within approved spending limits in departmental budgets, UTT sponsors the cost for short-term training courses to assist employees in enhancing the skills required to perform their duties, and to build competency for career development. In the reporting period, approximately 300 staff members benefited from sponsored training which was facilitated by external providers.

The University also offers in-house training which utilises the volunteered services of suitably qualified faculty and staff, as well as external training consultants. Three hundred and seventy (370) employees participated in 29 days of training comprising 203 scheduled hours.

6. Procurement Procedures

UTT's procurement procedures are governed by UTT's Procurement Manual which outlines the processes to be followed with respect to open, selected and sole tenders.

a. Open Tender

UTT defines an open tender as a public tender which is:

- Advertised in daily newspapers, local and professional journals or other relevant publication.
- Allows respondents or their representatives to be present when the tenders are opened.
- Employed in situations:
  - Where the value exceeds $10M.
  - Where qualified contractors/suppliers/consultants within the relevant category of goods/works/services are lacking.
  - To obtain expressions of interest for potential tenders. (Suppliers/contractors make an initial submission on the expression of interest documentation and successful suppliers/contractors/consultants are then invited to tender under a Selective Tender).

b. Selected Tender

UTT defines a selected tender as one in which:

- Pre-qualified contractors/suppliers/consultants within the relevant category of goods/works/services are issued a letter of invitation to tender. Registered contractors/ suppliers/consultants of particular goods, works or services are assessed against established criteria to determine whether they have the capacity and resources to provide UTT with quality goods, works and services.

c. Sole Tender

Within UTT a sole tender is the term used to designate that only one supplier exists that is capable of providing a particular product or service. This is applied in the following instances:

Brand Sourcing

Brand sourcing is permitted in circumstances where such an approach is justified in recognition of special research interests and other special programmes of UTT. All recommendations for brand sourcing are to be submitted for approval in accordance with the authorities stipulated in the policy as shown in Table 6.

Table 6: Organisational establishment/category of employees

Unit	Estimated TT$	Level 1 Signature	Level 2 Signature	Level 3 Signature
Academic Centres	< $25,000.00	Programme Heads	Not required	Not Required
	$25,000.00 - $100,000.00	Programme Heads	Professor in charge	Not Required
	$100,000.00 - $2.0 M	Programme Heads	Professor in charge	Vice Provost
	> $2.0 M	Professor in charge	Vice Provost	Provost
Corporate Departments	< $25,000.00	Managers	Not Required	Not Required
	$25,000.00 - $100,000.00	Managers	Senior Managers/ Assistant Vice President	Not Required
	$100,000.00 and over	Managers	Senior Managers/ Assistant Vice President	Vice President

Emergency works or services

Emergency works or services are defined as works or services that must be performed in response to a sudden, unforeseeable, or impending situation that may cause injury, loss of life, damage to the property, and/or full or partial shutdown of any campus of UTT. Where emergency works or services are required:

- The President shall be authorised to award contracts where the value of works and/or services to be undertaken does not exceed five million dollars ($5,000,000.00) exclusive of value added tax.
- The Chairman of the Management Tenders Committee shall be authorized to award contracts where the value of works and/or services to be undertaken does not exceed two million dollars ($2,000,000.00) exclusive of value added tax and
- In the absence of the Chairman of the Management Tenders Committee, the Vice President responsible for the procurement function shall be authorised to award contracts where the value of works and/or services to be undertaken does not exceed five hundred thousand dollars ($500,000.00) exclusive of value added tax.

Decisions taken in the exercise of the authorities outlined above shall be reported in the case of the President, at the next meeting of the Board; and in the case of the Chairman of the Management Tenders Committee and the Vice President responsible for the procurement function, at the next meeting of the Management Tenders Committee.

7. Public and Community Relations

a. Client and Public access to services/service delivery systems

Student support services

The Student Support Services department seeks to enhance students' university experience and to assist in their overall development. The Student Support Services department provides initiatives and services which support and promote student centred education. Student Support Services comprises the student development, career development, student counselling, personal enhancement, and student social responsibility and volunteerism units.

New student orientation

In the reporting period, 1479 new students participated in orientation events. These events focused on identity formation; effecting the transition - from secondary to tertiary levels, from employee to mature student, from undergraduate to post graduate level; building community and inclusiveness.

Student advisory and support services

The Student Development Unit (SDU) within UTT provides advice and support to students which assist them in maintaining appropriate standards with respect to academic performance, attendance and general conduct. In the reporting period, 451 consultations were provided to students. These are summarised below:

- 26 consultations regarding clarification of UTT's student complaint process and disciplinary procedures.
- 203 consultations with students regarding academic performance (students on probation and suspension).
- 86 consultations on motivation and time management.
- 79 consultations on study habits.
- 57 consultations on personal organisation.

During the period, there were also three (3) official incidents related to conduct which required referral by the unit.

Disability services

In keeping with the Equal Opportunity Act (2000) and international conventions and best practices, UTT accepts students solely on the merit of their applications meeting matriculation requirements. In the reporting period, 25 students with special needs enrolled into a UTT programme. The students were enrolled in programmes at eight (8) of the ten (10) teaching campuses and appropriate services have been provided to them based on their special needs.

International student services

UTT assists international students with several arrangements related to their study at the University including but not limited to assistance with pre-travel documentation, transportation, student housing, and orientation. For the reporting period, there were 60 international students from 27 countries enrolled in programmes at the University.

Student transportation

Transportation services are arranged for students between campuses and population centres or to enable students to participate in academic field trips, inter-campus leagues, sporting activities, and other university events. As at September 2014, there were two (2) transportation service providers contracted by UTT providing transportation for 5,086 student trips; 464 academic field trips; and 113 trips for University-affiliated sporting leagues in netball, volleyball, cricket, beach volleyball, and football.

Student housing

The University manages three (3) student residences which houses 102 students. The University also provides assistance to students interested in off-campus accommodation by maintaining an updated housing listing.

Career development

Career development services are accessible to all enrolled students throughout the various UTT campuses through frequent communication with students on career related issues and a walk-in service at the Career Development office. Students are also placed in a company or organisation where they can gain hands-on practical training. In the reporting period, 249 students were placed in industry to access practical training opportunities.

Student Counselling Services

The Student Counselling Services (SCS) unit is responsible for the assessment of students' presenting psycho-social issues and the design and implementation of appropriate interventions and structured programmes to address these issues. UTT has professional counsellors, assigned to various campuses and the ratio of professional counsellors to students is in keeping with international standards for University counselling services of 1:1000 students.

Enrolled students may access the service through an appointment with the student counsellor which can be scheduled at a mutually convenient time. SCS provides confidential and free counselling services to enrolled students and to persons directly related to them presenting issues. Services can be accessed by self-referral/walk-in, peer referral, telephone appointments, academic referral, and referrals from administrative staff. Family members of a student may make contact with the service if concerned about an enrolled student. During the reporting period, 1,033 persons accessed student counselling services.

b. Community and Stakeholder Relations/Outreach

Student Social Responsibility and Volunteerism

UTT's Student Social Responsibility and Volunteerism Centre provides co-curricular and service learning opportunities for students through volunteerism and social outreach activities. The centre is the driving force of all social responsibility, community and civil society engagement, philanthropy and volunteer activity at UTT. The centre aims to create an enabling environment for student social responsibility and community engagement initiatives in the development of a student-led culture of service, outreach and sustainable community development.

In the reporting period, 508 student volunteers participated in community engagement projects and activities. Twenty-three (23) engagements were executed and heavily supported by students in the areas of children's outreach, education, environmental protection, infrastructure projects and sports programmes. Some of the major activities during the period included:

- UTT/University of Louisville social responsibility and community engagement student information exchange and symposium which was held on March 13, 2014.

Figures 5 and 6 - UTT/University of Louisville Student Symposium

- Valsayn Campus/Criminology department - Be a Buddy Not a Bully Intervention, at the Preysal High School. (A pilot initiative to address bullying and violence at the school was held on March 14, 2014).

- Arima Adopt a River initiative. (A partnership effort facilitated by the Water Resources Agency in which UTT committed to adopting the Arima River, which runs through its O'Meara fence line to monitor and protect the resource).

Figures 7 and 8 - Adopt a River initiative

- Couva Children's Home and Crisis Nursery: A project for UTT student volunteers to mentor and assist children of the home with literacy and tutoring services) (Visited on August 2, 2014).

- Building Project at the Couva Children's Home which took place on May 17 and 24, 2014.

Figures 9 and 10 - Building Project (Couva Children's Home)

Public Outreach

During the reporting period, UTT celebrated ten (10) years as the National University. As part of the year of celebrations, various public outreach events were hosted by the University. These included:

Ramlila appreciation month

In commemoration of the launch of the 'Ramlila Institute,' UTT hosted nine (9) public lecture presentations, under the theme 'In Appreciation of Ramlila' in July 2014. The lecture-presentations featured various aspects of Ramlila and the art forms of Ramlila, including its spiritual and social effects. Each lecture-presentation was held at a venue within the communities in which Ramlila played a significant role in the social construct.

The Anthropology of Sparrow - An Anthology of the Works of Slinger Francisco, 1956 to 1962

This signature event was hosted at the National Academy for the Performing Arts (NAPA) on February 21, 2014 and presented Sparrow's contribution over the years through the lens of the anthropologist. The creative concept for the production was the anthropological contributions of the Mighty Sparrow, as gleaned from the calypsoes that won him the Road March and Calypso Monarch titles. One of the main objectives of the event was to demonstrate to young persons involved in the arts that calypsoes contain anthropological data.

Emancipation celebrations, 2014

Emancipation Celebrations were hosted at UTT campuses in north (National Academy for the Performing Arts, Port-of-Spain) and south (Southern Academy for the Performing Arts, San Fernando) Trinidad. These events included a food festival and story-telling to which all citizens of Trinidad and Tobago were invited.

First National Diversity Conference

This event, which was held in October 2013, was a partnership involving UTT, the University of the West Indies (UWI), the University of the Southern Caribbean (USC), and the Ministry of National Diversity and Social Integration to facilitate important national dialogue on issues of diversity and inclusion.

Arts and Disabilities Conference and Concert

These events were hosted in collaboration with the Consortium of Disability Organisations (CODO) in May 2014 and brought together individuals and organisations to explore issues surrounding arts and education opportunities for people with disabilities. The conference included local, regional and international speakers sharing their experiences and best practices. It facilitated a national conversation aimed at fostering and promoting opportunities in the arts for all persons within Trinidad and Tobago and the wider Caribbean including those with disabilities. The events aligned our students with children from various disability centres in Trinidad and Tobago culminating in a concert and musical festival. There is also an on-going programme geared at providing children with special needs with opportunities to enhance their instrumental or vocal skills.

Caribbean Basin Security Conference

This event, which was held in March 2014, brought together experts from various areas related to Caribbean Security to track major security issues, present solutions and successful cases, exchange ideas, review global best practices and gain operational feedback from experts towards solving local and regional security problems.

The Aviation Symposium

The Aviation Symposium event was hosted at the UTT Chaguanas Campus on March 11, 2014. This event saw several stakeholders present on an array of topics concerning Trinidad and Tobago's aviation sector on best practices. It followed UTT's Aviation/Avionics Graduation Ceremony.

Figures 11, 12 and 13- First Aviation Graduation/MOU signing/Start of the construction of the Aviation Institute

UTT's Response to the 2015 National Budget

The UTT invited secondary students to engage in discussion and explore what the $64.664 billion dollar budget for fiscal year 2015 meant for Trinidad and Tobago in key areas, such as: Education and Training, Health Administration, Transport, the Environment, Energy and Sport. This forum was held on September 19, 2014.

Figure 14 -Panel of representatives for UTT's Response to the 2015 National Budget

Maritime Stakeholders' Forum

This event, which was held in September 2014, was the first of many such initiatives to engage the key stakeholders in the Maritime Sector to aid in its development. It aimed to promote local legislative reform for the Maritime Sector in keeping with IMO's World Maritime Day Theme 2014 (IMO Conventions - Effective Implementation).

Malala Yousafzai's visit

Nobel peace prize winner Malala Yousafzai visited Trinidad and Tobago from July 27, 2014 to August 01, 2014 on the invitation of UTT and spoke at two (2) public engagements on July 30, and July 31, 2014. In the first event, Malala addressed an audience comprising primary, secondary and tertiary level students. In the second event, she addressed a diverse audience of leaders and noted business persons in society. Additionally, Malala visited several facilities for underprivileged children in south Trinidad during an activity day planned by UTT.

Figures 15 and 16 – Malala Gala Event at UTT/Malala's arrival in Trinidad & Tobago

c. Strategic Partnerships (Local, Regional and International)

An integral part of UTT's approach to tertiary education is its strong partnership with industry and other stakeholders. Several major partnerships were developed and strengthened during the reporting period.

Industry partnerships

Aviation Sector

Pursuant to the Memorandum of Understanding signed in May 2012, UTT has continued work with its aviation partners: National Helicopter Services Ltd (NHSL), Caribbean Airlines Ltd (CAL), the MIC Institute of Technology Limited (MIC-IT) and the Trinidad & Tobago Civil Aviation Authority (TTCAA), in the design and creation of the Aviation Institute (AI) and the offering of training and instruction at the technician and degree level in the area of aviation maintenance. UTT partnered with NHSL to develop a state of the art training facility.

UTT also partnered with the Trinidad and Tobago Air Guard (TTAG) to provide technical training for TTAG cadets. This includes a pre-engineering programme which incorporates Mathematics, Physics, Communications, and Electrical and Mechanical workshops.

Financial Sector

The Central Bank of Trinidad and Tobago (CBTT) collaborated with UTT to launch a National and Financial Literacy Programme (NFLP) for the UTT student body. The courses were focussed on improving financial and entrepreneurship literacy, and personal financial management. UTT signed a Memorandum of Understanding with the Trinidad and Tobago International Financial Centre (TTIFC) to develop financial markets locally in September 2014.

Additionally, a Memorandum of Understanding (MOU) was signed among UTT, TTIFC and the New York Institute of Finance (NYIF), leading to the launch of the first international capital markets course by NYIF in Trinidad and Tobago.

Construction Sector

UTT, in collaboration with OAS Construtura, and the National Energy Skills Center (NESC) under the auspices of the Ministry of Tertiary Education and Skills Training launched Trinidad and Tobago's first Worker Productivity School to support construction sector skills development as part of the extension of the Sir Solomon Hochoy Highway to Point Fortin project. The main goal of this initiative was to provide training in construction and manpower qualification programmes.

UTT has also partnered with Trinidad Cement Limited (TCL) to provide training and develop new collaborative projects. Several short term targets were achieved during the reporting period including student tours of TCL facilities, a TCL outfitted UTT classroom; TCL sponsored UTT volunteerism and community engagement projects; and TCL facilitated industry training in Concrete Technology to UTT's Civil Engineering Diploma students.

Utilities Sector

The Caribbean Electric Utility Services Corporation (CARILEC) is a regional association of electric utilities, suppliers, manufactures and other stakeholders operating in the electricity industry in the Caribbean. CARILEC began collaboration with UTT to enhance the competencies of its members by providing industry related training, creating regular networking, and knowledge sharing opportunities. During the reporting period, UTT faculty and students participated at the CARILEC Engineering/Geographic Information Systems Conference.

International Partnerships

UTT's thrust towards the greater internationalisation of its programmes and student base created new opportunities for partnership and exchanges. In this regard, UTT made new strategic alliances through Memoranda of Understanding (MOUs) with:

- Cambridge University Institute of Criminology on April 29, 2014
- Pan American Development Foundation on September 22, 2014

8. Conclusion

The University of Trinidad and Tobago (UTT) continues to be entrepreneurial in its focus by facilitating business start-ups for our graduates, students and employees. It also designs academic programmes which prepare students for employment and entrepreneurial activities aimed at catalysing economic development in Trinidad and Tobago. Policies and initiatives continue to be developed to ensure that the University achieves its mission.

The University continues to build strategic partnerships with institutions of higher learning and research, and to strengthen relationships with industry and NGOs to offer practical learning experiences for our students, and to ensure our offerings remain relevant and in high demand. The student enrolment at UTT continues to grow as potential students see UTT as the premier national tertiary institution offering programmes which provide practical work experience and allow seamless articulation to further study. Throughout the years there has been a steady increase in graduates for the various programmes offered. The table below depicts graduation data collected from 2005 to 2013.

Table 7: Graduation data from 2005 – 2013

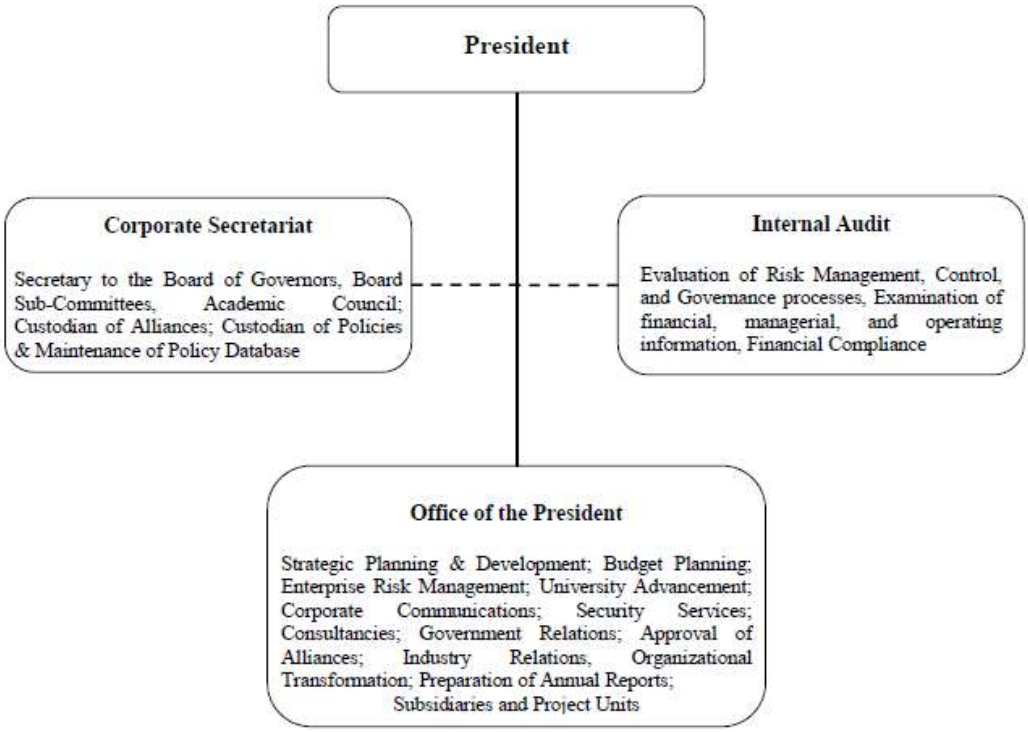
-

Year	Number of Graduates
2005	471
2006	317
2007	354
2008	486
2009	727
2010	1618
2011	1240
2012	1583
2013	1573

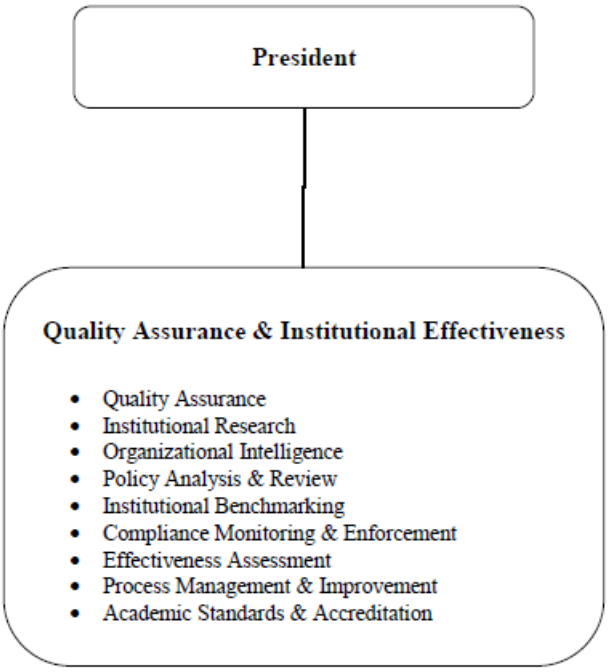
APPENDICES

Appendix 1 – Non Academic Divisions

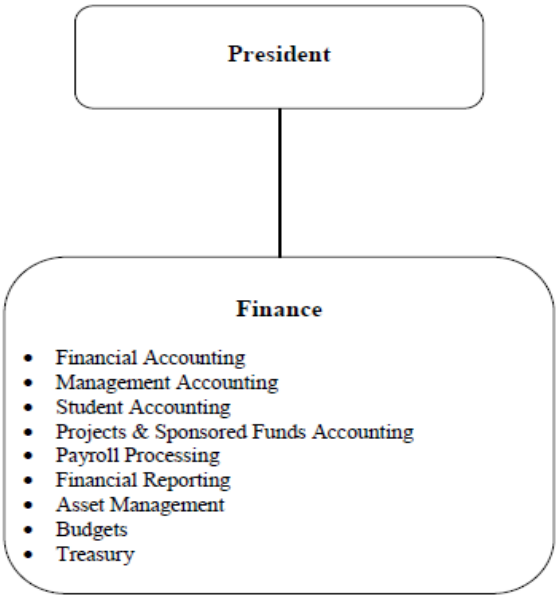
Organisational Structure (Office of the President)



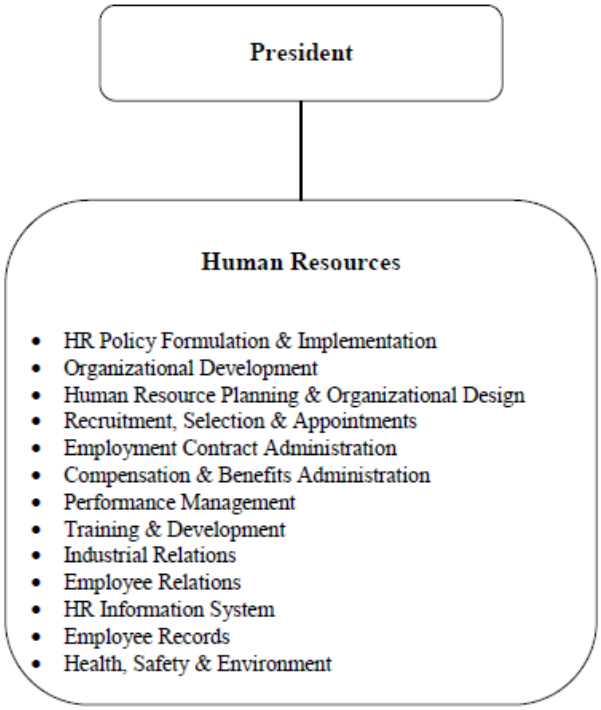
Organisational Structure (Quality Assurance & Institutional Effectiveness Unit)



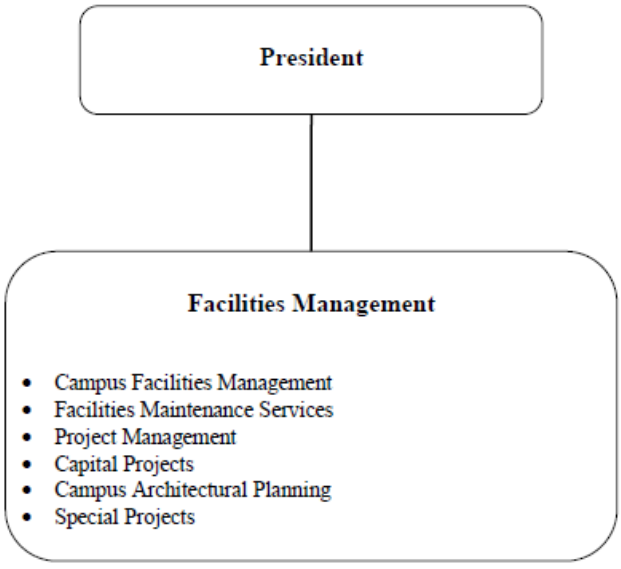
Organisational Structure (Finance Unit)



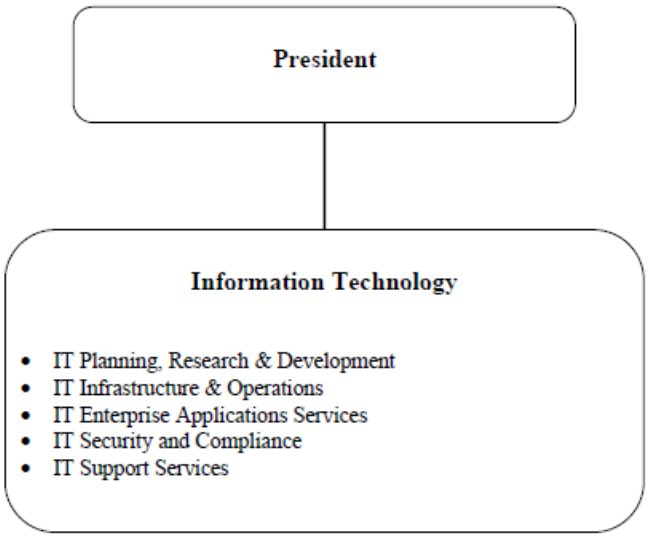
Organisational Structure (Human Resources Unit)



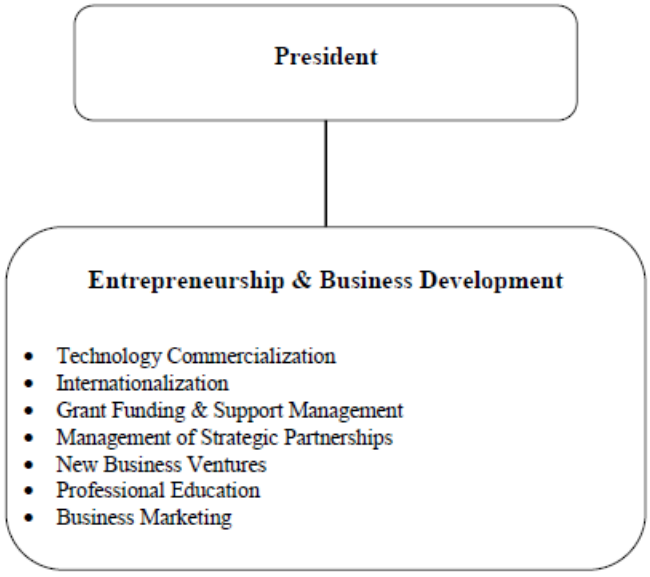
Organisational Structure (Facilities Management Unit)



Organisational Structure (Information Technology Unit)



Organisational Structure (Entrepreneurship & Business Development Unit)



Appendix 2 – Enrolment and graduation data for the academic year 2013/14

Enrolment data for the academic year 2013/14

Programme	New Students	Returning Students	All Students
Certificate in Applied Engineering	227	97	324
Certificate in Early Childhood Care and Education	48	59	107
Certificate in Food Technology	1	0	1
Certificate in Indian Classical Music Sangeet Prat	0	13	13
Certificate in Music Technology	34	4	38
Certificate in Process Operations	135	52	187
Certificate in Security and Public Safety	39	32	71
Certificate in Sport Studies	27	7	34
Artist Diploma in Music Performance	30	29	59
Diploma Animal Health and Production and Veterinary	19	22	41
Diploma in Agricultural Engineering	9	7	16
Diploma In Agriculture	23	29	52
Diploma in Animation Studies	25	40	65
Diploma in Computer, Network and Telecommunication Engineering	75	15	90
Diploma in Fashion Design	40	30	70
Diploma in Fashion Management	11	7	18
Diploma in Food Technology	36	14	50
Diploma in Forestry	8	17	25
Diploma in Manufacturing Engineering	0	1	1
Diploma in Maritime Operations – Engineering	22	23	45
Diploma in Maritime Operations – Navigation	25	49	74
Diploma in Mechanical Engineering Technology	0	1	1
Diploma in Security and Public Safety	23	17	40
Diploma in Software Engineering	97	75	172
Diploma in Visual Communications Design	0	28	28
NETD in Chemical Engineering	79	127	206
NETD in Civil Engineering	75	188	263
NETD in Communications Engineering	0	3	3
NETD in Computer Engineering	0	97	97
NETD in Electrical/Electronic Engineering	153	331	484
NETD in Instrumentation Engineering	23	43	66
NETD in Mechanical Engineering	202	394	596

Programme	New Students	Returning Students	All Students
NETD in Petroleum Engineering	74	39	113
Bachelor in Sport Studies	33	72	105
Bachelor of Education	427	1598	2025
Bachelor of Fine Arts in Fashion Design	22	30	52
Bachelor of Fine Arts in the Performing Arts	61	148	209
BASc in Biomedical Engineering	16	40	56
BASc in Civil Engineering Systems	86	210	296
BASc in Coast and Ocean Sciences	11	0	11
BASc in Computer Engineering	50	93	143
BASc in Manufacturing and Design Engineering	86	81	167
BASc in Petroleum Engineering	70	97	167
BASc in Process Engineering	57	170	227
BASc in Utilities Engineering	93	281	374
BSc in Animal Science and Technology	6	12	18
BSc in Crop Science and Technology	4	12	16
BSc in Food Science and Technology	9	4	13
BSc in Nautical Science/Maritime Operations	16	36	52
Professional Certificate in ICT for Teachers	8	2	10
MEng in Petroleum Engineering	0	30	30
MEng in Process Engineering	0	6	6
MEng in Utilities Engineering	1	25	26
International Masters in Sport for Development	0	1	1
Master of Arts in Carnival Studies	9	1	10
Masters in Health Administration	27	29	56
MSc. Environmental Science and Management	18	29	47
MSc. in Coast and Ocean Management	10	0	10
MSc. in Information and Communication Technology	31	36	67
MSc. in Operational Maritime Management	19	1	20
MSc. in Petroleum Engineering	14	5	19
MSc. in Reservoir Engineering	0	1	1
Executive Masters in Sport Management	0	10	10
Masters in Philosophy (M. Phil.)	10	27	37
Doctor of Philosophy (Ph.D)	13	36	49
All students	**2767**	**5013**	**7780**

Graduation data for the class of 2013

Programme	Number of Graduates
Certificate in Applied Engineering	44
Certificate in Early Childhood Care and Education	21
Certificate in Indian Classical Music Sangeet Prathama	0
Certificate in Music Technology	24
Certificate in Process Operations	89
Certificate in Security and Public Safety	26
Certificate in Sport Studies	24
Artist Diploma in Music Performance	13
Diploma in Agricultural Engineering	0
Diploma in Agriculture	28
Diploma in Animal Health, Production and Veterinary Public Health	19
Diploma in Animation Studies	19
Diploma in Fashion Design	17
Diploma in Fashion Management	8
Diploma in Forestry	14
Diploma in Manufacturing Engineering Technology	0
Diploma in Maritime Operations	17
Diploma in Process and Utilities Engineering	1
Diploma in Security and Public Safety	14
Diploma in Technology in Chemical Engineering Technology	1
Diploma in Software Engineering	0
Diploma in Visual Communications Design	0
National Engineering Technician Diploma in Chemical Engineering	65
National Engineering Technician Diploma in Civil Engineering	70
National Engineering Technician Diploma in Communications Engineering	3
National Engineering Technician Diploma in Computer Engineering	60
National Engineering Technician Diploma in Electrical/Electronic Engineering	66
National Engineering Technician Diploma in Instrumentation Engineering	11
National Engineering Technician Diploma in Mechanical Engineering	116

Programme	Number of Graduates
National Engineering Technician Diploma in Petroleum Engineering	17
Bachelor in Sport Studies	25
Bachelor of Applied Science in Biomedical Engineering	7
Bachelor of Applied Science in Civil Engineering Systems	39
Bachelor of Applied Science in Computer Engineering	8
Bachelor of Applied Science in Manufacturing and Design Engineering	7
Bachelor of Applied Science in Petroleum Engineering	0
Bachelor of Applied Science in Process Engineering	20
Bachelor of Applied Science in Utilities Engineering	30
Bachelor of Education	500
Bachelor of Fine Arts in Fashion Design	18
Bachelor of Science in Animal Science and Technology	8
Bachelor of Science in Crop Science and Technology	3
Bachelor of Science in Food Science and Technology	5
Bachelor of Science in Nautical Science	4
Bachelor of Fine Arts in the Performing Arts	0
Master of Engineering in Petroleum Engineering	12
Master of Engineering in Process Engineering	10
Master of Engineering in Utilities Engineering	1
Executive Masters in Sport Management	3
International Masters in Sport for Development	2
Master of Arts in Carnival Studies	9
Master of Science in Environmental Science and Management	28
Master of Science in Information and Communication Technology	8
Master of Science in Operational Maritime Management	6
Master of Science in Petroleum Engineering	12
Masters In Health Administration	15
Master of Philosophy & Doctor of Philosophy	6
All Graduates	**1,573**