



UWI
ST. AUGUSTINE
CAMPUS

Report to the Ministry of Education

2015/2016



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01

Vision, Mission, Philosophy and Strategic Objectives

1.0

The University of the West Indies is the premier provider of higher education in the English-speaking Caribbean and anticipates extending itself globally as articulated in its vision:

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

The UWI 2012-2017 Strategic Plan provides the framework in pursuit of its mission:

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

1.1

The strategic goals and individually aligned objectives are derived from the core dimensions of UWI's operations;

1. Finance
2. Employee Engagement and Development
3. Internal Operational Processes
4. Teaching, Learning and Student Development
5. Research and Innovation
6. Outreach (National and Regional Development; Internationalisation; Marketing & Communications & Alumni Engagement)

These six perspectives and their corresponding themes, goals and objectives are viewed as linked together in an integrated strategic framework, and each element is integral to the process of achieving the mission and vision of The UWI.

02

Organisational Structure

2.1

Organisational Profile

2.2

About The UWI

Since its inception in 1948, The University of the West Indies (UWI) has evolved from a fledgling college in Jamaica with 33 students to a full-fledged, regional university with well over 50,000 students. Today, UWI is the largest, most longstanding higher education provider in the Commonwealth Caribbean, with four campuses in Barbados, Jamaica, Trinidad and Tobago, and the Open Campus. The St. Augustine Campus, located in Trinidad and Tobago, had as its forerunner the Imperial College of Tropical Agriculture (ICTA). Fifty-three years later the St. Augustine Campus is still among the region's premiere institutes for tertiary education and research.

The UWI has faculty and students from more than 40 countries and collaborative links with 160 universities globally. It offers undergraduate and postgraduate degree options in Food & Agriculture, Engineering, Humanities & Education, Law, Medical Sciences, Science & Technology and Social Sciences. UWI's seven priority focal areas are linked closely to the priorities identified by CARICOM and take into account such over-arching areas of concern to the region as environmental issues, health and wellness, gender equity and the critical importance of innovation.

The University of the West Indies,
St. Augustine Campus
Higher Education Institution
Trinidad

Principal Officer

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2.3**The Faculties**

Engineering
 Food & Agriculture
 Humanities & Education
 Law
 Medical Sciences
 Science & Technology
 Social Sciences

2.4**Centres, Institutes and Affiliates***Graduate Institutions*

Arthur Lok Jack Graduate School of Business (ALoJ GSB)
 Institute of International Relations (IIR)
 Institute for Gender & Development Studies (IGDS)
 Sir Arthur Lewis Institute of Social and Economic Studies (SALISES)

2.5**Research Units & Centres**

ANSA McAL Psychological Research Centre (PRC)
 Archaeology Centre
 Caribbean Centre for Money & Finance (CCMF)
 Centre for Health Economics (HEU)
 National Herbarium
 Seismic Research Centre (SRC)

2.6**Corporate Structure**

The day-to-day administrative operations of the Campus are carried out through the faculties, departments, schools, centres, and other units, as shown in Appendix 2. Oversight is provided by the senior management of the Campus. It is the responsibility of the faculties, departments, and units to ensure that the policies and determinations reached through the decision-making structure are implemented. Faculties, departments, institutes, schools, centres, or other units may maintain additional policies. However, these do not override but rather support university-wide policies. 3. The deans and the heads report to one or other officers of the senior management of the Campus – the Principal, Deputy Principal, Campus Registrar, Campus Bursar or the Campus Librarian. This interlinked structure ensures that all campus operations are integrated and that all units have clearly stated reporting lines through their heads.

2.7**Services/Products and Special Projects**

In support of The University's mission as articulated in the Strategic Plan 2012-2017, the St. Augustine Campus seeks to do the following;

(i) Advance education

Through the delivery of programmes in higher education and contribute to the development of distinctive graduates who support capacity building for human resource development in the region. In broad terms, The University engages in Academic Planning and Evaluation, Programme Information and Access, Promoting Effective Teaching, Assessing Learning Outcomes, and Resource Support for Teaching and Learning.

A broad range of undergraduate and graduate programmes are offered and as part of continuous curriculum renewal, programmes are enhanced to respond to the need for relevant and cutting edge programmes as required to fulfil market demand and the needs of employers. The infusion of and assessment of student learning outcomes are also paramount in the delivery of academic programmes. It is a measure of the ability of the institution to provide evidence of student learning outcomes and faculty effectiveness in achieving its educational purpose.

The development and promotion of teaching excellence is at the cornerstone of delivering quality education and as such has ensured that there is a process of training and certification available. This has been facilitated by the Centre for Excellence in Teaching and Learning (CeTL).

In recognition of the changing classroom environment and the need to provide technology enhanced learning systems there has been significant advance with the introduction of the Blended Learning Policy which guides the development of dual mode teaching and learning and more particularly online course development.

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(ii) Create knowledge

The St. Augustine Campus has distinguished itself in research led activities where new and innovative research is occurring all faculties and evident in the number of published research works, and supported by the identification of focused research clusters and financed under the Research Development Impact Fund. The Campus has successfully competed for external grant funding through both the Office of Research, a university-wide facility headed by the Pro Vice Chancellor, Research with a presence at the Cave Hill, St. Augustine and Mona Campuses; and through Office of Research at the Centre and the Campus- based Office of Research, Development and Knowledge Transfer.

(iii) Support inclusive development of the Caribbean region and beyond

The UWI sees its mission as an engine of regional development by advancing education and creating knowledge through excellence in teaching, research, innovation, public service, intellectual leadership and outreach.

Over the years, The UWI has established partnerships with universities and higher education organisations in all other regions of the world and higher education organisations and, thanks to grants from the European Union, collaborates in a variety of research areas with some 127 universities in 37 countries. The UWI is an active member of several global associations including the International Association of Universities (IAU), the Association of Commonwealth Universities (ACU) and the Association of Universities and Research Institutions of the Caribbean (UNICA).

2.8

New Programmes

Faculty of Engineering

- MSc Petroleum Engineering (Guyana)

Faculty of Food and Agriculture

- The Undergraduate Diploma in Agriculture (first cohort admitted in 2015/2016)

- BSc General – Major in Entrepreneurship (Approved by the Board of Undergraduate Studies [BUS], awaiting GATE Approval)
- BSc General - Major in Agricultural Extension (Approved by BUS, awaiting GATE Approval)

Faculty of Law

- The Faculty received accreditation for its MPhil and PhD programmes, which are to be launched in the next academic year.

Faculty of Science & Technology

- BSc Mathematics and Applied Statistics
- BSc Statistics
- New specialisations in the BSc Biology degree in the areas of Marine Biology and Microbiology.
- MSc Biotechnology

2.9

While The UWI is engaged in broad areas of research in health and medicine, the humanities, education and the arts, social sciences, pure and applied sciences, it has identified seven areas of particular focus that are believed to be critical to Caribbean development. These priority areas have not been selected in isolation. They are linked closely to the priorities identified by Caribbean governments and are relevant to many other countries worldwide.

Below are some of the specialised centres of excellence at the St. Augustine Campus:

The Cocoa Research Centre is the custodian of the International Cocoa Genebank, Trinidad and has focused on the conservation, characterisation, evaluation, enhancement and use of the collection. The CRC curates this collection and shares germplasm and information regarding the varieties with all cocoa producing countries through an intermediary quarantine facility at the University of Reading, UK. The National Herbarium was formed through the expansion of botanical research at the Imperial College of Agriculture. More than 50,000 specimens are available and provide valuable taxonomic, cultural and historical information.

The Seismic Research Centre (SRC) is the official source of information on volcanoes, earthquakes and tsunamis in the Eastern Caribbean and a source of research and innovative thought on seismic activity in the region and beyond.

The Centre for Health Economics (HEU) conducts research, teaching and training in three main areas – Health (e.g. National Health Insurance, Health Sector Reform, HIV/AIDS, Health and Poverty etc.), Social Security (Pension, Investments, National Health Insurance) and Economic Planning.

The Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) has a mandate to conduct training and research of a regional, multidisciplinary and policy-oriented nature to serve the needs of small developing countries like those in the Caribbean. SALISES has branches on the three physical campuses of The University of the West Indies, including the St. Augustine Campus.

2.10

Legislative and Regulatory Framework

2.11

The origins of The University lie in the foundation of the University College of the West Indies (UCWI), which was established by a Royal Charter as a College of London University passed under the Great Seal and assented to by His Majesty King George VI on January 5, 1949. This Royal Charter.

The Charter

- constitutes The University as a Body Politic and Corporate
- defines its objects
- establishes its powers
- establishes its authorities and officers
- provides for the promulgation of Statutes

2.12

There are two levels of governance and administration at The UWI, the regional level and the campus level. The governance at the regional level is the Vice Chancellery or The University Centre. The principal officers of the Vice Chancellery are the Vice Chancellor, Pro-Vice Chancellors, Campus Principals, University Registrar and University Bursar.

The St. Augustine Campus of The University of the West Indies (The UWI) has structures of governance and administration that form part of, and integrate with, the wider structures that govern The University as a whole. They provide a framework for policy formulation, decision-making, operational activity, oversight, and review, which strongly supports the mission and purposes of The University. The governing body of the St. Augustine Campus is the Campus Council, which is established by Statute under the Charter. The Campus Council meets annually, largely to receive detailed reports from officers and committees, which have responsibilities that derive from the Charter statements and other instruments.

2.13

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

2.14

A fundamental aspect of the accountability of The University of the West Indies is the annual meeting of the Campus Council, where Annual and Faculty Reports are presented. The St. Augustine Campus Council as the governing body of the Campus meets annually, and receives detailed reports from officers and committees, which have responsibilities, that derive from the Charter statements and other instruments such as academic and curriculum updates; changing statistics on students with regard to enrolment and graduate throughput; staffing issues and strategic initiatives that have been undertaken. The official annual campus reports are available to the public online and physical copies are distributed to key stakeholders.

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The Financial Report each year ending 31st July is submitted to the Campus Finance and General Purposes Committee for approval en route to the Campus Council and then to The University Council for final approval. The Campus Council meeting includes the Chairman, Mr. Ewart Williams, the Vice-Chancellor, Pro-Vice Chancellor & Campus Principal, Pro-Vice Chancellor, Planning & Development Deputy Principal, Campus Bursar, Deans, Academic Board representatives and Guild representatives among other University Executive Management.

The St. Augustine Campus, through the Office of the Campus Principal, also responds to periodic requests from the Ministry of Education for special reports, which inform the Public Sector Investment Programme as well as the annual National Budget.

03 Policies and Development Initiatives

3.0

Short, medium and long term plans

3.1

The process of planning at The University is led at the level of University Centre and by members of University Executive Management. Campus Planning teams are also selected, however, to ensure that there is stakeholder engagement across all campuses, and this feeds into the development of the university-wide Strategic Plan. The process of engagement involves staff at all levels, students, alumni, government ministries, private sector entities, professional bodies and community-based organisations. In preparing the current University Strategic Plan 2012-2017, it was acknowledged that it was being developed in an environment characterised by regional economic volatility and uncertainty, increasing competition in the provision of higher education services, changes in information and communications technology, growth in the demand for higher education and the desire to find solutions to pressing national and regional issues.

3.2

The regional university-wide current Strategic Plan 2012-2017 has as its core foundational elements:

- Mission
- Vision
- Core Values
- Key Attributes of the UWI Graduate
- Key Attributes of the UWI Employee

There are also six Strategic Perspectives:

- i. Finance
- ii. Employee Engagement and Development
- iii. Internal Operational Processes
- iv. Teaching, Learning and Student Development
- v. Research and Innovation
- vi. Outreach (National and Regional Development; Internationalisation; Marketing and Communications and Alumni Engagement).

3.3

The University Strategic Plan is being implemented through the Campus Operational Plan which has been formulated to drive strategic initiatives over the period 2014-2017. The Campus Operational Plan 2012-2014 is strategically aligned to the direction of the wider University, while reflecting awareness of the issues, challenges, and priorities identified through assessments of the institution's internal vulnerabilities and the external environment.

In the short to medium term, the following constitute the focus of the St. Augustine Campus Operational Plan:

- Achieving financial sustainability through the aggressive pursuit of income earning activities and cost reduction measures
- Providing quality education through renewed curricula, superior and varied methods for learning and delivery systems that are technologically advanced and future driven
- Developing staff to become more competent in their individual roles and to enhance their productivity and management of performance
- Providing student- centered support systems towards an enhanced student experience and improved levels of student satisfaction

- Equipping students with the skills and attributes required in the workplace and to prepare them to develop into graduates who are to become future leaders in the Caribbean societies and beyond
- Creating focused, impactful, and relevant research
- Strengthening the engagement with national and regional stakeholders through partnership, research and the provision of expert advice
- Extending the reach of the Campus to its underserved communities throughout Trinidad and Tobago
- Establishing an international presence through the delivery of customised programmes, active international student recruitment, staff exchanges, and institutional partnerships in research
- Improving the effectiveness of the internal communications mechanisms existing within the Campus, as well as creating a platform for the dissemination of the valuable work and contributions of The University to the external community.

3.4

Performance objectives and accomplishments

As part of the implementation strategy, each department is required to chart their progress against operational performance objectives and targets and to generate annual reports on their performance. Below is a summary of some of the achievement of the St. Augustine Campus in key strategic areas.

Enrollment

The Campus' total enrolment at the end of the academic year 2015/2016 was 18737. This is slightly (3%) lower than the 2014/2015 figure. The student / staff ratio stood at 21 to 1.

OVERVIEW OF ENROLMENT FOR ACADEMIC YEAR 2015/16			
On Campus and Off Campus	Undergraduate	Postgraduate	Total
Faculty			
Engineering	1369	1176	2545
Food & Agriculture	898	223	1121
Humanities & Education	1569	953	2522
Law	325	23	348
Medical Sciences	2321	541	2862
Science & Agriculture	0	1	1
Science & Technology	2080	509	2589
Social Sciences	3486	2495	5981
TOTAL	12048	5921	17969
SEX			
Male	4375	2267	6642
Female	7673	3654	11327
TOTAL	12048	5921	17969
SESSION			
Full-Time	10091	1131	11222
Part-Time	742	4456	5198
Evening	1214	334	1548
Summer	1	0	1
TOTAL	12048	5921	17969

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OVERVIEW OF OTHER STUDENT ENROLMENT FOR ACADEMIC YEAR 2015/16			
	Undergraduate	Undeclared	Total
Faculty			
No College Designated	190	0	190
Engineering	0	9	9
Food & Agriculture	0	8	8
Humanities & Education	0	44	44
Law	0	9	9
Medical Sciences	0	19	19
Science & Agriculture	0	1	1
Science & Technology	0	429	429
Social Sciences	0	59	59
TOTAL	190	578	768
SEX			
Male	79	215	294
Female	109	363	472
Not Identifiable	2	0	2
TOTAL	190	578	768
SESSION			
Full-Time	190	565	755
Part-Time	0	5	5
Evening	0	1	1
Not Identifiable	0	7	7
TOTAL	190	578	768

Graduation

OUTPUT OF GRADUATES BY LEVEL AND GENDER – 2016		
Student Level	Sex	2015
Graduate	Female	959
	Male	512
Graduate Total		1471
Undergraduate	Female	1803
	Male	855
	Not Identifiable	0
Undergraduate Total		2658
GRAND TOTAL		4129

At the ceremonies held in October 2016, there were 4129 persons eligible to graduate.

Graduating Class of 2016 by Faculty and Gender

OUTPUT OF GRADUATES BY STUDENT LEVEL AND FACULTY - 2016		
Student Level	Faculty	2016
Graduate	Engineering	199
	Food & Agriculture	39
	Humanities & Education	337
	Law	6
	Medical Sciences	112
	Science & Agriculture	3
	Science & Technology	71
	Social Sciences	704
	Graduate Total	
Undergraduate	Engineering	354
	Food & Agriculture	196
	Humanities & Education	384
	Law	90
	Medical Sciences	396
	Science & Agriculture	3
	Science & Technology	379
	Social Sciences	856
	Undergraduate Total	
GRAND TOTAL		4129

Graduates at Work

The results of the latest Graduate Tracer Survey showed that among the Class of 2014, 78% found employment within a year, taking an average of five months to get hired. Ninety percent of the respondents were from Trinidad & Tobago. Here are some of the other key findings:

- 60% were hired by the public sector and 31% by private companies.
- 1% reported that they were self-employed. They tended to be in areas such as education (26%), health and social services (16%) and other service
- The median monthly income among all respondents was TT\$6500.00, but female graduates on average earned TT\$2000.00 less than their male counterparts.

New Appointments

In the 2015/2016 academic year, **Dr Wayne Ganpat** assumed the position of Dean of the Faculty of Food & Agriculture and the following persons were elevated to the rank of Professor at the St. Augustine Campus:

- **Dr Andanappa Gadad**, School of Pharmacy, Faculty of Medical Sciences
- **Dr Paula Morgan**, Faculty of Humanities and Education
- **Dr Sureshwar Pandey**, School of Pharmacy, Faculty of Medical Sciences

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Honours, Anniversaries & Achievements

- **Professor Rose-Marie Belle Antoine**, Dean of the Faculty of Law, continued to serve as President of the Inter-American Commission on Human Rights, OAS, Washington; Rapporteur of Indigenous Peoples, OAS and Rapporteur and Persons of African Descent and against Discrimination, OAS.
- **Mr Timothy Affonso**, Lecturer in the Faculty of Law, was appointed Deputy-Chair and then Chair of the Board of Caribbean New Media Group and Government Information Systems of Trinidad and Tobago.
- **Dr Fidel Rampersad** and **Dr Curt Bodkyn** from the Faculty of Medical Sciences each received the Scroll of Honour from the Trinidad and Tobago Medical Association.
- **Dr Diane Ignacio** of the School of Pharmacy was awarded the Caribbean Distinguished Pharmacy Research Award at the Caribbean Association of Pharmacists' Annual Conference.
- **Dr Judy Rouse-Miller** from the Faculty of Food and Agriculture was officially recognised as a pioneer in plant propagation of breadfruit.
- The **AgriNeTT** project (an e-agriculture project which infuses ICT into the Agriculture sector) won international awards from the WSIS (World Summit on Information Society) and the LACNIC's Regional Fund for Digital Innovation in Latin America and the Caribbean (FRIDA).

Progress on the South Campus

The UWI St. Augustine South Campus, Penal/Debe represents a major expansion of the campus to the southern area of Trinidad on lands allocated by the Government. As at the end of the review period the project was estimated to be at 80% completion, but the Design-Build contractor was unable to complete the project. A new provider was brought on board and work was scheduled to restart in 2017.

Progress on the Agricultural Innovation Park

In October 2015, The University of the West Indies (UWI) St. Augustine Campus launched its first phase of The UWI/China Agricultural University (CAU) Agricultural Innovation Park (AIP) at the University's East Campus – the 200-acre farm at Orange Grove in East Trinidad. The primary objective of the park is to showcase advanced intensive agricultural production methodologies, using technologies and best practices from China and our indigenous Caribbean knowledge of food production. Work at the AIP will use biotechnology, mechanisation, new varieties and climate-smart intensive agricultural production systems, which will inevitably lead to the building of a sustainable agri-industrial sector in this region.

Teaching, Learning & Student Development

At the core of The University's mission is the delivery of quality and relevant academic programmes to students - the primary stakeholder. This is done through stringent quality assurance and accreditation processes and continuous curriculum renewal, as well as support to student development and engagement. In addition to supporting the Principal in the general management of the campus and related administrative responsibilities, the Office of the Deputy Principal is also responsible for Student Development and Academic Quality. The ultimate goal, as stated in the Strategic Plan 2012–2017 is to prepare "a distinctive UWI graduate for the 21st Century."

Accreditation

Where there were specific requirements for accreditation, departments ensured that their programmes received or were complying with the process towards re-accreditation status. However, in one case where it was found no standard exists, it was up to The UWI to take the lead in setting regional benchmarks.

Faculty of Engineering

Both the BSc and MSc in Chemical & Process Engineering programmes were re-accredited for five years by the Institution of Chemical Engineers, as were the BSc in Petroleum Geoscience and MSc in Petroleum Engineering programmes by the Energy Institute (from 2013 to 2017). The BSc in Petroleum Geoscience programme was recognised by the Geological Society of London for an additional six years.

Faculty of Food and Agriculture

In seeking regional accreditation for its Nutrition and Dietetics programme, the Faculty found that there were indeed none in existence. The Department of Agricultural Economics and Extension was asked by the Caribbean Accreditation Authority for Education in Medicine and other Health Professions (CAAM-HP) to spearhead the development of accreditation standards for Human Nutrition and Dietetics programmes at The UWI and all similar programmes offered by other institutions regionally.

It will be the first such standard of this kind to be produced in the region. The Department has collaborated with the consultant hired by CAAM-HP and has made a submission for approval. This is quite a noteworthy achievement for the FFA.

Faculty of Medical Sciences

The American Dental Association (ADA) Commission on Dental Accreditation (CODA) conducted a comprehensive site visit of the School of Dentistry and the Arima Health Facility Clinic. The site was granted accreditation status of 'approval without reporting requirements' for seven years for conducting the NYU-Lutheran Advanced Education in General Dentistry (AEGD) Residency (2016-2022). The School remains the only non-US site in the world to have ADA CODA accreditation.

The DVM programme offered by the School of Veterinary Medicine was accorded 'accreditation with conditions' for four years, from 2016-2020 by the CAAM-HP.

Student Engagement & Development

The Campus continues to invest significant resources in providing support to students by improving administrative services and by creating a platform for their development beyond academics. The integration of all student service units into a single Division of Students Services and Development (DSSD) continued during the review period.

Structural changes included the transfer of Counseling and Psychological Services (CAPS) from the Student Life & Development Department (SLDD) to the Office of the Director, and an Office of Financial Advisory Services was created.

Careers, Co-curricular and Community Engagement (CCC)

The UWI/Republic Bank World of Work programme falls under what is now the Careers, Co-curricular and Community Engagement Department (CCC). Organisers developed and sustained partnerships with companies to provide career workshops and resumé writing sessions to second and final year students who were divided into two streams - Science, Technology, Engineering and Math (STEM) and Law, Social Sciences, Liberal and the Performing Arts. Participants included representatives from companies such as World of Work (WOW) sponsor Republic Bank Ltd, Shell Trinidad and Tobago Ltd., Methanex Ltd., Petrotrin and Schlumberger, to name a few.

Guidelines and policies for community engagement were established under the new Community Engagement Service Learning (CESL) Unit.

The Co-curricular Programme

Defensive Driving and Microsoft Project were the two new co-curricular courses introduced in the 2015/2016 academic year. Courses in CPR and Language Theatre Arts are being developed for delivery in the 2017/2018 academic year.

Improved Learning Environment for Students with Disabilities

The Faculty of Law led the way in promoting changes to University Regulations making the Faculty and UWI programmes overall more accessible to students with disabilities and serious medical challenges. This was done mainly through provisions included in the new UWI Examination Regulations to give Faculties the flexibility needed to accommodate such students. Currently, for example, the Faculty of Law, like other professional faculties, because they do not offer part-time programmes, cannot allow students to pursue phased course allocations. Under the new Regulations, this is possible and will give students with disabilities better opportunities to earn degrees.

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Sports

The UWI SPEC (Sport and Physical Education Centre) assumed new duties that are reflected in its new name - the Sport, Fitness and Athletic Development Department (SFADD). The primary objective is to evolve from a "centre/facility" to a centre of excellence, bridging the gap between pure academic research located in various faculties such as Food & Agriculture (nutrition), Humanities & Education (physical education) and Medicine, while still focusing on Sport, practical fitness and wellness of the student and staff populations. There are also plans to develop the SFADD into a top class rehabilitative centre.

The Campus' Student Athlete Policy was approved by the Academic Board in November 2015 and is now being considered as the basis for a University-wide policy. The policy drew heavily from the Campus' experience working with Mr Jehue Gordon, who graduated in 2015 with a First Class Honours degree in Sports Management from the Faculty of Social Sciences. Proposals have been drafted for full, partial and accommodation scholarships. However, funds are still to be identified. A Student Athlete Coordinator is to be hired along with other full-time coaches. In addition, the Health Services Unit at the St. Augustine Campus is putting things in place to introduce a Sports Clinic in the upcoming academic year. All of the above should be considered in light of the wider UWI plan to establish a regional Faculty of Sport.

Coming Soon: A Centre for Entrepreneurship

The latest Survey of Incoming Students found that almost half of the respondents expected to receive entrepreneurship training while on Campus, and only 8% reported that they came from homes where the main income earner was "self-employed". To meet this expectation and the Campus' new commitment to foster an entrepreneurial culture, Academic Board approved the establishment of a Centre within the Department of Management Studies, Faculty of Social Sciences. The purpose of the Centre will be to foster an export-oriented entrepreneurial culture at the campus, across Trinidad and Tobago and the region, and initial funding of one million dollars will be provided through the National Gas Company Entrepreneurship Endowment Fund.

Research & Development

Research on the St Augustine Campus continues to make important contributions to national and regional development, as well as add to the global body of knowledge. Below are just a few highlights from the review period.

Most Cited

In January 2016, the work of Professor Brent Wilson, Professor of Palaeontology and Geology at the Faculty of Engineering, posted on the site <https://www.academia.edu/> received 75 profile views and 65 document views from 45 unique visitors, which put him in the top 5% of the 32 million researchers hosted by the site.

Completed Research

RDI Fund: The Impact of Emissions From The Guanapo Landfill on the Surrounding Environment

Faculty of Science & Technology, Department of Chemistry

This project produced a comprehensive description of the current state of the environment around and emissions from the Guanapo Landfill. Model studies of the landfill, air and water were conducted to allow for predictive studies that can be utilised to study other landfills in Trinidad and Tobago and the region. The multi-disciplinary project, led by Dr Denise Beckles, was successfully completed in 2015 and the reports generated by the team from this landfill project were submitted to SWMCOL and influenced the company's decision to procure a tyre shredder and plastics pelletiser to aid their recycling efforts and were also used as a reference document to support a tender for future construction of leachate treatment ponds. The findings are also being used as background for a future project from the BCRC-Caribbean (Basel Convention Regional Centre) on the identification and remediation of contaminated sites in the Caribbean.

RDI Fund: Crime Victimization and Fear of Crime Survey in Trinidad and Tobago (CVFCS)

ANSA McAL Psychological Research Centre

The first nationwide survey on crime victimisation and fear of crime was undertaken in 2015. This project provided a benchmark of crime victimisation, an estimation of the “dark figure” of crime (i.e. crimes that are unreported to the authorities), and an in-depth assessment of fear of crime in Trinidad and Tobago. It was funded through a grant from the UWI-Trinidad and Tobago Research and Development Impact Fund, with additional support from the Trinidad and Tobago Police Service (TTPS). Between September and November 2015, findings and recommendations for policy implementation and amendment were made to the TTPS and other stakeholders, including other state agencies, non-governmental organisations, community-based organisations, criminal justice agencies, academia, and the business community. Data from the CVFCS are being further analysed in an attempt to improve understanding of the social and psychological factors related to fear of crime and crime victimisation in Trinidad and Tobago.

RDI Fund: Language and Competitiveness: Positioning Trinidad and Tobago for Sustainable Development

Centre for Language Learning

Dr Beverly Carter is project leader of this two-year project to investigate the degree to which foreign language and intercultural competence add value to companies and individuals in Trinidad and Tobago. The culmination of the project was officially observed on January 11, 2016 with the launch of an official Language and Competitiveness website available at: <http://sta.uwi.edu/rdifund/projects/languageandcompetitivenessstt/index.html>. There were two workshops on ‘Website Optimisation for International Trade’ by Ms Sarah Carroll, founder and CEO of GrowGlobal Ltd. of the UK, with one of the workshops geared towards capacity building of UWI staff and the second, done in collaboration with ExpOrTT, which targeted persons in the SME sector. A competition for schools with the theme ‘Languages for Life’ mounted in collaboration with the Ministry of Education and Ms Carroll delivered two public lectures to secondary school students as part of the activities.

New Research

Faculty of Engineering

The Department of Electrical & Computer Engineering formed the Sport Engineering Group (SportENG) to leverage its core competencies in signal processing, biotechnology, ICT and analytics to meet the needs of elite athletes within the region.

The Department of Civil & Environmental Engineering conducted work on a full scale wall element of a new sustainable multi-hazard resistant housing system. It is based on a new housing design, which won the National Institute of Higher Education Research Science and Technology (NIHERST) Prime Minister’s Award for Innovation and Invention in 2014. The housing design is intended for Caribbean applications via the Caribbean Disaster and Emergency Management Agency. The Department is also coordinating a project on erosion and flooding hazard on the vulnerable east coast of Trinidad. The Ministry of Works and Transport (MOWT) signed an agreement with The UWI to facilitate the transfer of data between the two entities regarding coastal data along that coast.

Faculty of Food and Agriculture

AIMS Project:

Lead Researcher: Dr Duraisamy Saravanakumar

This UWI RDI funded three-year (May 2015-April 2018) project on Promoting Agriculturally Important Microorganisms (AIMS) to address the challenges in food safety and food security in the Caribbean is in progress in the Department of Food Production. The major focus in this research is to identify and demonstrate the bio-control and bio-fertiliser potential of rhizobacteria strains for management of diseases and improvement of plant growth in major vegetable crops such as hot pepper, bodi, lettuce and okra.

The potential impact could be development of safer alternatives to pesticides in the management of pests in vegetable production to ensure food safety and food security in the region. Further, the identification and development of beneficial microorganisms could serve as viable bio-inputs in the cultivation of vegetables in open fields, protected structures and home gardens. This is a very good example of impact in the area of sustainable food production, and will contribute to the production of “safer” foods for consumers.

UWI Report to the Ministry of Education

Agriculture Demonstration of Practices and Technologies (ADOPT)

Lead Researcher: Dr Wendy-Ann Isaac

The Faculty of Food and Agriculture in partnership with Repsol recently launched its first Agricultural Innovation competition for secondary schools throughout Trinidad and Tobago. Also included is the construction of six low-cost, protected agriculture technologies to promote agriculture in both primary and secondary schools in Ortoire/Mayaro. The competition is part of the Technological Solutions for improved Agro-environment and Sustainability of Agricultural Development project funded by The UWI-Trinidad and Tobago Research and Development Impact (RDI) Fund which aims to encourage non-traditional systems for small scale farming leading to local food security and the adoption of traditional open field farming methods.

Faculty of Social Sciences

Aggression Among Maltreated Children in Residential Care in Trinidad

Dr Christine Descartes (Principal Investigator), Dr Priya Maharaj and Mr Harold Pulwarty (Co-Investigators)

Researchers collected data from children's homes across Trinidad from June to November 2016. A full report will be submitted in February 2017. At least two manuscripts will be based on the research findings. The project was funded by The Campus Research and Publication Fund of The UWI, St. Augustine.

Institute for Gender and Development Studies (IGDS) Work, Life Balance and Ageing in Trinidad and Tobago 2015-2018

Researchers: Professor Patricia Mohammed, Ms Cheryl-Ann Boodram and Ms Deborah McFee

This project from the IGDS together with the Social Work Unit, will examine the contemporary challenges of working women and men aged 40-65 in balancing their work and family life commitments locally and the way in which this balance is offset or aggravated by the longer life expectancy of the population.

The project has received funding from The UWI Trinidad and Tobago Research Development and Impact (UWITT RDI) Fund. The project will be implemented along with International Labour Organisation Decent Work Team and Office for the Caribbean (ILO/DWT), the Trinidad and Tobago Association of Retired Persons (TTARP), the United Nations Economic Commission for Latin America and the Caribbean Sub-Regional Headquarters (UN-ECLAC), the Women's Institute for Alternative Development (WINAD) and Women Working for Social Progress (WWSP).

Commercialisation, Patents & Intellectual Property

The Office of Research Development and Knowledge Transfer (ORDKT) is helping to create the supporting infrastructure for technology transfer and the commercialisation of research. The most significant example currently is the agreement being finalised between Lake Asphalt TT and The UWI in relation to the commercialisation of asphalt-based products coming out of research being conducted at the Faculty of Engineering. Between five and eight possible commercially viable products are being considered for development. LATT is to provide UWI with the results regarding the industrial performance of the products by which will indicate the suitability of products.

Conferences

Universities often share their research outcomes with the public through conferences, seminars and workshops. In 2015/2016 the Campus hosted several such events on topics such as:

- Promoting Human Worth and Dignity: Social Work and Social Development in Trinidad. This one-day conference held in March 2016 commemorated the 25th anniversary of the Social Work Unit, Department of Behavioural Sciences in the Faculty of Social Sciences.
- Second Interdisciplinary Conference on Sport and Higher Education in the Caribbean: focusing on an interdisciplinary approach to physical literacy including gender, science and sport for development, this was the second Sports Conference hosted by The UWI, with First Citizen's as the major sponsor.

- History Fest - Honouring the First Peoples : For two weeks in February and March 2016 the Department of History held its second annual History Fest under the theme 'Honouring the First Peoples of the Caribbean. As a mark of respect, the first academic session was preceded by an open-air invocation featuring the traditional smoke ceremonies of both the Santa Rosa First Peoples Community and the Warao at the footsteps of the Alma Jordan Library on the Main Campus.
- SALISES Population Conference: in January 2016 the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) hosted a conference, Population Issues and Dynamics in Trinidad and Tobago: Theory, Practice and Policy for Post 2015 SDGs.

Campus Libraries – The Special Collections

The Campus Libraries strengthened their unique Caribbean collections with the acquisition of five Special Collections including the Winston Mahabir Papers, the Ian McDonald Papers and the Geraldine Connor Papers.

04 Infrastructure Development

During the 2015/2016 academic year the Campus Projects Office (CPO) worked on a number of projects, several of which were brought to completion. The major focus of the CPO continues to be on the UWI St. Augustine South Campus, Penal-Debe project which had major challenges during 2015/2016. Work was completed on the replacement of the Air Conditioning Chillers at the Engineering Central Plant. Renovation works were also completed at the Office of the Deputy Principal, at the Office of the Principal and at the washroom area of the Student Activity Centre (SAC).

The financial constraints have significantly limited the number of projects that were able to move to their construction phase during this year and with new Campus Management, these projects are also being re-prioritised. Lack of Cabinet approval for several proposed Public Sector Investment Programme (PSIP) funded projects as well as the Government's slow release of funding for capital projects continued to challenge infrastructural development on the Campus.

Update on Major Projects

UWI St. Augustine South Campus Penal/Debe

This project represents a major expansion of the campus to the southern area of Trinidad on lands allocated by the Government. As at the end of the review period the project was estimated to be at 80% completion, but the Design-Build contractor was unable to complete the project. A new provider was brought on board and work was scheduled to restart in 2017.

Republic Bank Plaza

In August 2015, the sod was turned for the new TT\$60 million Republic Bank Plaza housing the relocated Campus branch serving the Campus community as well as Curepe, St. Augustine and Tunapuna. As part of a landmark agreement with Republic Bank Ltd., the building will be handed over to The University of the West Indies in 25 years. This signaled the first phase of a broader, more transformative partnership that includes the construction of a new building for the Department of Creative and Festival Arts and the future development of a modern 'Northern Plaza' at the Campus entrance.

A New Home for Arts Education

The Construction a new building for The Department of Creative & Festival Arts (DCFA) at Cheeseman Avenue, St. Augustine is underway. The contract was awarded to UNICOM Limited with a revised completion date of March 31, 2017. The total contract sum is TT\$21.9 million. The sod-turning ceremony for the first phase took place in November 2015. The Campus is seeking support from the private sector to create an auditorium and a library which will constitute the second phase of the project.

The Diplomatic Academy

In August 2015, the Diplomatic Academy of the Caribbean celebrated its first anniversary with guests from the Diplomatic Corps, current and past students of the Academy, and friends in the local diplomatic community. The evening's highlight was the official opening of the Academy's new building at The UWI St. Augustine Campus.

Teaching & Student Facility, San Fernando General Hospital

In September 2015, the Campus received the ceremonial key to the newly completed and much needed Teaching and Student Facility at the San Fernando General Hospital. The state-of-the-art facility is equipped with modern lecture halls, seminar rooms, laboratories, conference rooms and a medical library.

Other

Work continues on completing the third floor of the Teaching and Learning Complex just off the main campus, which is to house new laboratories for the Faculty of Science & Technology. Similarly, the expansion and renovation of Canada Hall is continuing in phases.

05 Financial Operations

5.0

Budget formulation

5.1

The St. Augustine Campus makes annual submissions for its funding through a budgetary process that begins with the preparation of Biennial Estimates at the beginning of October of the year before that to which they refer. Budget guidelines are received from The University Centre located at the Regional Headquarters Office, Mona, Jamaica, which include advice on the inflation rate applicable for each campus country. Budget holders in faculties, departments, and units are then formally requested to submit, through their heads, requests for the forthcoming year together with justification in each case for additional resources.

5.2

The recurrent budget is prepared using current salaries with a percentage increase, which represents in part increments and adjustments for inflation to be paid over the following year. No projections are made for union negotiated salary increases that may take place in the future. Where there are known increases in utilities, insurance premiums, statutory payments, for example, National Insurance, Health Surcharge, etc., these are factored into the budget. Also included are historical data, plans for future activities, changes in operations and projected inflation growth. The biennial budgets are carefully prepared and checked to ensure that emoluments for employees in approved positions in each department/unit are accurately costed. The non-staff costs are also meticulously examined to ensure that adequate provision is made for the needs of the Campus. At the St. Augustine Campus, the biennial budgets are subjected to various levels of scrutiny as follows:

5.21

- The biennial budgets along with additional needs requested by departments are internally reviewed by the Bursar and the Accountant with responsibility for the preparation of the

estimates. A further review takes place with the Campus Senior Management, who may reduce the lists of requests from the departments. Bursary personnel (Campus Bursar and Accountant) are required to advise the Principal on these matters.

5.22

After discussion and revision of the biennial budget, it is submitted to the Vice-Chancellor, who meets approximately one week later with all Campus Principals, Campus Bursars, the Pro Vice-Chancellor Planning and Development, and the University Bursar.

5.23

- The biennial budgets are then revised as necessary in accordance with the decisions taken at the meeting with the Vice-Chancellor.

5.24

- The final version of the budget is submitted to the local Technical Advisory Committee (TAC) of the Government of the Republic of Trinidad and Tobago (GORTT). The Campus Principal, Campus Bursar, and Accountant meet with the representatives of the GORTT to defend the budget. In addition to the schedules representing the various costs to be incurred, a Memorandum of the Estimates of Needs is prepared, which describes the activities of the Campus during the previous year and justifies the need for additional resources for the planned activities during the ensuing year.

5.25

The bound copies of both documents are submitted to members of the regional TAC, which comprises representatives of the 17 countries that contribute to The University of the West Indies. The Vice-Chancellor, the University Bursar, Principals, and Campus Bursars present the budgets to the regional TAC for recommendation to the Campus/University Grants Committees. The meeting of the TAC is usually held in February of each year.

5.26

The Campus/University Grants Committees comprises Ministers or representatives of the Governments of each contributing country. CGC meetings are normally held in March of each year. The Chair of the respective TAC reports to CGC/UGC the recommended level of funding. Budgets may be approved as presented or may be amended by The University Grants Committee. They are then submitted to the University Council for final approval at its April/May meeting. At the end of the budgetary approval process, budget holders are advised of the total amount of the resources allocated to their units. The budgets are printed and distributed to the heads of each unit, department, and faculty by 31 July of each year. This budget is a working document that sets the limits within which the units or departments may spend the resources made available to them. The Campus's annual approved budget (Recurrent Estimates) is also communicated to representatives of the GORTT.

Remittances from the regional governments account for approximately 50% of total income for the Campus. Based on the above funding mechanism of The University, each of the contributing countries of The UWI supports its nationals (to a greater or lesser extent) at the Campus they attend.

5.3.1

Expenditure versus Income

Regional governments continue to experience very minimal rates of growth while the Trinidad and Tobago Central Bank July 2016 Economic Bulletin reported a 5.2% decline in the Trinidad and Tobago economy for the first quarter of 2016. This made it very difficult for the Trinidad and Tobago Government to maintain its financial commitment to the University.

UWI Report to the Ministry of Education

The St. Augustine Campus was asked to reduce its 2015/2016 budget by 7% and to implement a further 7% cut in budget for the academic year 2016/2017. To function at these reduced levels of funding Campus undertook several initiatives:

- Froze all unfilled positions
- Reduced staff via attrition
- Renegotiated service contracts for part-time teaching staff from one year to nine months
- Renegotiated service agreement contracts with vendors to reflect a 15% reduction in cost
- Reorganised work flow to reduce overtime

These strategies allowed the Campus to manage its expenditure in line with budget except for two main areas of costs. Operating results recorded a deficit TT\$47.1 million compared to a deficit of TT\$185.8 million for the previous year. Contributing significantly to the deficit is a provision of TT\$16.5 million relating to long outstanding amounts due from various governments and the provision for employee benefit obligations

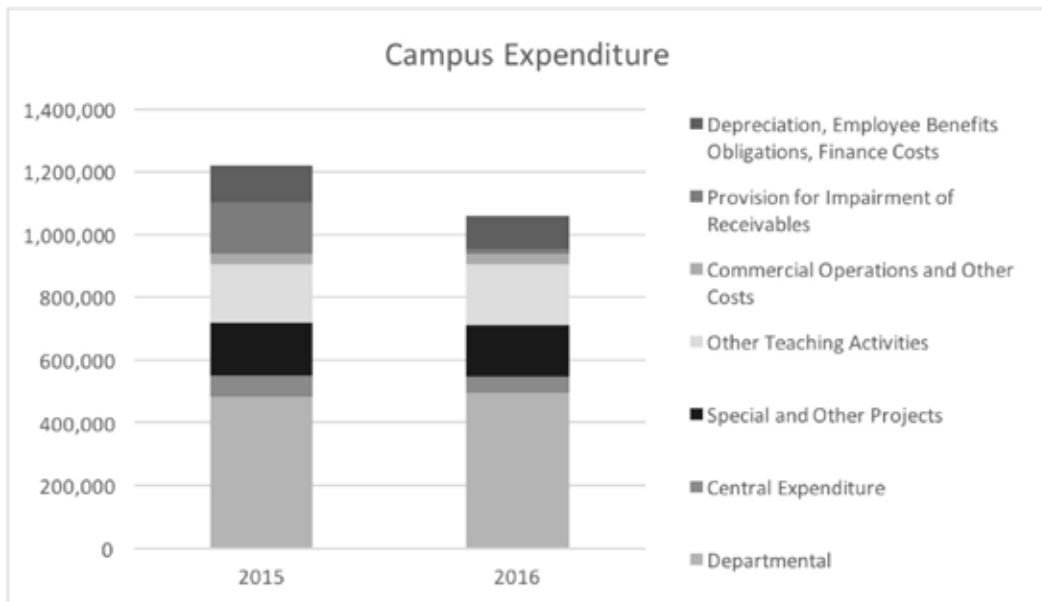
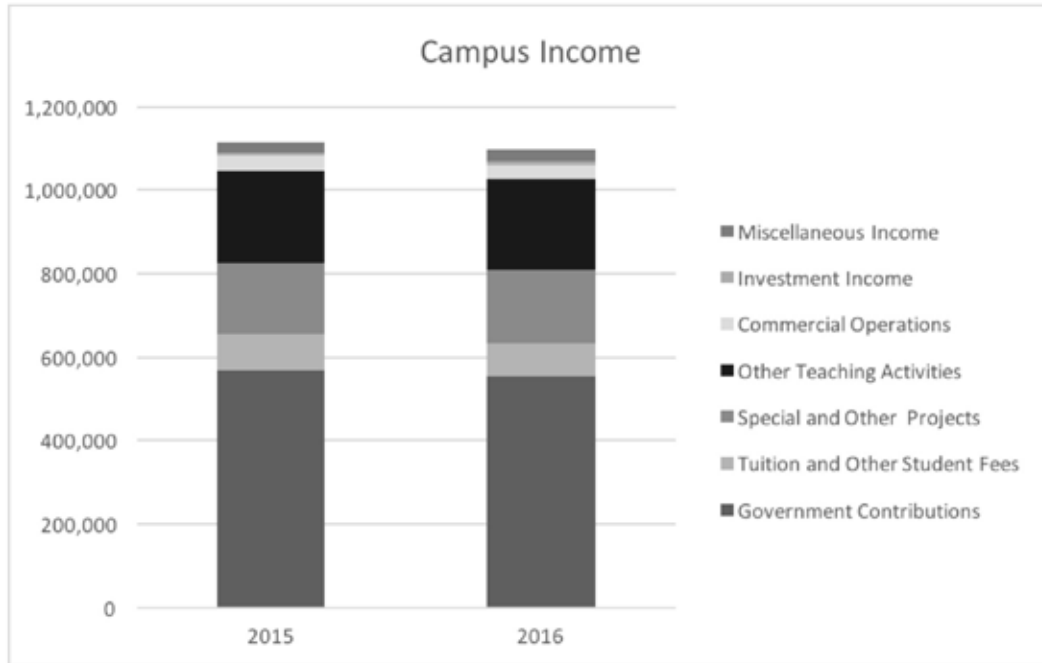
(future pension costs) of TT\$43.1 million. The importance of managing revenues and expenditures going forward is critical.

On the revenue side in addition to reduced Government funding the Campus is challenged by declining student enrollment which impacts tuition fees. In 2015/2016 enrollment declined 2.2% and this trend is expected to continue this year as well as next, in line with population shifts. Nevertheless, the Campus has been looking towards financial stability, particularly by sustaining revenue earned through sponsored research and leveraging intellectual and physical assets and commercialisation.

Despite the impact of economic volatility, the Campus has remained disciplined in strategically prioritising its resources to support its academic mission in teaching, research and service and in providing an environment for future development of students and research scholars.

CAMPUS INCOME	'000 2016	'000 2015
Government Contributions	\$553,253	\$568,162
Tuition and Other Student Fees	\$ 80,924	\$ 85,895
Special and Other Projects	\$173,730	\$172,075
Other Teaching Activities	\$217,502	\$219,374
Commercial Operations	\$ 35,468	\$ 36,622
Investment Income	\$ 6,896	\$ 4,994
Miscellaneous Income	\$ 29,085	\$ 27,550
	\$1,096,858	\$1,114,672

CAMPUS EXPENDITURE	'000 2016	'000 2015
Administrative	\$ 86,724	\$ 79,943
Departmental	\$495,544	\$483,261
Central Expenditure	\$ 52,598	\$ 67,602
Special and Other Projects	\$164,048	\$168,490
Other Teaching Activities	\$193,907	\$186,273
Commercial Operations and Other Costs	\$ 32,274	\$ 33,505
Provision for Impairment of Receivables	\$ 16,500	\$165,877
Depreciation, Employee Benefits Obligations, Finance Costs	\$104,084	\$115,558
	\$1,145,679	\$1,300,509



5.3.2

Debt and Investment Policy

Investment Policy:

The University's investment policy is governed by the guidelines issued by the University's Financial Investment Advisory Committee established under the University's Financial Code as approved by University Council.

Debt Policy:

Any proposal to borrow money whether secured or unsecured shall be presented to the relevant Campus Finance and General Purposes Committee and approved by the University Finance and General Purposes Committee in such manner or form and upon such terms and conditions as the University deems fit.

5.4

Internal Audit Functions

5.5

The University and Campus Audit Committees

The University Audit Committee contributes to the work of the governing bodies of The University by monitoring the work of the Management Audit Department on each Campus. It also reviews the reports and recommendations made by the Management Audit Department and external auditors for all of the campuses, and The University. This Committee has specific responsibility to The University Centre as well as to The University as a whole. The reporting relationships of the audit entities and governing bodies may be seen at Appendix 2. The Ordinances for the University Audit Committee and the Campus Audit Committee are presented at Appendix 3. The Campus Audit Committee meets as necessary with Senior Campus Management.

The University Audit Committee undertakes the following;

- monitors the financial activities and financial positions of the campuses, The University Centre, and The University as a whole;
- ensures that there are effective systems of internal control in place;
- ensures that The University's policies and procedures are adequate and effective;
- monitors the implementation and status of key information and operating systems; and
- reports to The University Council on all matters for which it is responsible.
- evaluates risks facing the Campus and University.

5.6

The Management Audit Department

On each Campus and at the Vice Chancellery, there is a Management Audit Department, which contributes to the work of the governing body. The Department is responsible for monitoring and reporting on the level of compliance with the policies and procedures established by the governing bodies. It also makes recommendations for more effective and efficient operations and use of resources, and monitors the key information systems of The University.

At St. Augustine, the Management Audit Department is under the supervision of the University Management Auditor. The Department has a complement of eight staff members, and information relating to its staffing and relationships is also presented at Appendix 4. One of the rights of the Auditor is the right to conduct unscheduled checks and special reviews and investigations without prior notice.

06

Human Resource Development Plan

6.0

Organisational Establishment

The Academic and Administrative Management Organisation Charts are attached as appendices to reflect the organisational establishment. (Appendices 5 & 6)

6.1

Category of Employees

The main categories of staff include as follows;

- Senior Administrative
- Professional staff
- Academic staff
- Academic Support staff
- Administrative, Technical and Service staff
- Security staff
- Daily paid staff

6.2

Performance assessment

Regulations governing performance assessment are contained in Ordinance 8 – Powers of Appointment, Promotion and Dismissal. Part 2 of the Ordinance lays out criteria for appraisal, assessment, evaluation and promotion. Provisions relating to discipline are set out in Part 3 while Part 4 deals with administration and procedure.

It should be noted that in 2014/2015 the Campus reviewed the performance appraisal instrument for Senior Administrative and Professional staff and completed a retirement profile for all senior and extended management staff due to retire within the next 5 years. A future leaders programme was also introduced, providing formal coaching and mentorship to junior members of staff.

6.3

Promotion – selection procedures

According to Part 1 of Ordinance 8 the University Appointments Committee of the Council makes appointments of Professors and Senior Administrative staff and Professional staff at Senior Level III and members of staff appointed to a Department or Unit other than those so designated. All other appointments of Academic staff up to the rank of Senior Lecturer and Senior Administrative staff and Professional staff up to the rank of Senior Level II ...shall be made by the Campus Appointments Committee of the Campus Council.

Normally, a staff member, other than a Professor or a Head of Department, shall, unless the University Appointments Committee or the Campus Appointments Committee for special reasons decides otherwise, be appointed for not more than three years initially and the appointment may be renewed. A temporary appointment means an appointment for a period not exceeding two years and renewable for a further period not exceeding two years.

The Ordinance also covers part-time appointments, appointment of department heads, associate staff, honorary appointments and emeritus professors among others.

6.4

Employee support services

The Campus provides an Employee Assistance Programme (EAP) for employees requesting or deemed to be in need of such. Training programmes range from academic programmes such as the Certificate of University Teaching and Learning programmes administered by the Centre for Excellence in Teaching and Learning (CeTL). The Human Resource department also facilitates workshops for staff at all levels.

Financial and other assistance are also available to staff depending on the terms of service. These may include travel and book grants, medical plan, study leave, assisted leave, sabbatical leave, special leave for scholarly activities, housing, an assisted house purchase scheme, car loans and research and publications funds.

07 Procurement Procedures

7.0

In 2011, PricewaterhouseCoopers (PwC) was contracted to review and update the Campus' Procurement Policies and Procedures Manuals for Goods, Services, Works and Consultants. This project was completed in November 2011 with the submission of a revised procurement manual by PwC to The UWI, St. Augustine. This document was tabled at the Campus Finance & General Purposes Committee in December 2011 and subsequently approved at its September 2012 meeting.

A copy of this document was submitted to the MTEST by The UWI for their information and records.

7.1

Open Tenders

At the St. Augustine Campus, the open tendering or competitive procurement method is used depending on the value and complexity of the project or its requirements using either an Invitation for Tender (IFT) or Request for Proposals (RFP). The method ultimately selected is determined by the degree to which the technical specifications could be adequately defined.

7.2

Selective Tendering

Under this procurement method, contractors/vendors are selected from the Campus' pool of vendors. This method is selected when it is not feasible or cost effective to use the open tendering process. It also facilitates competitive pricing and maintenance of quality control.

7.3

Sole Source Tendering

This method of procurement is used when only one vendor can supply the good/service that is required. Adequate justification for selecting this method must be provided which will include but are not limited to:

- Unique nature of requirement;
- The basis on which it was determined that only one vendor could supply the goods/services;
- Determination as to whether goods/services being supplied are at a fair market value.

Generally, the following are considered when determining which procurement method should be used:

- (i) Value and volume of purchases
- (ii) Technical requirements/characteristics
- (iii) Urgency of works/goods
- (iv) Total cost of ownership
- (v) Complexity involved in the delivering goods, works, services
- (vi) Availability of the selected suppliers from the pool of vendors
- (vii) Risks associated with the provision goods, works or services.

08

Public and Community Relations

8.0

Client and Public access to services / or service delivery systems

The University ensures that there is effective communication of information on the products and services it provides to support stakeholder knowledge and awareness. Information is available publicly through many media channels, including traditional newspaper advertising, digital advertising (via screens across the campus), print material, online access and also Social Media – Twitter, Facebook, Flickr and YouTube.

8.1

Outreach

The Speech Language Pathology Clinic in the Department of Modern Languages and Linguistics continued to service the needs of underprivileged children with speech impediments. The North West Regional Health Authority continues to refer patients to the clinic.

The Department of Creative and Festival Arts (DCFA) provided over 30 arts related activities, productions, exhibitions, concerts and events for the university and national community in 2015/2016.

The School of Education (SOE) conducted several pro-bono workshops for schools, assisted the University School in training teachers in the delivery of the science curriculum, and continued work on the Resulting in Sustainable Education (RISE) project where the School of Education selected a low achieving school and offered to help over a five-year period.

The Family Development and Children's Research Centre (FDCRC) recorded 117 free counselling sessions.

Faculty at the School of Education also went to schools from Arima to Point Fortin to organise spelling bees for primary school pupils, motivational sessions for adolescents and workshops for teachers on engaging students and including children with special needs in mainstream classrooms.

Arts-in-Action collaborated with local and international bodies to perform a number of outreach activities focused on environmental issues, human trafficking and women's rights. Their audiences included primary school children along Trinidad's East-West corridor and communities in Dominica, St. Kitts, and St. Vincent.

The UWI's Optometry Unit of the Faculty of Medical Sciences, observed International Glaucoma Week 2016 performing ocular screening on members of the public. During the 14 hours of screening, the mainly second and final year students examined 178 patients, eight (5%) of whom were unaware that they had the condition.

Year 4 students from the School of Dentistry, with support from Colgate, provided dental health education to approximately 100 Standard 1 students at the Guaico Presbyterian Primary School, while a group of Dental Interns visited the Seventh Day Adventist Primary School in Laventille to conduct dental screenings for the students as part of the school's health week.

The Dental Students Association organised a number of outreach activities such as a public lecture to the Downs Syndrome Family Network on oral hygiene for children with Downs Syndrome. They collaborated with the Bed Time Stories Initiative to provide oral hygiene advice and dental hampers to the patients warded at the Wendy Fitzwilliams Paediatric Hospital. The proceeds from their annual banquet and charity event were used to purchase books, toys and food hampers for the patients and families under the care of The Just Because Foundation of Trinidad and Tobago. They also donated books, toys and dental bags to an orphanage in Penal and there were Christmas gifts for patients of the Dental Paediatric Clinic. Similarly, DM Otorhinolaryngology students initiated and hosted a clinic at the Bridge of Hope Children's Home in Sangre Grande.

UWI Report to the Ministry of Education

The UWI School of Nursing (UWISoN) hosted a national symposium on Nurse Educator Competencies, in collaboration with the Ministry of Education and the PAHO Office, Trinidad and Tobago. This was an extremely successful symposium where the 60 participants were exposed to the PAHO/WHO Nurse Educator Competencies. The Honourable Dr Lovell Francis, Minister in the Ministry of Education was the feature speaker at the symposium.

The School of Veterinary Medicine entered into a Memorandum of Understanding with the Trinidad and Tobago Society for the Prevention of Cruelty to Animals (TTSPCA) to facilitate the introduction of shelter medicine in the DVM curriculum, which is a new, rapidly expanding, speciality area. Complete veterinary care of shelter animals requires focused expertise combining elements of epidemiology, infectious disease control, behaviour, surgery and shelter management. Students are expected to be exposed to this aspect of 21st century veterinary medicine from 2016/2017.

The Vet School collaborated also with the Faculty of Food and Agriculture, to establish a Dairy Focus Group (DFG) to revive the national dairy industry. The DFG is actively involved in developing an action plan. The School's Director addressed a group of dairy farmers at the Caroni County Office and explained the 'White Revolution' and the dairy farmers' cooperative movement in India which has led to increased milk production.

The Faculty of Food and Agriculture established the Caribbean Extension Providers Network (CAEPnet) in 2015/2016 to coordinate activities of agriculture extension entities in the region and raise the level of professionalism within the discipline. The Secretariat will be located in the FFA. Following requests from many Extension Officers throughout the region for a Graduate Diploma in Extension, the FFA is seeking to create a professional development programme for Extension Officers on an ongoing basis.

Memoranda of Understanding

The Campus signed MOUs with several entities including:

- An MOU was signed between the Department of Para-Clinical Sciences in the Faculty of Medical Sciences and the Government of Trinidad and Tobago for the establishment of an MSc Forensic and Investigative Sciences.
- On June 3, 2016, The UWI, St. Augustine Campus and Shell Trinidad Limited signed a three-year MOU for sponsorship of Master's/PhD level research studies in the field of geosciences and/or petroleum energy. According to the terms of the agreement, Shell will be contributing US\$30,000 for three-year scholarships, with the possibility of extension.
- The St. Augustine Campus signed an MOU November 16, 2015, with global information and communications technology (ICT) solutions provider, Huawei Technologies. The three-year MOU outlines two key areas of collaboration between the organisations: the establishment of joint research and development cooperative programmes and support with teaching, research, the cultural and educational exchange of faculty and students, and staff development.
- The Campus and Lake Asphalt Trinidad and Tobago (1978) Limited signed a MOU to collaborate on research, development and commercialisation relating to asphalt and asphalt-based products such as sealants, paints, adhesives, waterproofing and damp-proofing formulations, and marine coatings.

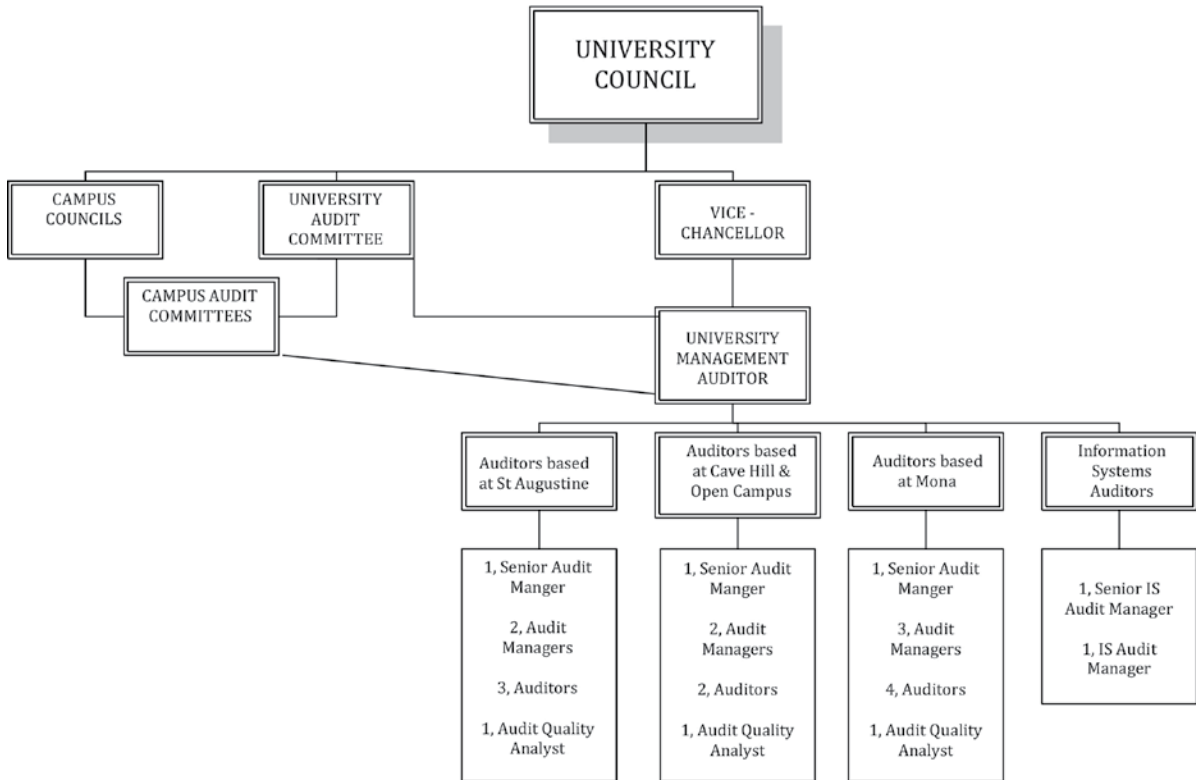
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- A.1Lists of Faculties, Schools, Centres and Units
- A.2.....Audit Entities Reporting Guidelines
- A.3.....Audit Committee Ordinances
- A.4.....Management Audit department
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- A.5.....The Academic Management
Organisation Charts
- A.6.....The Administrative Management
Organisation Chart

Appendix 1 THE UWI, ST. AUGUSTINE AT A GLANCE

FACULTY OF ENGINEERING	FACULTY OF SCIENCE & TECHNOLOGY	FACULTY OF FOOD & AGRICULTURE
DEPARTMENTS	DEPARTMENTS	DEPARTMENTS
Chemical	Chemistry	Agricultural Economics & Extension
Civil & Environmental	Computing & Information Technology	Food Production
Electrical Computer	Life Sciences	Geography
Geomatics Engineering & Land Management	Mathematics & Statistics	SPECIALISED UNITS & CENTRES
Mechanical & Manufacturing	Physics	Cocoa Research Unit
SPECIALISED UNITS & CENTRES	SPECIALISED UNITS & CENTRES	University Field Station
Engineering Institute	National Herbarium	FACULTY OF SOCIAL SCIENCES
FACULTY OF HUMANITIES & EDUCATION	FACULTY OF LAW	DEPARTMENTS
SCHOOLS	FACULTY OF MEDICAL SCIENCES	Behavioural Sciences
School of Education	SCHOOLS	Economics
School of Humanities	School of Medicine	Management Studies
DEPARTMENTS (in the School of Humanities)	School of Veterinary Medicine	Political Sciences
Creative & Festival Arts	School of Dentistry	SPECIALISED UNITS & CENTRES
History	School of Pharmacy	ANSA McAI Psychological Research Centre (PRC)
Literary, Cultural & Communication Studies	The UWI School of Nursing	Caribbean Centre for Money & Finance (CCMF)
Modern Languages & Linguistics	DEPARTMENTS (in the School of Medicine)	Constitutional Affairs & Parliamentary Studies Unit (CAPSU)
SPECIALISED UNITS & CENTRES	Pre-Clinical Sciences	Institute for Gender & Development Studies (IGDS)
Centre for Language Learning (CLL)	Para Clinical Sciences	Governance Unit
Educational Foundations & Teacher Education	Clinical Medical Sciences	Centre for Health Economics (HEU)
Educational Research & Development	Clinical Surgical Sciences	Institute of International Relations (IIR)
Family Development & Children's Research Centre (FDCRC)	Basic Veterinary Sciences	Sir Arthur Lewis Institute of Social & Economic Studies (SALISES)
Continuing Professional Development & Outreach Unit	Clinical Veterinary Sciences	Sustainable Economic Development Unit (SEDU)
		Trade & Economic Development Unit (TEDU)

Appendix 2 RELATIONSHIP OF AUDIT ENTITIES AND GOVERNING BODIES OF THE UNIVERSITY OF THE WEST INDIES



April 2016

Appendix 3 THE UNIVERSITY OF THE WEST INDIES THE STATUTES AND ORDINANCES AS OF 2012

Volume I (excluding Ordinance 8)

(With amendments approved by Council and F&GPC in 2008 and Council in April 2009, F&GPC in February 2010 and Council in April 2010, April 2012 and F&GPC October 2012)

ORDINANCE 11 - UNIVERSITY AUDIT COMMITTEE

(Amended by Council November 2006)

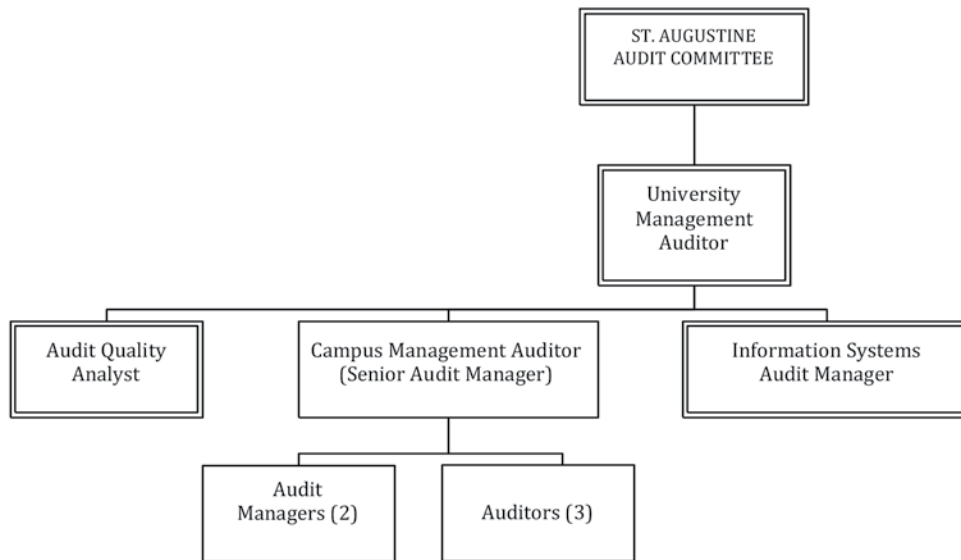
1. There shall be a University Audit Committee consisting of the following members -
 - (a) The Chair appointed by the Chancellor; and
 - (b) Four members of the Council, not being members of staff of the University, selected by the Chancellor from among the members of the Council, the Campus Councils and the University Strategy and Planning Committee.
2. The term of office of the members of the Committee shall be three years.
3. The Chancellor, by virtue of office, shall have the right to attend at, and participate in, meetings of the University Audit Committee.
4. The University Audit Committee shall report directly to the University Council on the work and findings of the internal auditor and on any commentary by the external auditor on the financial management of the University. The University Audit Committee shall be entitled to be furnished by the Campus Audit Committee with such reports and at such times as the University Audit Committee may require.
5. The quorum of the Committee shall be two members of the Committee, including the Chair.

ORDINANCE 12 - CAMPUS AUDIT COMMITTEE

1. There shall be a Campus Audit Committee for each Campus consisting of the following members:-
 - (a) The Chair who shall be appointed by the Chancellor; and
 - (b) Four members of the Campus Council, not being members of staff of the University, selected by the Chair of the Campus Council, after consultation with the Vice-Chancellor;
 - (c) The Vice-Chancellor, by virtue of office, shall be entitled to attend at, and participate in, meetings of the Campus Audit Committee.
2. The term of office of members of the Committee shall be three years.
3. The Campus Audit Committee shall:-
 - (a) review and assess the findings and recommendations of the University Audit Committee concerning the operations of the Campus;
 - (b) review and approve plans concerning the Campus;
 - (c) recommend the re-appointment or any change in the appointment of the Campus external auditors;
 - (d) monitor the implementation of recommendations of the Campus external auditors.
4. The Campus Audit Committee shall meet at least three times annually and at other times at the request of any member of the Committee.
5. Two members of the Committee, including the Chair, shall constitute a quorum for meeting of the Committee.

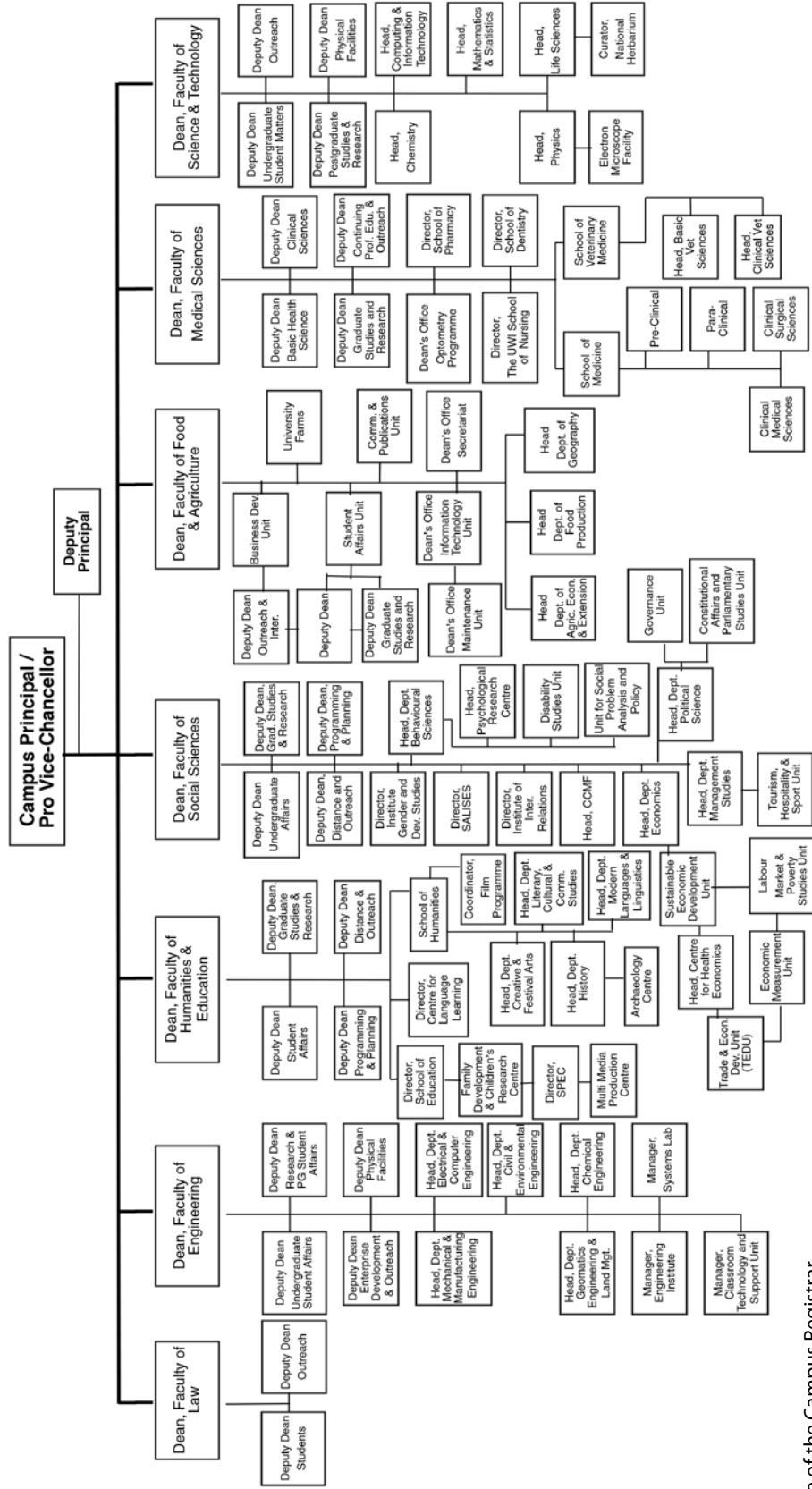
The Secretariat
Office of the Campus Registrar
St. Augustine Campus
The UWI
April 11th 2016

Appendix 4 THE UNIVERSITY OF THE WEST INDIES ST. AUGUSTINE CAMPUS MANAGEMENT AUDIT UNIT ORGANISATION CHART



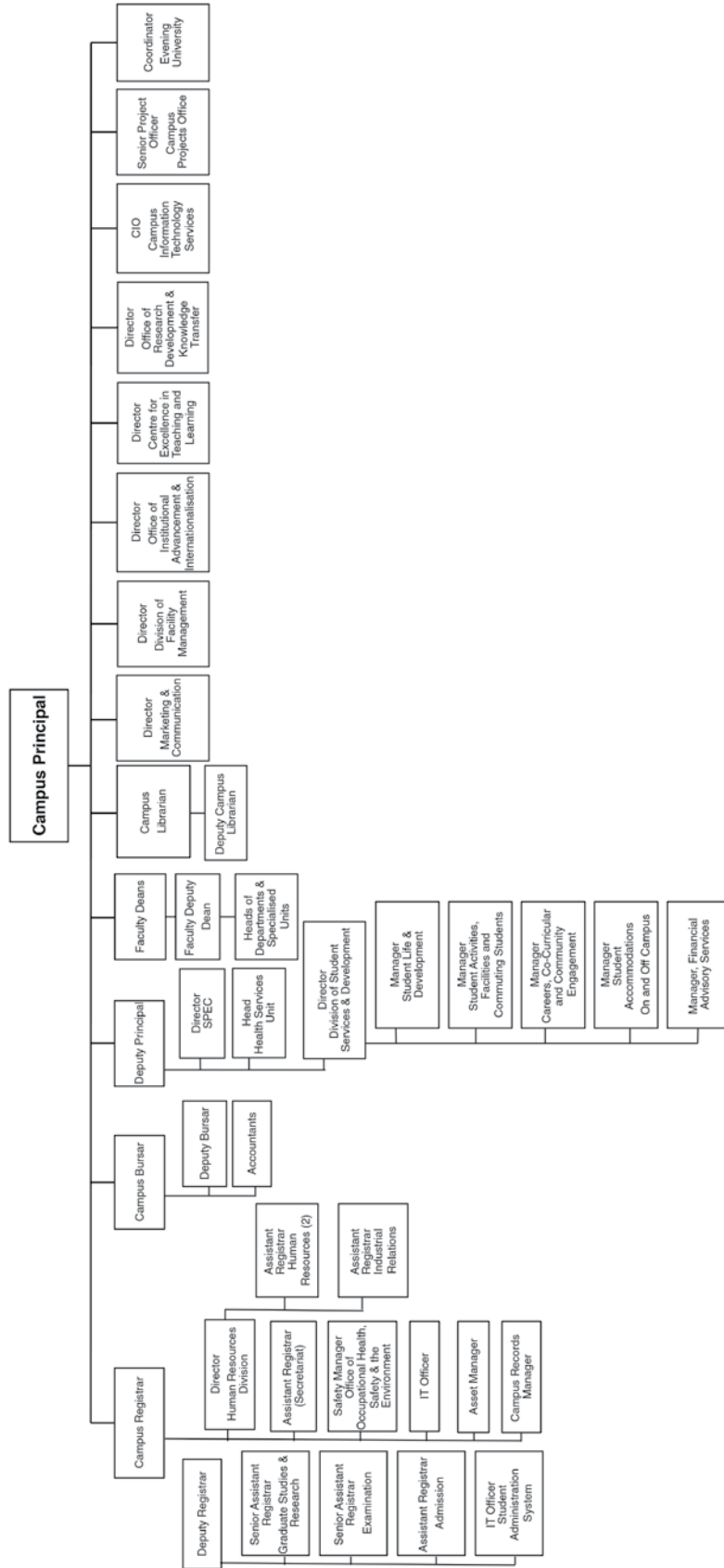
April 2016

Appendix 5
 THE UWI, ST. AUGUSTINE CAMPUS
 ACADEMIC ORGANISATIONAL CHART

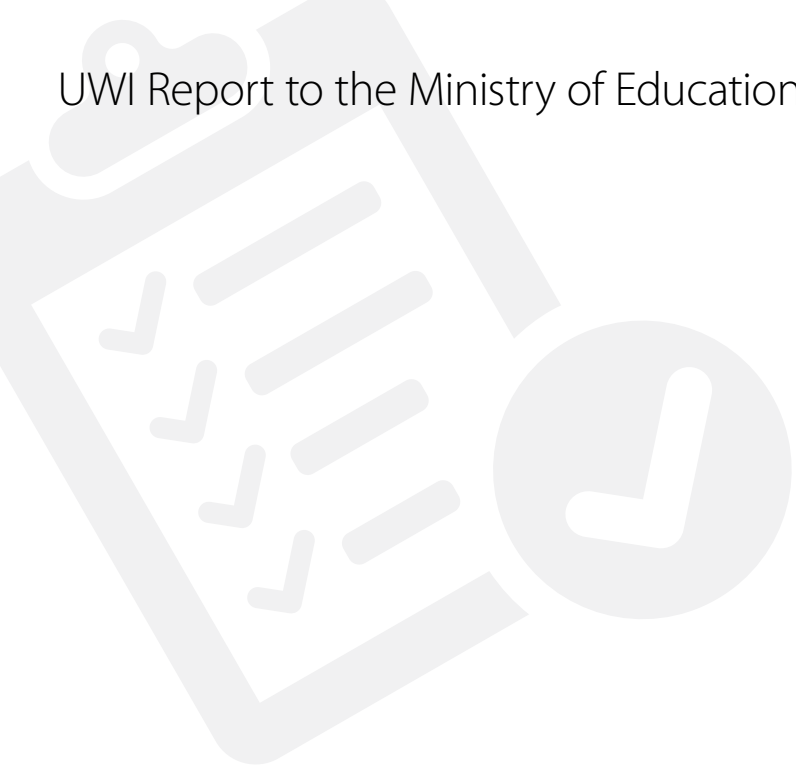


Office of the Campus Registrar
 The University of the West Indies
 St. Augustine Campus
 Updated April 2016

Appendix 6 THE UWI, ST. AUGUSTINE CAMPUS ADMINISTRATIVE MANAGEMENT ORGANISATION CHART



Office of the Campus Registrar
The University of the West Indies
St. Augustine Campus
Updated April 2016





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