



**UWI**  
ST. AUGUSTINE  
CAMPUS

# **Report to the Ministry of Education**

2017/2018





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## 01 Vision, Mission, Philosophy and Strategic Objectives

### 1.1 The New Strategic Plan

The University of the West Indies is the premier provider of higher education in the English-speaking Caribbean and anticipates extending itself globally. The 2017/2018 academic year was the first year of The University's new strategic plan (2017-2022). Dubbed the **Triple A Strategy**, the plan revolves around the institution's quest to revitalise Caribbean development.

As stated on page six (6) of the strategy document available online at [http://bit.ly/UWI\\_Triple\\_A](http://bit.ly/UWI_Triple_A):

The plan is grounded in the vision that The UWI needs to facilitate an access revolution in higher education in the Caribbean region given the low level of enrolment at the tertiary level, regionally and also among members of the Caribbean diaspora. Similarly, while access is critical, The UWI also sees the alignment with industry as an important element of its mandate, to help to strengthen the innovation capacity and capabilities of regional economies and lead to higher levels of growth.

Further, while The UWI recognises the anaemic growth of Caribbean economies, it sees opportunities in the international marketplace and as such, has to become more agile in order to take advantage of these opportunities. It is these three concepts (**Access, Alignment, Agility**) which ground The UWI's strategic response to the challenges and opportunities in its operating environment.

#### 1.1.1 Vision and Mission

The Vision of The UWI is to be an excellent global university rooted in the Caribbean. Its Mission is to advance learning, create knowledge, and foster innovation for the positive transformation of the Caribbean and the wider world.

#### 1.1.2 Strategic Objectives

The execution of the Triple A Strategy revolves around three pillars – **Access, Alignment, and Agility**. Wealth creation and reduction of social inequality through greater and more affordable access, efficient and effective alignment with society and economy, and enhanced agility in pursuit of opportunities are the strategic goals residing at the plan's core.

There are twelve (12) Strategic Objectives divided among the three (3) pillars.

**Table 1a: Strategic Objective-ACCESS (AC)**

<b>AC1</b>	To be a university for all.
<b>AC2</b>	To be the university of first choice for alumni and non-student customers seeking products and services for all things Caribbean.
<b>AC3</b>	Improving the quality of teaching and learning and student development.
<b>AC4</b>	Improving the quality, quantity and impact of research, innovation and publication.

**Table 1b: Strategic Objective-ALIGNMENT (AL)**

<b>AL1</b>	Promote greater activism and public advocacy.
<b>AL2</b>	Increase and improve academic/industry research partnerships.
<b>AL3</b>	Promote a cohesive single UWI brand consciousness.

**Table 1c: Strategic Objective-AGILITY (AG)**

<b>AG1</b>	Establish a physical presence of The UWI on all continents.
<b>AG2</b>	Restore financial health to The UWI.
<b>AG3</b>	Generate economies of scale and scope for The UWI.
<b>AG4</b>	Foster a creative, caring, accountable, motivated, professional (CAMP) team.
<b>AG5</b>	Foster the digital transformation of The UWI.

**Figure 1 Strategic Objectives of The University of the West Indies, The UWI Triple A Strategy 2017-2022**

The St. Augustine Campus has placed particular focus on the following seven (7) areas as set out in the diagram above –

- AC 1 and 3 and 4
- AL 2
- AG 2, 3 and 4

## 02 Organisational Structure

### 2.1 Organisational Profile

#### 2.1.1 About The UWI

Since its inception in 1948, The University of the West Indies (UWI) has evolved from a fledgling college in Jamaica with thirty-three (33) students to a full-fledged, regional university with well over fifty thousand (50,000) students. Today, The UWI is the largest, most longstanding higher education provider in the Commonwealth Caribbean, with four (4) campuses:

- Cave Hill, Barbados
- Mona, Jamaica
- St. Augustine, Trinidad and Tobago
- the Open Campus, which functions as a virtual campus with nearly fifty (50) physical sites in seventeen (17) English-speaking Caribbean countries.

The UWI has faculty (teaching staff) and students from more than forty (40) countries and collaborative links with one hundred and sixty (160) universities globally. It offers undergraduate and postgraduate degree options in Food & Agriculture, Engineering, Humanities & Education, Law, Medical Sciences, Science & Technology, Social Sciences and Sport. These eight (8) 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.

#### 2.1.2 Legislative and Regulatory Framework

##### *The Royal Charter*

The origins of The University lie in the foundation of the University College of the West Indies (UCWI), which was incorporated in December 1948, and then 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:

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

##### *Governance Structure*

There are two (2) 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, University Bursar and the University Librarian.

The St. Augustine Campus of 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 was 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.

### 2.1.3 About the St. Augustine Campus

The St. Augustine Campus was preceded by the Imperial College of Tropical Agriculture (ICTA). Nearly sixty (60) years later, the St. Augustine Campus is still among the region's premier institutes for tertiary education and research.

#### 2.1.3.1 Principal Officer

A UWI Campus Principal is a Pro Vice-Chancellor who is appointed by Council on the recommendation of the Vice-Chancellor of the University, and who is responsible to the Vice-Chancellor for maintaining and promoting the efficiency and good order of the University at the Campus. The appointment is for a period of five (5) years.

**Professor Brian Copeland** is a Pro Vice-Chancellor of the University and is the current St. Augustine Campus Principal. His appointment took effect on 1st July 2016. His contact details are as follows:

#### **Professor Brian Copeland**

Pro Vice-Chancellor and Campus Principal

The University of the West Indies, St. Augustine Campus

Email: [Principal@sta.uwi.edu](mailto:Principal@sta.uwi.edu)

T: (868) 662-2002, Exts. 83182, 82182

#### 2.1.3.2 The Faculties

Departments, Schools and Faculties are the key operational bases of the University, delivering teaching and conducting research and outreach in specific disciplines. The eight faculties at the St. Augustine Campus are:

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

#### 2.1.3.3 Specialised Units, Centres & Institutes

Universities worldwide regard units, centres and institutes as devices to promote centres of excellence in research. Units, centres and institutes primarily facilitate inter- and multi-disciplinary programmes of research, training and outreach in selected thematic areas. Some give prominence to research while others feature a robust research agenda and also offer programmes. All regularly provide valuable research to drive private sector innovation and public sector policy-making across the region.

Most notably, the units, centres and institutes of The UWI differ in terms of scale, independence and hierarchy.

#### **Units:**

Faculty units are subsumed by particular faculties and possess only a part-time head or convenor and other contracted staff who are remunerated by the faculty itself. The unit head or convenor reports to the faculty dean who then reports to the campus principal.

#### **Centres:**

Centres are interdisciplinary in nature and operate across faculties. They may be either localised to one campus or operate as university centres that service the entire UWI. They have their own staff, with collaborators or adjunct staff as needed, and are headed by a director. Formal advisory boards preside over centres and are chaired by either the dean of the host Faculty, if there is one, or a nominee designated by the campus principal. The centres report directly to the chair who then reports to the campus principal. Centres may also have a designated activity centre for budget and administration depending on the scale of their work.

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## **Institutes:**

The largest of the trio, university institutes are entirely separate entities, each with its own director and academic and support staff that are assigned by the institute itself. Some are present on more than one of the physical campuses, where they are assigned designated space, equipment and facilities. Institutes at The UWI engage in university-wide multidisciplinary activity, and collaborate with private and public entities nationally, regionally and internationally. Each institute has an independent advisory board which includes external members, as well as an internal management committee and designated activity centre for budget and administration. Revenue for institutes comes from various sources. Each institute reports to a Pro-Vice Chancellor or a designated nominee who then reports to the Vice Chancellor.

The list of Units, Centres and Institutes at the St. Augustine Campus is as follows:

## **Centres**

- ANSA McAL Psychological Research Centre (PRC)
- Archaeology Centre
- Centre for Criminology and Criminal Justice
- Centre for Health Economics (HEU)
- Centre for Language Learning (CLL)
- Centre for Medical Sciences Education
- Cocoa Research Centre (CRC)
- Family Development and Children's Research Centre (FDCRC)
- Mechanical and Manufacturing Enterprise Research Centre (MMERC)
- Seismic Research Centre (SRC)

## **Institutes**

- Engineering Institute
- Institute for Gender and Development Studies (IGDS)
- Institute of International Relations (IIR)
- Sir Arthur Lewis Institute of Social & Economic Studies (SALISES)

## **Units**

- Cardiopulmonary Unit
- Governance Unit
- Sustainable Economic Development Unit (SEDU)

## **Affiliated Institutions**

- Arthur Lok Jack Graduate School for Business (ALJGSB)
- National Herbarium
- UWI ROYTEC

## **2.2 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 executive management of the Campus – the Principal, Deputy Principal, Campus Registrar, Campus Bursar, and the Campus Librarian. 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. The deans and the heads report to one or other officers of the executive management. This interlinked structure ensures that all Campus operations are integrated and that all units have clearly stated reporting lines through their heads.

## **2.3 Services/Products and Special Projects**

In support of The University's mission as articulated in The UWI's strategic plan for the period 2017-2022, the St. Augustine Campus seeks to do the following:

### **Advance Education**

The UWI seeks to deliver higher education programmes that contribute to the development of distinctive graduates, who in turn become a valuable human resource for the region. To achieve this goal, The University engages in the following broad areas of activity: 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 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, The University 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, significant advances have been made with the introduction of the Blended Learning Policy which guides the development of dual-mode teaching and learning and, more particularly, online course development.

### ***Create Knowledge***

The St. Augustine Campus has distinguished itself in research-led activities where new and innovative research is occurring in all Faculties. The quality of the Campus's research output is evidenced by the number of research works published in recognised peer-reviewed publications. Some research funding is available through the Research Development Impact (RDI) Fund, provided the projects fall under one of the following six (6) research clusters identified by the Campus:

- Climate Change and Environmental Issues
- Crime, Violence and Citizen Security
- Economic Diversification and Sector Competitiveness
- Finance and Entrepreneurship
- Public Health
- Technology and Society: Enhancing Competitiveness, Social and Cultural Well-being

These clusters generally influence the direction of much of the research undertaken on the Campus.

The Campus has successfully competed for external grant funding through both the University Office of Research, as well as the St. Augustine Centre for Innovation and Entrepreneurship (StACIE). The University Office of Research is a university-wide facility with a presence at the Cave Hill, St. Augustine and Mona Campuses. StACIE is the former Office of Research, Development and Knowledge Transfer (ORDKT) at the St. Augustine Campus.

### ***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, with the support of grants from the European Union, it collaborates in a variety of research areas with some one hundred and twenty-seven (127) universities in thirty-seven (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).

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## **Relevant Research**

The UWI is engaged in broad areas of research in agriculture, engineering, health and medicine, the humanities, education and the arts, social sciences, and pure and applied sciences. Below are some of the specialised centres of excellence at the St. Augustine Campus:

**The Cocoa Research Centre (CRC)** 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 fifty thousand (50,000) specimens of plant life 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** conducts research, teaching and training in three (3) main areas – Health (e.g. National Health Insurance, Health Sector Reform, HIV/AIDS, Health and Poverty), 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 (3) physical campuses of The UWI, including the St. Augustine Campus.

## **2.4 Reporting Functions – Departmental Reports, Reports to Ministries, President/Parliament**

### **Annual Reports**

A fundamental aspect of the accountability of The UWI 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 at <https://sta.uwi.edu/news/reports/> and physical copies are distributed to key stakeholders.

### **Financial Reports**

The financial year runs from August 1 to July 31. The Financial Report for each year 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, 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.

### **Ministry Reports**

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

## Polices and Development Initiatives

### 3.1 Short, Medium and Long Term Plans

#### *Progress on Strategic Initiatives and Focus*

The St. Augustine Campus has identified seven (7) areas of focus within the Triple-A Strategic Plan for broadening Access, ensuring Alignment, and improving the Agility of the institution. This first year of the Strategic Plan was dedicated to developing the policies, procedures and processes that will form the broad initiatives for re-shaping the Campus.

The two highest priority focus areas address Curriculum and Pedagogical Reform (CPR), and Innovation and Entrepreneurship (I&E). These are supported by the other focus areas – Internal Process Review, Financial Process Review, HR Review and the moulding of the Campus Brand & Soul to strengthen stakeholder engagement. It should be noted that, in the 2017/2018 academic year, the Campus made the greatest headway with its I&E initiatives and a solid foundation was laid for several of the other focus areas. The Campus expects to see several positive developments.

Below are the primary areas of activity being undertaken by each committee.

#### **Curriculum and Pedagogical Reform and Access (CPR)**

- Developing an online course catalogue which would house all approved course outlines
- Re-defining what is meant by an “underserved community” and identifying barriers to entry as well as avenues to facilitate entry and increased access

#### **Internal Process Review**

- Conducting a detailed review and analysis of the various business processes that have the potential to affect student satisfaction and the student experience, including recruitment, admissions, examinations, and graduate studies
- Reviewing of faculty regulations

- Identifying gaps in and successes of various internal processes
- Developing an internal electronic recruiting system
- Reviewing various student related processes at the faculty level

#### **Financial Review**

- Developing a proposal on tuition fees
- Creating a programme/course costing model design and a performance-based funding model
- Developing an inventory management system
- Expanding the use of e-commerce on campus
- Developing a strategic plan for the Faculty of Medical Sciences to support the recruitment of an increased number of international students This committee is also working on a new budgeting process and policies related to capital expenditure, and use of non- governmental funds.

#### **Innovation and Entrepreneurship**

In keeping with the national and regional objective of building a sustainably developed future economy, the St. Augustine Campus’s I&E initiatives are focused on the development of structures and systems that will create an enabling environment for entrepreneurship and innovation. Details are available in the 2017/2018 Annual Report of the St. Augustine Campus (<https://sta.uwi.edu/news/reports/default.asp>). Below are some of the key achievements of the Campus over the year under review as it moved its Innovation & Entrepreneurship agenda forward:

- Collaboration with Lake Asphalt to license technology developed on the Campus
- Receipt of a patent grant for a new and improved fingerprinting technology in the USA and in Trinidad and Tobago
- University approval granted to establish a spin-off company for producing specialised coatings
- Collaboration with the Economic Development Advisory Board in getting Cabinet approval for the Innovation Policy, an initiative funded by the European Union
- An agreement with the World Intellectual Property Organisation (WIPO) and the Intellectual Property (IP) Office of the Attorney General of Trinidad and Tobago to deliver courses and programmes in IP management

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- Creation of an Innovation and Technology Transfer Fund
- Appointment of Professor of Practice, Gerry Brooks, in Innovation and Entrepreneurship at St. Augustine (November 2018)
- Renaming of the Office for Research, Development and Knowledge Transfer (ORDKT) to the St. Augustine Centre of Innovation and Entrepreneurship (StaCIE)

The following represent significant developments towards the creation of an ecosystem that supports innovation and entrepreneurship:

## **StaCIE**

The Office for Research, Development and Knowledge Transfer (ORDKT), renamed the St. Augustine Centre of Innovation and Entrepreneurship (StaCIE), has advanced work to increase access to external grant funding for research. As implied in the name change, more emphasis is now placed on commercialising research output and leveraging intellectual property opportunities within the academic community and within private enterprise.

## **UWI Ventures**

The University approved the St. Augustine Campus's proposal for the establishment of the company, UWI Ventures. UWI Ventures will, among other things, be a holding company for UWI start-ups. In addition, the creation of a new University-managed fund, the UWISTA Innovation and Technology Transfer (ITT) Fund, will support projects with commercialisation potential originating from all fields of research.

## **Patents**

This year, patents were granted in the United States and in Trinidad and Tobago for a fingerprint classification system. In addition, StaCIE received and assessed twenty-two (22) Invention Disclosure Forms from staff and students of the Faculties of Science and Technology, Engineering, Food and Agriculture, and Medical Sciences, leading to one US Provisional Patent application.

## **Spin-Off Companies**

The Campus approved the establishment of a spin-off company, called UWI Seal-It, to produce specialised marine coatings and lubricants developed by the Department of Chemistry. These products have not been patented but the formulations are protected as trade secrets. The Campus also approved the establishment of a spin-off company from The UWI Cocoa Research Centre, following on the implementation of the EU/ACP Science and Technology funded International Fine Cocoa Innovation Centre (IFCIC) project.

Another spin-off is planned to commercialise the Percussive Harmonic Instrument (PHI) pan upon completion of the market-ready prototype. UWI maintains the patent relating to the PHI - Apparatus for Percussive Harmonic Musical Synthesis using MIDI Technology (APHAMS) - in nine (9) countries. The dates of the patent grants are as follows:

- Trinidad and Tobago (16th September 2009)
- France (1st June 2011)
- Germany (1st June 2011)
- Great Britain (1st June 2011)
- Switzerland (1st June 2011)
- United States of America (22nd November 2011)
- China (28th November 2012)
- Japan (5th February 2014)
- Canada (29th December 2015)

The PHI has received certification from the United States Federal Communications Commission (FCC), clearing the way for sales in that country. The Campus is pursuing a license agreement for the technology with FaSoVe, a local start-up.

The dates of the patent grants to The UWI St Augustine Campus in respect of the "Fingerprint Classification System and Method Using Regular Expression Machines" are:

- Trinidad and Tobago (14th March 2018), and
- the United States of America (15th May 2018).

## **Industry Engagement**

The Campus made a significant shift in its engagement with the private sector by becoming a member of the Trinidad and Tobago Manufacturers' Association and the Trinidad and Tobago Chamber of Industry and Commerce in 2017.

### 3.2 Progress on Special Initiatives

#### *The South Campus*

The UWI St. Augustine Campus - Penal Debe is being built on lands granted by the Government of the Republic of Trinidad & Tobago. Construction began in January 2013. In 2016, the services of the main contractor were terminated and The UWI assumed full responsibility for completing the project and the construction work was divided into packages which were assigned to various local contractors. The project was further subdivided into phases. Work on the first phase was conducted in 2017/2018, as per the table below:

**Table 1: South Campus construction status 2017/2018**

Item	Status as at July 31, 2018	Due for completion
Faculty building	Package #1 – Near 90% completed. Internal works nearing completion. External cladding in progress but delayed awaiting replacement materials from China.	December 2019
General Academic/ Administration Building		December 2019
Moot Court/Auditorium		December 2019
Campus Library	Not for full completion in this phase. Roofing and external cladding only being completed.	N/A
Student Union Building	Package #2 – Near 90% completion. Internal finishes nearing completion. Commissioning of services awaiting external infrastructure completion.	December 2018
Students' Halls of Residence		December 2018
Play Courts	About 50% completed.	Early 2019
Swimming Pool	Near 40% completed.	Early 2019
Play Fields	No work in this phase.	N/A

It should be noted that the completion dates listed above are estimates. As packages are completed the completion certificates will be handed over to the Campus.

The campus at Penal-Debe represents a major expansion of The UWI into south Trinidad. In addition to significantly improving and expanding access to students, this facility will also enable The UWI St. Augustine to improve its ability to earn income, and it is hoped that this southern campus will be fully self-financing when completed and fully occupied.

In the short-term, the Campus is working towards offering programmes from the Faculties of Humanities & Education, Food & Agriculture, Medical Sciences, and Science & Technology, as well as UWI-ROYTEC. The Campus archives and records will be relocated there as well. The medium-to-long term goal is for the Faculty of Medical Sciences to be the flagship Faculty at the

Campus. This is part of a broader strategy to expand enrolment in Medical Sciences to accommodate more international and full fee-paying students and to make the South Campus self-sufficient.

#### *The Couva Hospital*

The Campus met with the Government of the Republic of Trinidad and Tobago to discuss the role of The UWI in the operationalisation of the Couva Hospital, given the mandate to "optimise the use of the hospital for the benefit of all". To this end, a special purpose vehicle in the form of a company now named the Couva Medical and Multi-Training Facility Limited (CMMF Ltd) was incorporated by the Ministry of Finance on 3rd July, 2018. The UWI has a fifty-one percent (51%) shareholding in the CMMF Ltd which will oversee the operationalisation of the hospital.

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## 3.3 Statistical Highlights

### 3.3.1 Enrolment 2017/2018 – 2018/2019

Total enrolment for the 2017/2018 academic year was seventeen thousand, four hundred and seventeen (17,417). Of that number, sixty-five percent (65%) were undergraduate students, and thirty-one percent (31%) were registered with the Faculty of Social Sciences.

**Table 2: Enrolment Figures**

<b>Enrolment</b>	<b>2017</b>	<b>2018*</b>
<b>Total Enrolment</b>	<b>17417</b>	<b>15856</b>
<b>BY STATUS</b>		
Undergraduate	11348	10922
Postgraduate	5390	4438
Pre University	437	415
Other Students	242	81
<b>BY FACULTY</b>		
Engineering	2186	1920
Food & Agriculture	994	891
Humanities & Education	2299	1965
Law	444	432
Medical Sciences	2762	2578
Science & Agriculture	0	2
Science & Technology	3223	3108
Social Sciences	5444	4960
No College Designate	65	0
<b>BY PROGRAMME LEVEL</b>		
UG Certificate	348	291
UG Diploma	48	42
PG Certificate	42	25
PG Diploma	530	415
UG Degree	10952	10589
Taught Masters	3582	2964
Doctor of Medicine	261	204
Master of Philosophy	387	349
Doctorate	537	438
Pre-University	437	415
Qualifying	51	43
Other Students	242	81
<b>Total Enrolment</b>	<b>17417</b>	<b>15856</b>

### 3.3.2 Graduation 2017/2018

Just over four thousand (4,000) students were eligible to graduate at the ceremonies held in October 2018. Of these, two thousand, five hundred and forty-seven (2,547) had earned first degrees, eight hundred (800) graduated from taught master's programmes and forty-two (42) were awarded doctoral degrees.

**Table 3: Graduation Figures**

<b>GRADUATION</b>	<b>Class of 2018</b>
<b>BY FACULTY</b>	
Engineering	463
Food & Agriculture	244
Humanities & Education	750
Law	105
Medical Sciences	787
Science & Technology	518
Social Sciences	1217
<b>Total</b>	<b>4084</b>
<b>BY PROGRAMME LEVEL</b>	
UG Certificate	186
UG Diploma	24
PG Certificate	38
PG Diploma	396
First Degree	2547
Master of Philosophy	21
Taught Masters	800
Doctorate	42
Doctor of Medicine	30
<b>Total</b>	<b>4084</b>
<b>BY SEX</b>	
Male	1390
Female	2693
Not Identified	1
<b>Total</b>	<b>4084</b>
<b>BY AGE GROUP</b>	
0 - 24	1634
25 - 34	1822
35 - 44	733
45 - 54	319
55+	102
<b>Total</b>	<b>4084</b>

## 3.4 Other Developments

### *New Programmes*

The following programmes were introduced during the academic year under review:

#### *Undergraduate*

- The Arthur Lok Jack Global School of Business (ALJGSB) launched its first undergraduate programme, the Bachelor of International & Sustainable Business programme, in April 2018.

#### *Postgraduate*

- Master of Science in Biotechnology
- Master of Science in Data Science

### *Campus Accreditation*

Following a successful site visit in November 2017, the Accreditation Council of Trinidad and Tobago (ACTT) announced in April of the following year that the Campus had again received ACTT accreditation for the maximum term of seven (7) years.

### *Student Affairs*

In August 2017, **Kareem Marcelle** became the first recipient of the Makandal Daaga Scholarship in Law, named in honour of the late politician and social activist. The scholarship from the Faculty of Law specifically targets Caribbean citizens with a record of advocacy and community activism, in order to create lawyers who work for justice and egalitarianism.

UWI's **World of Work** programme, sponsored by Republic Bank Limited, introduced a virtual résumé writing session to reach non-traditional students - evening university students, students on internships and practicums, mature students, and commuting students. At the Mock Interview sessions, many non-traditional sectors were represented, such as the creative and performing arts, sports management, physical therapy, biomedical sciences, and media and advertising.

This year, the oldest hall of residence on the St. Augustine Campus, Milner Hall was re-named **Freedom Hall**. The decision came after months of consultations with students, staff, and alumni. It was renamed after it was confirmed that the late Lord Alfred Milner had, among other things, committed crimes against humanity in Africa driven by his self-proclaimed 'British race supremacy' ideology. Meanwhile, after fifty-five (55) years as an all-male hall, Canada Hall opened its doors to accommodate female residents. The change was in response to the overwhelming number of female applicants for on-campus accommodation, compared to the number of males. While the ladies are situated on the north block, the south block remains a male preserve.

### *Anniversaries & Milestones*

As the Campus joined in celebrating The University's **"70 Years of Service and Leadership"**, the **UWI SPEC International Half-Marathon** celebrated its fifteenth (15th) year with presenting sponsor, First Citizens; the **Centre for Language Learning (CLL)** turned twenty (20); and the **National Herbarium**, located on the Campus, marked two hundred (200) years as the only institution dedicated to the preservation, documentation and dissemination of reliable information on the indigenous and exotic flora of Trinidad and Tobago.

The Campus congratulated former Deputy Principal, **Professor Rhoda Reddock** on her election to the United Nations Committee on the Elimination of Discrimination against Women (CEDAW). Professor Reddock received one hundred and fifty-eight (158) out of one hundred and eighty-five (185) votes – the highest number of votes received among the candidates, and she will serve on the Committee from 2019 to 2022.

**Professor Stephan Gift** assumed the position of Pro Vice-Chancellor for Graduate Studies and Research for three (3) years with effect from August 02nd, 2018, having served as Dean of Engineering since July 2015. Professor Gift's area of specialisation is Electronics and Control Systems. **Professor Edwin Ekwue** succeeded him as Faculty Dean.



**Professor Patricia Mohammed** was appointed Director of Graduate Studies and Research at the St. Augustine Campus effective October 2017. The position is a full-time appointment incorporating her former role as Campus Coordinator for Graduate Studies, and was created to increase the focus on creating strategies to make the graduate studies and research agenda more robust.

In January 2018, the Campus and the national community mourned the passing of former Campus Principal and former President of the Republic of Trinidad & Tobago, **Professor George Maxwell Richards**. Professor Richards served as Principal of the St. Augustine Campus from 1985 to 1996, overseeing a period when the Government slashed The University's budget by thirty percent (30%) and instituted a cess on university students. Among other things, he is remembered as the founder of The UWI All Inclusive Carnival Fete to raise funds for student bursaries.

#### *New Council Chair*

The Campus expressed its gratitude to its outgoing Chair, **Mr Ewart Williams**, who served the University with distinction over the past 10 years as Chair of the UWI St. Augustine Campus Council. Mr Williams, a former Governor of the Central Bank of Trinidad & Tobago, and 2018 recipient of the Chaconia Medal (Gold) for exemplary public service, was appointed Chairman of the St. Augustine Campus Council in 2009. He oversaw a period marked by expansion of the physical footprint and geographic reach of the Campus, significant infrastructural upgrades to bring it into the digital age, and strategies to spur not only greater efficiency, but also self-sufficiency, even in the face of rising competition and a severe, regional economic downturn.

Mr Williams's term of office came to an end and he was succeeded by **Ms Sharon Christopher** for the five-year period, 16th November, 2018 to 31st July, 2023. Ms Christopher, an alumna of The UWI, is an attorney-at-law, leadership development coach, and motivational speaker. A highly experienced board director and holder of the designation of accredited director, she has served on numerous boards in various sectors, locally, regionally, and internationally. A former senior banking executive, she also brings some thirty (30) years of experience working in financial services, with proven success as a catalyst for change and driver of results. She is a known advocate for women's empowerment, rights, equality and social justice and was the founding Chairman of the Advisory Board of the Institute for Gender and Development Studies at The UWI.

## 04 Infrastructure Development

### 4.1 Campus Security

There was a substantial investment in the Campus's Security Surveillance System. CCTV cameras, network devices and storage devices were refreshed, and the System is undergoing a complete upgrade with high-definition CCTV cameras, storage, servers and universal power supplies to ensure system stability and functionality. Total expenditure for the project was nine hundred and forty-six thousand, two hundred and sixty-two dollars and fifty cents (TT\$946,262.50).

The main campus was converted into a "no thoroughfare zone" in September 2016 so that since then, from Monday to Friday, only authorised vehicles (those displaying valid UWI Vehicle Permits) have been allowed to enter via the North and South Gates. Unauthorised vehicles (those without valid UWI Vehicle Permits) are directed to the Visitors' Entrance at the Freedom Hall Gate. This measure, together with the presence of officers of the Trinidad and Tobago Police Service (TTPS), continued to be a deterrent to persons seeking to engage in criminal activity on campus grounds.

During the review period, the Campus began exploring and experimenting with having students fitted with emergency devices that can alert UWI Estate Police, private security and the state police when they are in an active or hostile situation. The devices relay positional information and can, thereby, reduce response time and guide the security force response.

A pilot project for the ResQ Emergency Response System for students was launched in September 2018. ResQ is a locally developed security alert system smartphone app. In the 2018/2019 academic year, the Campus is scheduled to also test a mass notification system which would notify students and staff of emergencies.

### 4.2 Physical Infrastructure

The major focus continued to be on The UWI St. Augustine South Campus, Penal-Debe project. Notwithstanding, work was completed on the renovation of the 2nd floor of the Compton Bourne Building for the administrative offices of the Faculty of Law, as well as the administrative offices at Canada Hall, and new covered walkways were constructed. The renovation of Building 21 at the UWI Field Station for the International Fine Cocoa Innovation Centre (IFCIC) was also completed.

The financial constraints on the Campus have again significantly limited the number of projects that were able to move to their construction phase during the year under review. Among them were some proposed Public Sector Investment Programme (PSIP) funded projects and capital projects.

The next major undertaking will be the construction of the new Waste Water Treatment Plant (WWTP) for the St. Augustine Campus. Submissions have been made for PSIP funding.

# 05

## Financial Operations

### 5.1 Budget Formulation

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 for the subsequent academic year. 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 asked to submit, through their heads, formal requests for the forthcoming year together with justification in each case for additional resources.

#### 5.1.1

The recurrent budget is prepared using an adjustment for increments on the staff costs and the application of inflation rates on the non-staff costs. 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 and Health Surcharge, 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:

##### 5.1.1.1

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.

##### 5.1.1.2

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.

##### 5.1.1.3

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

#### 5.1.2

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.

#### 5.1.3

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.

#### 5.1.4

The Campus and University Grants Committees (CGC and UGC) comprise Campus Executive Management, Ministers of Government with responsibility for tertiary education and finance, or representatives of the Governments of each contributing country.

# UWI Report to the Ministry of Education

The University Grants Committee (UGC) was established to enquire into the financial needs of University education, and to approve the level of funding required to meet those needs. The Committee assists with consultations between the University and other bodies concerned, in the preparation and execution of plans for the development of the University as may from time to time be required, in order to ensure that they are fully adequate to national needs. It also assesses the extent to which the University is meeting the educational needs and research potential on both national and regional levels. The chairmanship [ARL4] of the UGC is rotated among the Ministers of Finance of the landed campus countries (Barbados, Jamaica and Trinidad & Tobago) on a triennial basis.

The Campus Grants Committee (CGC) meets four (4) to six (6) weeks after meetings of the TAC to review the recommendations made at that meeting, and to determine the financial needs of each campus. Each traditional campus country has its own CGC and the Open Campus has one CGC which services the needs of all of locations. The chairperson of the CGC for each of the traditional campus countries is that country's Minister of Education, and the chairperson of the CGC of the Open Campus is chosen from among the Ministers of Education from the UWI- contributing countries. CGC meetings are normally held in March of each year.

The Chair of the respective TAC reports to CGC/UGC on the recommended level of funding. Budgets may be approved as presented or may be amended by the UGC. 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 July 31 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.

Each of the contributing countries of The UWI contributes to the tuition costs of its nationals (at varying levels) at the Campus they attend. As such, the CGC component of the Campus's funding is achieved through remittances from regional governments and typically accounts for approximately 50% of total income for the St. Augustine Campus.

## 5.2 Expenditure versus Income

For the year ended July 2018, the Campus recorded a surplus of \$16.8 million compared to a deficit of \$29 million in the previous year.

- Total Expenditure: \$1,145,196,000 – up by 4%
- Total Income: \$1,161,955,000 – up by 8.5% or \$90.5 million

The Campus recognises the importance of managing revenues and expenditures and strives for cost containment by managing new hires and achieving operational efficiencies, particularly in its business processes.

Total consolidated income for the year ended July 31, 2018 totalled \$1,161.9 million reflecting an increase of \$90.5 million or 8.5 % above the previous year. Income from Other Teaching Activities at 26.2% of total income was the major contributor to the increase in revenues.

Campus revenue is challenged by the slow processing and collection of tuition fees and subventions from sponsoring governments, particularly the GATE programme that supports the Trinidad and Tobago students. This is evident in the increase of 43.8% in accounts receivables. Nevertheless, the Campus continues to pursue revenue-generating opportunities through sponsored research, leveraging intellectual and physical assets, and commercialisation.

Total expenditure for the year before depreciation, employee benefits obligations and finance costs totalled \$1,049.6 million, an increase of approximately \$57.1 million or 5.7%. This increase in overall expenditure is primarily driven by the increase in the level of provisioning for doubtful debts. Provision for bad debt for 2017/2018 was \$47.7 million. With the write off of \$2.1 million, the net balance sheet movement was \$45.6 million.

Accounting standards require a charge for depreciation, representing the costs of wear and tear for assets used over the accounting period. This expense is not funded in the Campus' approved budgets.

The Campus is obligated under IFRS 19 to provide for the actuarially determined costs of providing post-retirement health, pension and pension supplementation for its employees. The charge for year 2017/2018 was \$37.6 million with \$45.0 million for 2016/2017. These liabilities are unfunded and not budgeted, and are paid on an 'as you go' basis. In accordance with IAS 19 the cost of re-measurement of the defined benefit contributions for this year resulted in a write back of \$80.4 million to 'Other Comprehensive Income'.

This write back resulted in total comprehensive income reflecting a surplus of \$96.3 million for the year.

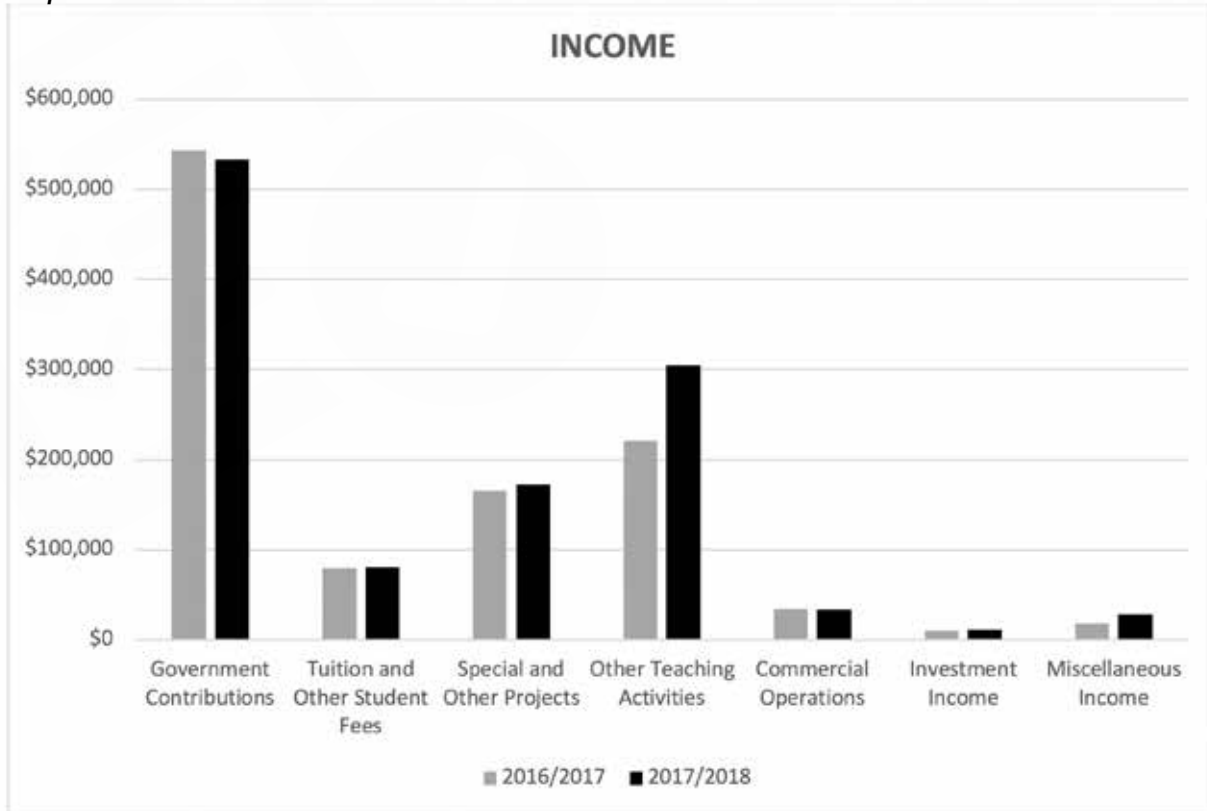
**Table 4: Campus Income**

INCOME	\$'000	\$'000
	2016/2017	2017/2018
Government Contributions	\$543,181	\$533,283
Tuition and Other Student Fees	\$80,020	\$80,779
Special and Other Projects	\$164,846	\$172,228
Other Teaching Activities	\$220,983	\$303,862
Commercial Operations	\$34,050	\$32,786
Investment Income	\$10,155	\$10,772
Miscellaneous Income	\$18,167	\$28,245
<b>Total Income</b>	<b>\$1,071,402</b>	<b>\$1,161,955</b>

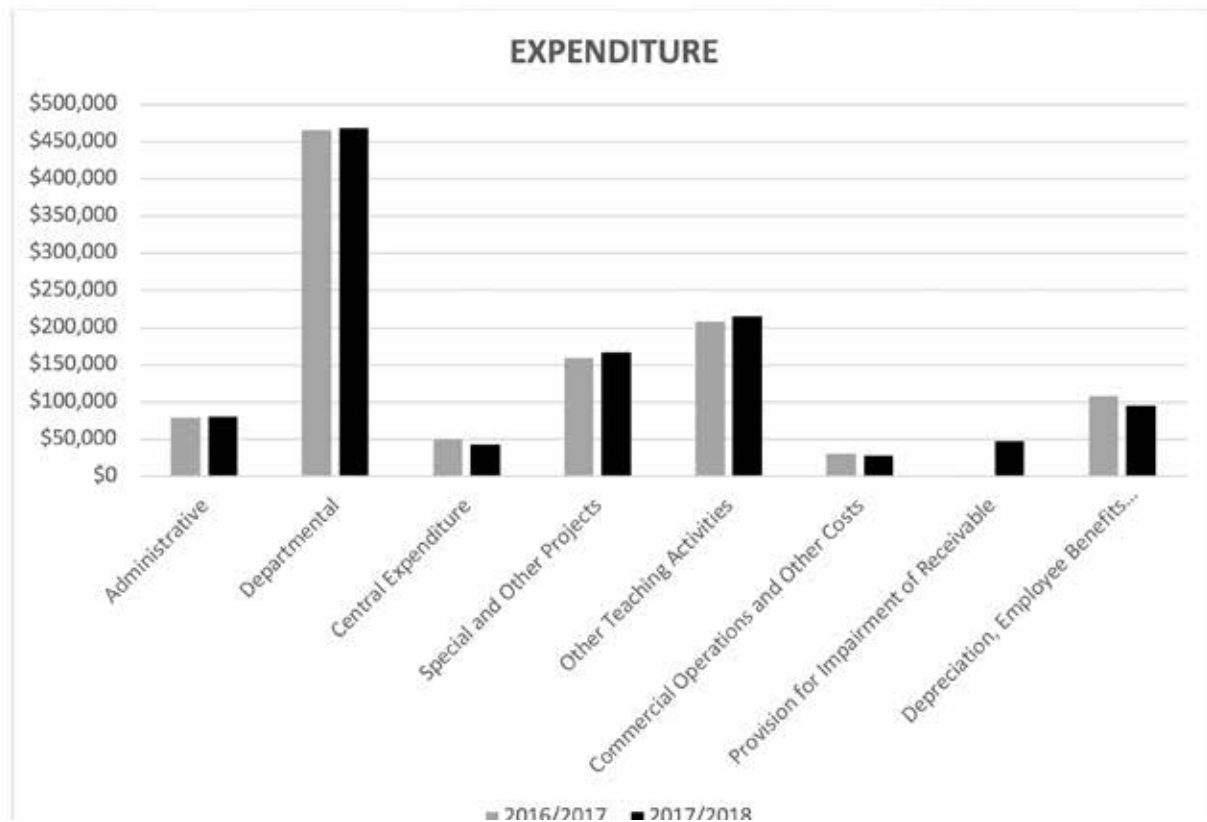
**Table 5: Campus Expenditure**

EXPENDITURE	\$'000	\$'000
	2016/2017	2017/2018
Administrative	\$79,444	\$80,032
Departmental	\$465,256	\$468,559
Central Expenditure	\$49,479	\$43,120
Special and Other Projects	\$159,355	\$166,747
Other Teaching Activities	\$208,373	\$215,814
Commercial Operations and Other Costs	\$30,514	\$27,643
Provision for Impairment of Receivable	\$83	\$47,710
Depreciation, Employee Benefits Obligations, & Finance Costs	\$107,919	\$95,571
<b>Total Expenditure</b>	<b>\$1,100,423</b>	<b>\$1,145,196</b>

**Graph 1: Income in '000**



**Graph 2: Expenditure in '000**



### 5.3 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

#### 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 can 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.

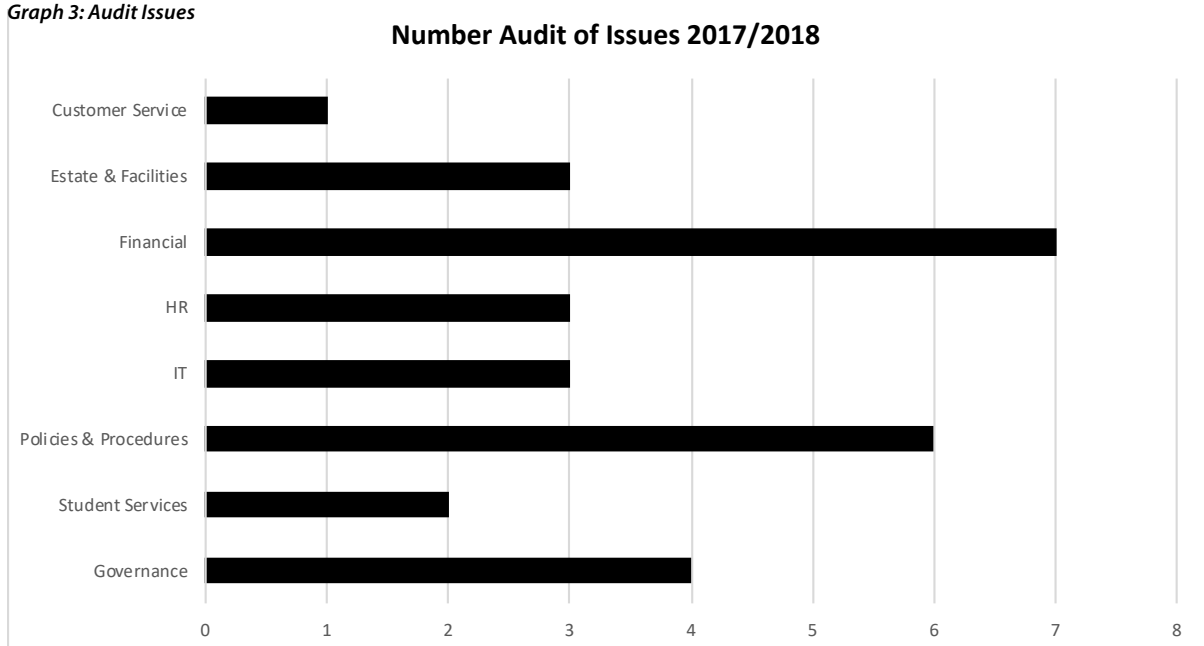
The University Audit Committee undertakes the following:

- 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;
- reports to The University Council on all matters for which it is responsible; and
- evaluates risks facing the Campus and University.

Table 6: Audit Issues

Audit Issues 2017/2018	
Types of Issues	Number of Issues
Governance	4
Student Services	2
Policies & Procedures	6
IT	3
HR	3
Financial	7
Estate & Facilities	3
Customer Service	1

Graph 3: Audit Issues



## ***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 (8) staff members, and information relating to its staffing and relationships is also presented in Appendix 4. One of the rights of the Auditor is the right to conduct unscheduled checks and special reviews and investigations without prior notice.

## ***Campus Audit Committee Activities***

Type of Issue The Campus Audit Committee met three (3) times for the academic year 2017/2018, and the Management Audit Department issued four (4) audit reports, one (1) audit memorandum and one (1) investigation report. A total of twenty-nine (29) audit issues were raised in the areas analysed in the table below. The majority of the issues raised related to weaknesses in the financial controls, and to weaknesses in (or lack of) departmental procedure documentation. These issues were not related to IFRS 9 and included specifically the management of restricted donor funding through the Special Projects Unit, the viability of postgraduate self-financing programmes at the Faculty of Medical Sciences, and the monitoring of inventory and credit sales at the University Field Station. Governance issues identified were related in the main to weaknesses in the exercise of responsibilities of oversight committees. For all issues raised, management action plans were received. All reports and memoranda were presented to the members of the St. Augustine Audit Committee for review and discussion. The Management Audit Department undertook to follow-up with Campus Management on the completion of their management action plans and to report back to the Audit Committee upon their resolution.

# 06

## Human Resource Development Plan

### **6.1 Organisational Establishment**

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

Categories of Employees

The main categories of staff include as follows:

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

### **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.

### **6.3 Promotion – Selection Procedures**

According to Part 1 of Ordinance 8, the University Appointments Committee of the Council makes appointments of Professors, and Administrative 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 are 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. A Wellness component was introduced in 2009 to focus on lifestyle diseases like cancer, diabetes mellitus, heart disease and stroke. Professional training programmes include the Certificate of University Teaching and Learning programmes administered by the Centre for Excellence in Teaching and Learning (CETL), which was introduced in 2008 and became mandatory for all new lecturers as of 2009. Around the same time, the Human Resources department also introduced workshops for staff at all levels. Learning and Development courses currently target five (5) core competencies - client focus, continuous learning, interactive communication, using information technology, and work ethics and values.

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 in keeping with the negotiations.

## **07 Procurement Procedures**

### **7.1 Developments**

In 2011, PricewaterhouseCoopers (PwC) was contracted to review and update the Campus's 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 (F&GPC) in December 2011 and subsequently approved at its September 2012 meeting. A copy of this UWISTA Policy Manual was submitted to the then Ministry of Tertiary Education and Skills Training (MTEST) by The UWI for their information and records.

A Procurement Manager was engaged by the Campus in 2016 to manage the set-up of the Procurement Unit, which, inter alia, was intended to oversee the full operationalisation of the approved Policy Manual through training and sensitisation across the Campus; as well as maintain a monitoring and advisory role for the Campus's substantially decentralised procurement function. A Procurement Implementation and Improvement Strategy was developed and approved by the Campus F&GPC in July 2017, and is being rolled out to operationalise, standardise and enhance this key function across the Campus.

The Procurement Implementation and Improvement Strategy aims to accomplish the following key initiatives on a phased basis:-

- Standardising procurement procedures across the Campus, and improving same wherever necessary to ensure practices are in alignment with legislation and prevailing procurement best practice.
- Training Campus personnel on and sensitising them to existing and improved procurement procedures.

# UWI Report to the Ministry of Education

- Harmonising existing tender documents and forms of contract used by faculties, departments and units in the execution of procurement initiatives.
- Taking a phased approach to developing a database of pre-qualified vendors in various areas of work reflective of the needs of the St. Augustine Campus.

As a way forward with these initiatives, the wider STA community benefitted from the administration of the very first procurement sensitisation and training session in July of 2018. Ultimately all efforts are intended to achieve and uphold accountability, fairness, transparency, value for money, competition and responsible behaviour as it relates to the Campus's procurement function.

The developments described above, dating back to 2011, took place against the backdrop of the transformation of the national and legislative landscape for procurement to make way for the Public Procurement and Disposal of Public Property Act, 2015 (Amended) which was intended to replace the Government's 2005 White Paper (which had never been enacted). As such, the Campus's approved Policy Manual (2011/2012) was premised on the pillars of best public procurement practice at the time of its development, and is therefore, in alignment with the general objects and requirements of the Act. It is understood that some aspects of the UWI STA's Policy Manual and practices will need to be reviewed and revised to address any areas that are not in alignment with any specific provisions set out in the Act, once it is proclaimed.

Meanwhile, in accordance with the Act's requirements, the Campus Principal assumes the role of Accounting Officer and is responsible for the UWI STA's fiduciary matters. Additionally, the UWI STA's Procurement Manager operates as the Named Procurement Officer charged with responsibility for procurement and disposal of public property. The Procurement Manager also, in this capacity, acts as a liaison between The Office of Procurement Regulation (OPR) to ensure compliance with the Act. To support this alignment,

The Procurement Manager attended the training and sensitisation session hosted by the OPR in September 2018 and thus continues to use this knowledge to ensure continued alignment in The UWI STA's procurement processes and widespread awareness of these legal requirements.

## **7.2 Procedures**

### **7.2.1 Open Tendering**

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.

### **7.2.2 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.

### **7.2.3 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:

- Value and volume of purchases
- Technical requirements/characteristics
- Urgency of works/goods
- Total cost of ownership
- Complexity involved in delivering the goods/works/services
- Availability of the selected suppliers from the pool of vendors
- Risks associated with the provision of goods/works/services

# 08

## Public and Community Relations

### 8.1

#### *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.

### 8.2 Outreach

#### *8.2.1 Fundraising and Alumni Affairs*

The Fundraising and Alumni Affairs arm of The Office of Institutional Advancement and Internationalisation (OIAI) created a comprehensive digital Alumni Database to enhance alumni engagement and to support activities related to fundraising and alumni affairs. The Campus approved the completion of materials for the Reconnection Campaign consisting of a Quarterly Alumni Newsletter (five (5) issues published in 2017/2018), a LinkedIn account (17,500+ alumni followers), a Facebook account (two hundred (200) followers), an Instagram account (ninety-nine (99) followers), and a MailChimp mailing list (thirty-two thousand (32,000) subscribers with an average open rate of 25%).

#### *8.2.2 Publications, Conferences, Forums and Lectures*

Researchers on the Campus share their knowledge and research findings with their peers internationally through publication in professional journals, and presentations at professional conferences.

The Campus also shares its knowledge with the wider community by hosting lectures and public forums, and through its flagship monthly publication, UWI Today. Below are the main events held on the Campus during the review period.

Further details are contained in the Faculty Report available online.

#### *Professorial Inaugural Lectures*

- Professor Paula Morgan – Healing the Hurts of my People Slightly: Discourses of Societal Violence and Trauma - November 2017
- Professor Dilip Dan – Crossing Boundaries: From Scarless Surgery to Surgery for Diabetes – January 2018
- Professor Elizabeth Hackshaw – Cracks in the Edifice: Notes of a Native Daughter – April 2018

#### *Distinguished Open Lecture*

- Nell Watson – Artificial Intelligence and Educating for Tomorrow – April 2018

#### *UWI/FIFA/CIES Public Lectures*

- Pierre Cornu – Good Governance of Sports Organisations – September 2017
- Martin Kaswurm – Creating and Developing New Sporting Events – January 2018
- Mario Maggi – Key Tools of FIFA Club Licensing Systems – June 2018

#### *SALISES Public Forums and Lectures*

- Trinidad and Tobago 2017/2018 Budget, October 2017
- IMF 2017 Country Report on Trinidad and Tobago, January 2018
- Constitution (Amendment) (Tobago Self-Government) Bill 2018, May 2018
- The Role of Social Media in Elections in Trinidad and Tobago, June 2018
- Sir Arthur Lewis Distinguished Lecture by Professor Stuart Corbridge, Vice-Chancellor of Durham University, UK, January 2018

#### *Conferences and Symposia*

- Sir Arthur Lewis Memorial Symposium, January 2018
- Whither the Left in the Caribbean: Assessing the Legacies of Maurice Bishop, Forbes Burnham, Fidel Castro, Hugo Chavez, Cheddi Jagan and Michael Manley, March 2018.

#### *An Integrated Recruitment Marketing Campaign*

The Marketing & Communications Office (M&C) continued the #BeUWI Student Recruitment Marketing Campaign developed in 2016. The integrated campaign aligned and coordinated print and digital promotions to create comprehensive suites of marketing collateral.

# 09

## Appendices

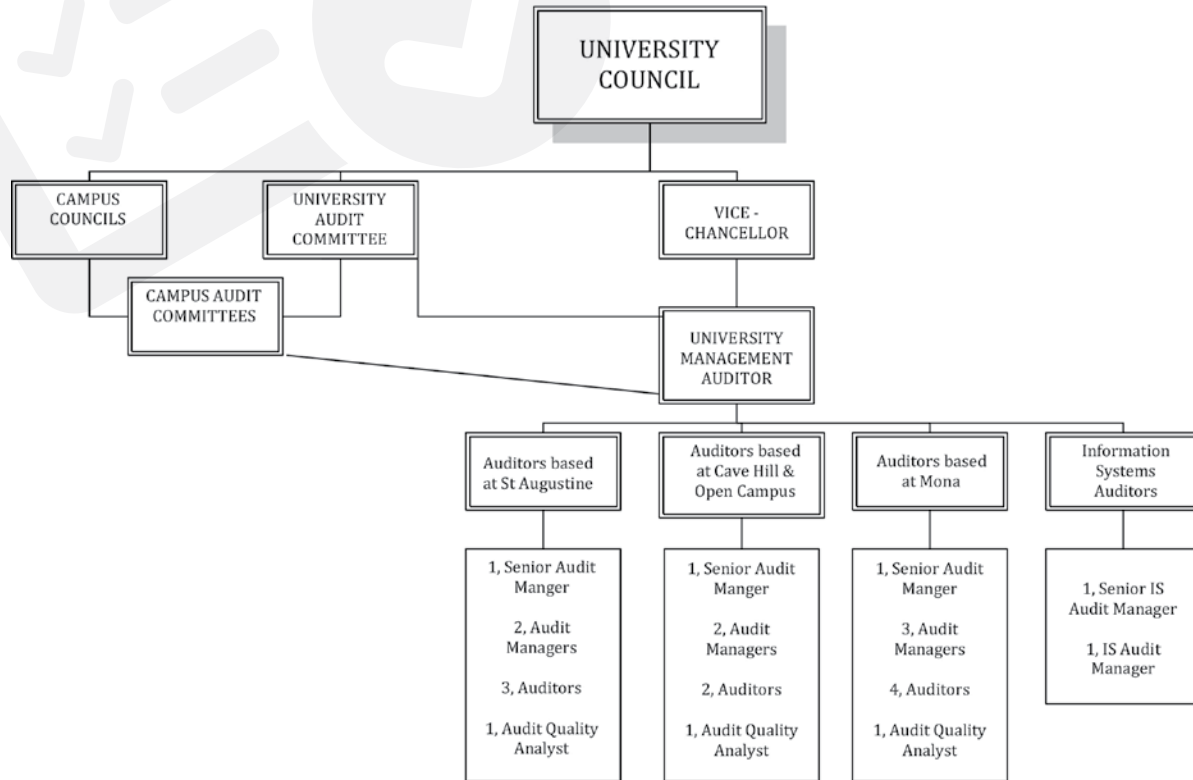
- 9.1 Appendix 1 - THE UWI, ST. AUGUSTINE AT A GLANCE
- 9.2 Appendix 2 - RELATIONSHIP OF AUDIT ENTITIES AND GOVERNING BODIES OF THE UNIVERSITY OF THE WEST INDIES
- 9.3 Appendix 3 - THE UNIVERSITY OF THE WEST INDIES THE STATUTES AND ORDINANCES AS OF 2012
- 9.4 Appendix 4 - THE UNIVERSITY OF THE WEST INDIES - ST. AUGUSTINE CAMPUS MANAGEMENT AUDIT UNIT ORGANISATION CHART
- 9.5 Appendix 5 - THE UWI, ST. AUGUSTINE CAMPUS ACADEMIC ORGANISATIONAL CHART
- 9.6 Appendix 6 – THE UWI, ST. AUGUSTINE CAMPUS ADMINISTRATIVE MANAGEMENT ORGANISATION CHART

## Appendix 1

# St. Augustine Campus - UWI At a Glance

<b>FACULTY OF ENGINEERING</b>	<b>FACULTY OF ENGINEERING</b>	<b>FACULTY OF FOOD &amp; AGRICULTURE</b>
Chemical	Chemistry	<b>DEPARTMENTS</b>
Civil & Environmental	Computing & Information Technology	Agricultural Economics & Extension
Electrical & Computer	Life Sciences	Food Production
Geomatics Engineering & Land Management	Mathematics & Statistics	Geography
Mechanical & Manufacturing	Physics	<b>SPECIALISED UNITS &amp; CENTRES</b>
<b>SPECIALISED UNITS &amp; CENTRES</b>	<b>SPECIALISED UNITS &amp; CENTRES</b>	Cocoa Research Centre
Engineering Institute	National Herbarium	University Field Station
Seismic Research Centre		
<b>FACULTY OF HUMANITIES &amp; EDUCATION</b>	<b>FACULTY OF LAW</b>	<b>FACULTY OF SOCIAL SCIENCES</b>
<b>SCHOOLS</b>	<b>FACULTY OF SPORT</b>	<b>DEPARTMENTS</b>
School of Education	St Augustine Academy of Sport	Behavioural Sciences
School of Humanities	<b>FACULTY OF MEDICAL SCIENCES</b>	Economics
<b>DEPARTMENTS</b> (in the School of Humanities)	<b>SCHOOLS</b>	Management Studies
Creative & Festival Arts	School of Medicine	Political Sciences
History	School of Veterinary Medicine	<b>SPECIALISED UNITS &amp; CENTRES</b>
Literary, Cultural & Communication Studies	School of Dentistry	ANSA McAL Psychological Research Centre (PRC)
Modern Languages & Linguistics	School of Pharmacy	Labour & Poverty Studies Unit (LPSU)
<b>SPECIALISED UNITS &amp; CENTRES</b>	School of Optometry	Constitutional Affairs & Parliamentary Studies Unit (CAPSU)
Centre for Language Learning (CLL)	The UWI School of Nursing	Institute for Gender & Development Studies (IGDS)
Educational Foundations & Teacher Education	<b>DEPARTMENTS</b> (in the School of Medicine)	Governance Unit
Education	Pre-Clinical Sciences	Centre for Health Economics (HEU)
Educational Research & Development	Para-Clinical Sciences	Institute of International Relations (IIR)
Family Development & Children's Research Centre (FDCRC)	Clinical Medical Sciences	Sir Arthur Lewis Institute of Social & Economic Studies (SALISES)
Continuing Professional Development & Outreach Unit	Clinical Surgical Sciences	Sustainable Economic Development Unit (SEDU)
Psychoeducational Diagnostic and Intervention Clinic (PEDIC)		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)*

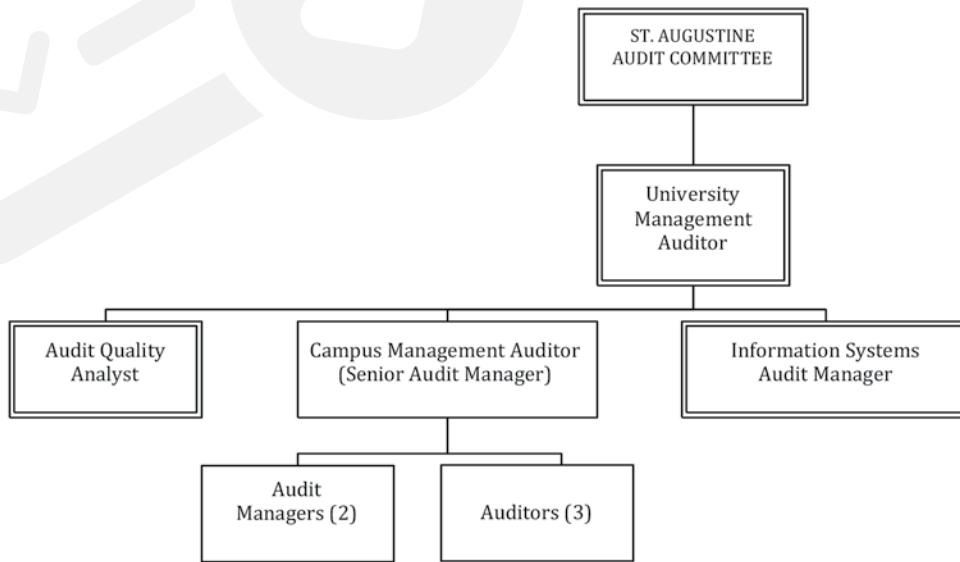
1. There shall be a University Audit Committee consisting of the following members -
  - (a) The Chair appointed by the Chancellor; and
  - (b) Four members of the Council, not being members of staff of the University, selected by the Chancellor from among the members of the Council, the Campus Councils 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

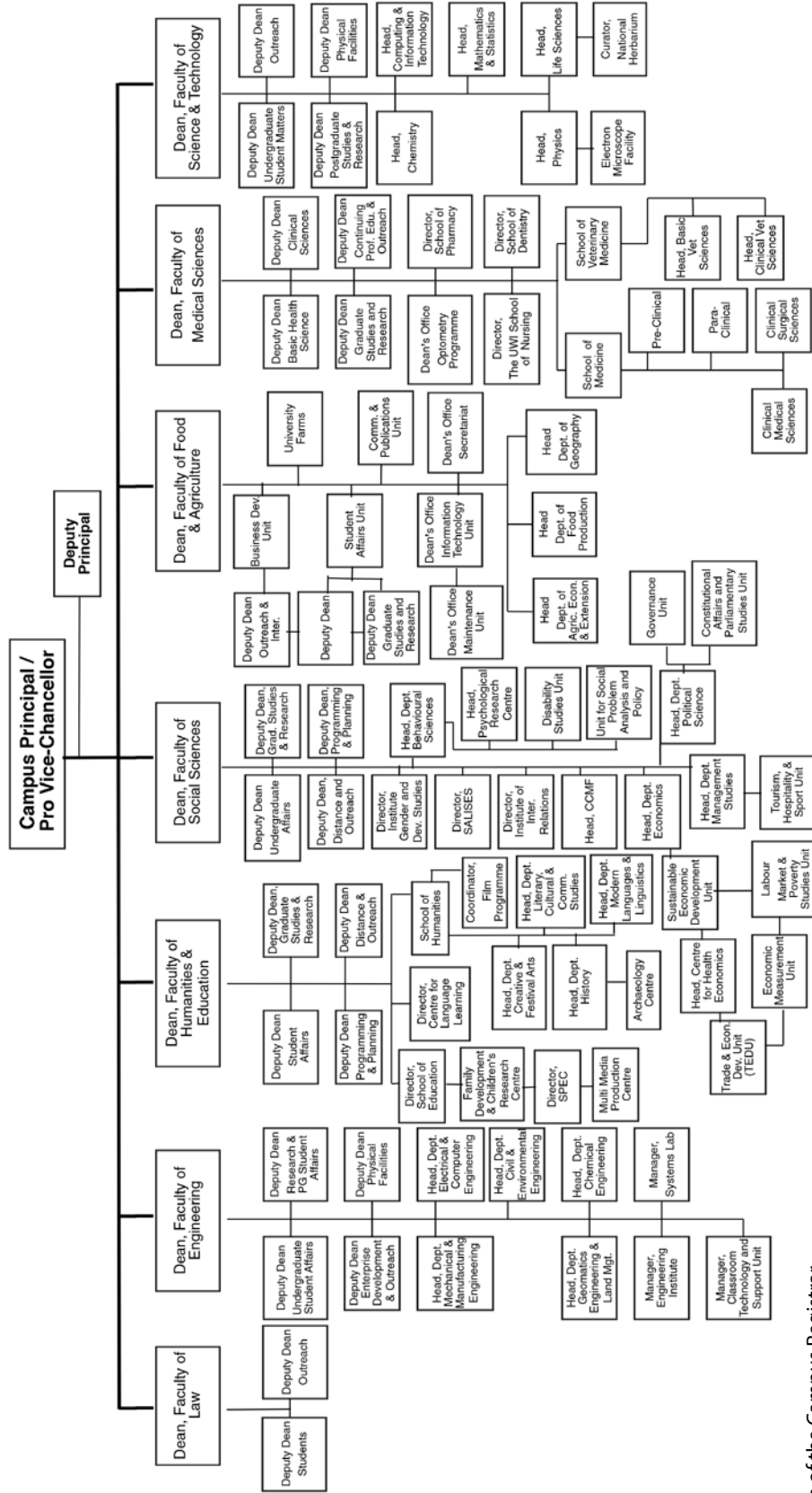
## Appendix 4 THE UNIVERSITY OF THE WEST INDIES ST. AUGUSTINE CAMPUS MANAGEMENT AUDIT UNIT ORGANISATION CHART



*April 2016*

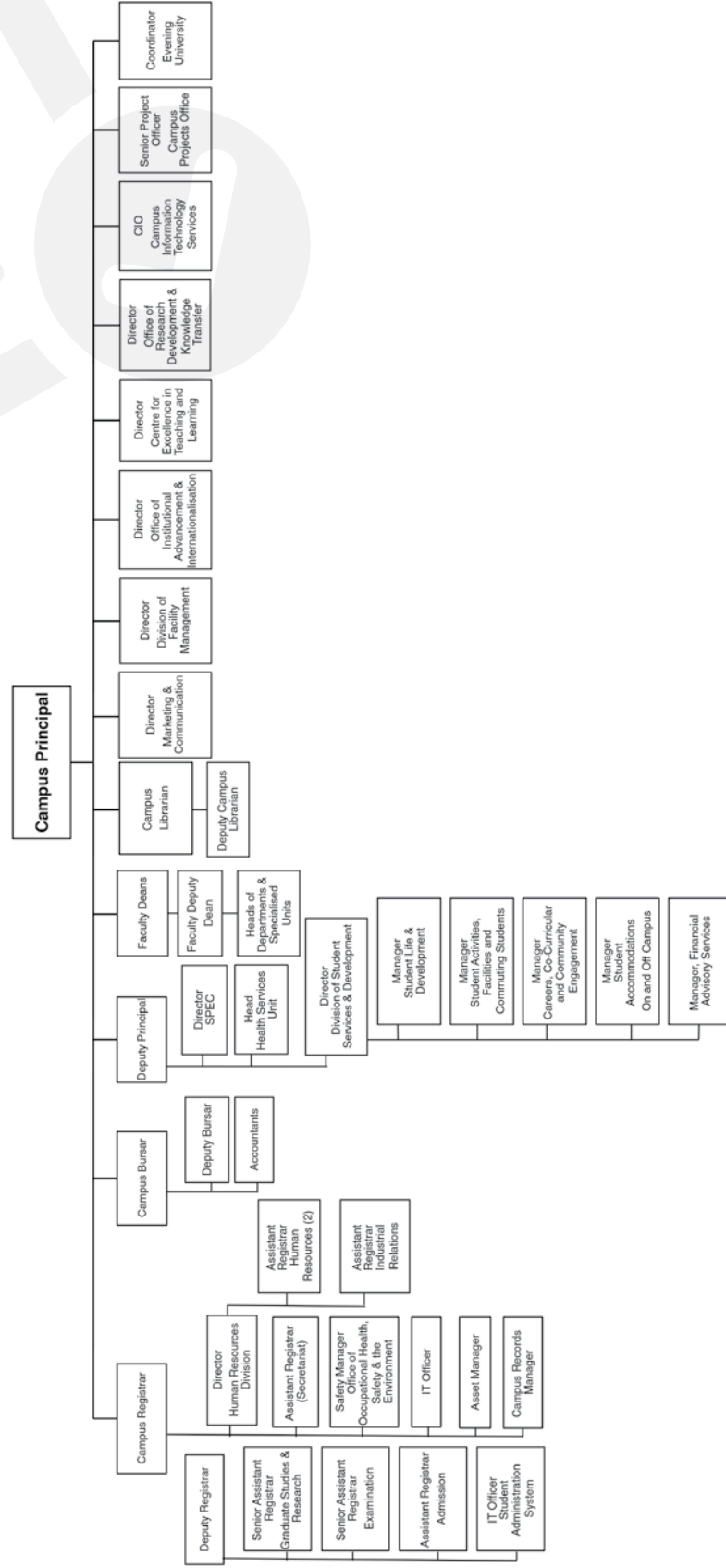


# Appendix 5 THE UWI, ST. AUGUSTINE CAMPUS ACADEMIC ORGANISATIONAL CHART



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





UWI  
ST. AUGUSTINE  
CAMPUS