



**UWI**  
ST. AUGUSTINE  
CAMPUS

# Report to the Ministry of Education

2014/2015





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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

Pro Vice-Chancellor and Campus Principal,  
Professor Clement Sankat  
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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  
 Institute of International Relations  
 Institute for Gender & Development Studies  
 Sir Arthur Lewis Institute of Social and Economic Studies

**2.5****Research Units & Centres**

ANSA McAL Psychological Research Centre  
 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**

### **Undergraduate (2014/2015)**

- BSc Criminology and Criminal Justice (FSS)
- Re-introduction of the Pre Science Programme (FST)

### **Postgraduate (2014/2015)**

- MPhil/PhD Tropical Crop Protection (FFA)
- MSc Applied Psychology (FSS)
- MSc Biotechnology (FST)
- MSc Computer Science with Specialization in Mobile Tech. & Cloud Technology (FST)
- UWI/LLM Degree/PG Diplomas in Corporate and Commercial Law / Public Law / Intellectual Property Law / General/unspecialised UWI LLM / Legislative Drafting (not offered in 2014/2015)

## **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 .

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 Tertiary Education and Skills Training 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:

- Finance
- Employee Engagement and Development
- Internal Operational Processes
- Teaching, Learning and Student Development
- Research and Innovation
- 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 2012-2014. 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 2014/2015 was 19,191. This is slightly (3%) lower than the 2013/2014 figure. The student/staff ratio stood at 21 to 1.

#### Enrollment by Gender

UNDERGRADUATE	FEMALE	MALE	GRAND TOTAL
Engineering	442	1015	1457
Food & Agriculture	581	316	897
Humanities & Education	1300	368	1668
Law	206	93	299
Medical Sciences	1603	669	2272
Science & Technology	1128	915	2043
Social Sciences	2683	1086	3769
<b>UNDERGRADUATE TOTAL</b>	<b>7943</b>	<b>4462</b>	<b>12405</b>

GRADUATE	FEMALE	MALE	GRAND TOTAL
Arthur Lok Jack School of Business	756	543	1299
Centre of Excellence in Teaching and Learning	12	11	23
Engineering	495	661	1156
Food & Agriculture	137	104	241
Gender & Development Studies	29	10	39
Humanities & Education	751	214	965
International Relations	95	42	137
Law	4		4
Medical Sciences	285	191	476
Science & Technology	267	240	507
Sir Arthur Lewis Institute for Social	48	30	78
Social Sciences	749	262	1011
The UWI Seismic Research Centre	2	2	4
<b>GRADUATE TOTAL</b>	<b>3630</b>	<b>2310</b>	<b>5940</b>

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<b>OTHER</b>	<b>FEMALE</b>	<b>MALE</b>	<b>GRAND TOTAL</b>
Engineering	7	9	16
Food & Agriculture	10		10
Humanities & Education	38	13	51
Law	5	1	6
Medical Sciences	18	6	24
No College Designated	110	66	176
Science & Technology	217	149	366
Social Sciences	59	28	87
<b>Other Total</b>	<b>464</b>	<b>272</b>	<b>736</b>

<b>OFF CAMPUS</b>	<b>FEMALE</b>	<b>MALE</b>	<b>GRAND TOTAL</b>
Engineering	15	20	35
Law	1		1
Science & Technology	6	3	9
Social Sciences	44	21	65
<b>Off Campus Total</b>	<b>66</b>	<b>44</b>	<b>110</b>
<b>GRAND TOTAL</b>	<b>12103</b>	<b>7088</b>	<b>19191</b>

## **Graduation**

At the ceremonies held in October 2015, there were 3,870 persons eligible to graduate, including 54 MPhils and 25 PhDs in various fields.

### **Graduating Class of 2015 by Faculty and Gender**

<b>FACULTY</b>	<b>FEMALE</b>	<b>MALE</b>	<b>GRAND TOTAL</b>
Engineering	179	299	478
Food & Agriculture	128	71	199
Gender & Development Studies	5	1	6
Humanities & Education	632	156	788
Law	46	15	61
Medical Sciences	482	209	691
Science & Agriculture	4	3	7
Science & Technology	277	178	455
Social Sciences	898	303	1201
<b>GRAND TOTAL</b>	<b>2651</b>	<b>1235</b>	<b>3886</b>

## **Graduates at Work**

The results of the latest Graduate Tracer Survey showed that among the Class of 2013, 72% found employment within a year, taking an average of six months to get hired. Ninety percent of the respondents were from Trinidad & Tobago. Here are some of the other key findings:

- 55% were hired by the public sector and 34% by private companies.
- 1.7% reported that they were self-employed. They tended to be in areas such as Health and Social Services, Real Estate Activities and Arts, Entertainment and Recreation and were likely to have pursued majors in Veterinary Medicine, Medical Sciences, and Theatre Arts.
- The median monthly income among all respondents was TT\$10,085.50 but female graduates on average earned TT\$2000.00 less than their male counterparts.

**New Appointments**

Five senior appointments were made this year as staff either retired or as their terms came to an end. They are:

- Mr. Frank Soodeen - Campus Librarian
- Mrs Andrea Taylor-Hanna - Campus Bursar.
- Professor Stephan Gift - Dean of the Faculty of Engineering
- Professor Terence Seemungal - Dean of the Faculty of Medical Sciences
- Professor Ann-Marie Bissessar - Dean of the Faculty of Social Sciences.

**Honours, Anniversaries & Achievements**

- Dave Chadee, Professor in the Department of Life Sciences at The UWI St. Augustine, received an award from the Caribbean Public Health Agency (CARPHA) for his "Outstanding Contribution in the Area of Public Health including Vector Control."
- The St. Augustine Campus produced yet another Rhodes Scholar - 23 year-old Trinidadian, Cherrelle Dacon. Among the field of seven candidates, three were from St. Augustine.
- The Faculty of Law won its second mooted title when its team took the prize for the "Best Team from an Academic Institution" at the Caribbean Court of Justice (CCJ) VII Annual International Law Moot competition in March 2015.
- The Alma Jordan Library won a regional award for restoring and digitising analogue tapes of broadcast material produced by Trinidad and Tobago Television (TTT) from 1968 to 1985. It is a joint project with the Faculties of Engineering and Humanities & Education and the Trinidad and Tobago Government Information Services Limited (GISL). Forty hours of digitised cultural and heritage content are now stored and accessible at the Alma Jordan Library.

**Progress on the South Campus**

A traditional 'topping-off' ceremony was held in early August 2015 to acknowledge progress of construction works at The UWI St. Augustine South Campus, Penal-Debe. At the time it was estimated that the campus was 75% complete. The official handover of the lease agreement for the site also took place at the event.

**Progress on the Agricultural Innovation Park**

The Campus deepened its relationship with the China Agricultural University (CAU), promising (among other things) to test new varieties, facilities, equipment, technologies, concepts and models at the Park, and to demonstrate cropping patterns and production flows of distinctive crops currently cultivated in Trinidad and Tobago. While the major infrastructure is still being put in place, the 200 acres of land at Orange Grove have not been left fallow. It is already being used to support hands-on student training and research while growing and selling crops to offset operational costs and to acquire new technology. The Faculty of Food and Agriculture has been evaluating and testing new crops from China: Chinese squash, peppers, bitter melon, ten varieties of corn and pumpkin and a 10-acre fruit orchard and specially designed greenhouses were also being set up. Some of the exciting projects this year focused on evaluating various irrigation technologies and exploring 'precision agriculture' using remote sensing and drone technology. The AIP will not be restricted to Orange Grove but will also include the UWI Field Station at Mt Hope and the farm at Debe where the FFA has already established a citrus orchard on 8.5 acres, following a Brazilian model.

**Teaching, Learning & Student Development**

- The Campus implemented the new undergraduate GPA system as part of a University-wide initiative.
- A new state-of-the-art Technology Teaching Lab was launched. The lab uses SMART technology and online tools to introduce lecturers to new teaching and learning technologies such as online evaluation feedback, podcasting, online collaboration and integration of social media in teaching and learning.
- The Campus approved the establishment of a new Division of Student Services and Development (DSSD) from August 1, 2015. The Division's mandate and structure are to
  - encourage community engagement and service learning;
  - improve access to services such as recreational and sporting activities, financial advice, accommodation, and career guidance;

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- provide assistance for students in need of counseling or those with academic challenges or physical disabilities.
- A student-athlete policy was developed articulating the support that will be provided to regular and high-performing athletes on the St. Augustine Campus. It is awaiting the necessary administrative approval and follows the experience of facilitating the academic programme of Olympian athlete, Jehue Gordon, who graduated with First Class Honours at the end of the academic year.
- The UWI and The Institute of Banking and Finance (IBF) of Trinidad and Tobago entered into a partnership to provide graduates with internship opportunities in the banking sector. The initiative is designed to provide students with relevant education and training for professional advancement and personal growth, to meet the sector's requirements for capable, highly skilled employees.
- On the 25th anniversary of the UWI Fete it, together with the UWI Golf Challenge raised TT\$1 million to fund bursaries for 200 deserving UWI students. The Trevor Boopsingh Scholarship for students in the Petroleum Engineering Programme was launched and the National Gas Company of Trinidad and Tobago (NGC), as part of their commitment to invest in education pledged to donate \$1 million to the fund annually for a period of five years.

## **Research & Development**

A total of 22 projects were approved since the establishment of the Trinidad & Tobago Research and Development Impact Fund (RDI Fund), based on the 1st and 2nd Call for Proposals (CFP) issued in 2012 and 2013 respectively. The approved projects all boast of multi-disciplinary teams, stakeholder partnerships and student engagement. These projects have been awarded grant funding totaling \$14,343,228 and are all at varying stages of implementation. In addition, all projects have either already secured counterpart support, in cash (TT\$25.0million) or kind (TT\$3.0million), or are actively in negotiations to secure same. The evaluation of proposals submitted during the third call, issued in 2014, is ongoing.

RDI Fund projects are being implemented all over Trinidad & Tobago. Project teams have conducted activities, including surveys, sampling and training, in more than 200 communities throughout Trinidad and Tobago to date.

## **Conferences**

Universities often share their research outcomes with the public through conferences, seminars and workshops. In 2014/2015 the Campus hosted several such events on topics such as:

- **International Breadfruit Conference:** Commercialising breadfruit for food and nutrition security (Faculty of Food & Agriculture)
- **Conference on the Economy (COTE) 2014:** Addressing Contemporary, Local and Regional Challenges for Sustainable Development (SALISES)
- **CCJ Symposium:** Advancing the Case for Regionalism and Indigenous Jurisprudence (Faculty of Law)
- **"The Need for Economic Diversification: Falling Oil Prices and its Implications on the T&T Budget,"** (Trade and Economic Development Unit (TEDU))
- **Fearless Politics:** The Life and Times of Hazel Brown (Institute for Gender and Development Studies (IGDS))
- **Inaugural Oil & Gas Law Conference:** Key Legal Issues in Oil and Gas Law (Faculty of Law)
- **Ministry of Design** – from Cottage Industry to State Enterprise (Department of Creative and Festival Arts (DCFA) in the Faculty of Humanities and Education (FHE))
- **Forum on the Future of the Caribbean:** Shaking Up the Caribbean (UWI, the United Nations, the Commonwealth Secretariat, the CARICOM Secretariat, the Government of Trinidad and Tobago, the Organisation of Eastern Caribbean States (OECS), etc.)

## **Campus Libraries – The Special Collections**

The Campus Libraries strengthened their unique Caribbean collections with the acquisition of seven Special Collections including the Hazel Brown Papers and the Alloy Lequay Sports Material.

# 04

## Infrastructure Development

While the major focus continued to be on the UWI St. Augustine South Campus, Penal-Debe, work was also completed or advanced on smaller projects related to the School of Veterinary Medicine, the School of Pharmacy and the Alma Jordan Library. Funding constraints significantly limited the number of projects that were able to move to their construction phase during this year and in some cases bids were received and evaluated but contracts could not be awarded due to lack of funds. Other major challenges faced by the Campus in the implementation of projects were, lack of Cabinet approval for several PSIP funded projects, the Government's slow release of funding for capital projects and the generally poor performance of contractors on some of our major projects.

Meanwhile the Campus continues to seek and develop alternative options for project funding and implementation. This has led to the signing of major sponsorship agreements with two local consortia for the funding of two capital projects while talks are underway with several others.

### ***UWI St. Augustine South Campus Penal/Debe***

This project represents a major expansion of the St. Augustine campus to the southern area of Trinidad. Work commenced on site in September 2012 and as of July 2015 construction works were still in progress with expected completion in early 2016. The original completion date was February 2014. The current estimated cost for the project is approximately \$600 million. Phase 1 of the project includes facilities for The Faculty of Law, lecture theatres, a moot court, a campus library, lecture, a general academic/administration building for other faculties, a student union building, a students' halls of residence and playing fields.

### ***Major Projects in Progress***

The New Holman Williams building and the extension of the Steve Bennett Building at the Faculty of Medical Sciences will expand the facilities of the School of Veterinary Medicine to include a teaching room, two laboratories and associated administrative and services rooms.

Completion of 3rd Floor Labs, Teaching and Learning Complex, a multi-storey building which includes 4 lecture theatres, 2 lecture rooms, 8 tutorial / seminar / teaching rooms, offices for Centre for Excellence in Teaching and Learning (CeTL) and specialised Biology and Chemistry science labs on the third floor.

Canada Hall Expansion and Renovation – Phase 2. This three-phase project includes the upgrading of the existing North and South Blocks and the construction of a new Post Graduate block. The current budget for this project is \$60.0million (\$28.0million for the renovations and \$32.0million for the new Post Graduate Block). Phase 1, South block was completed in early 2013 at a cost of \$17.0million and was occupied later that year. Work on Phase 2, the North Block, commenced in April 2014 with completion scheduled for November at a cost of \$18. million, including \$15.5million for the construction works.

### ***Upcoming Projects***

**The New Department of Creative and Festival Arts Building**, Gordon Street will replace the old inadequate buildings at Agostini Street and will provide spaces for performance, teaching and administration. Due to funding constraints, the project is to be implemented in phases. The first phase will cost approximately \$22.0million and is being funded in part by a gift from Republic Bank.

**The UWI/Republic Bank Development Project** was launched with the signing of an MOU and a total investment of TT\$90million over the next three years has been pledged by the bank. In its first phase the project will undertake the construction of the Republic Bank building and Department of Creative and Festival Arts building. The second phase will support the physical expansion to the northern end of the campus, including a campus plaza and car park. It is currently in the design phase.

**Construction of Trinity-UWI House** is a joint project between the St. Augustine campus and Trinity College, Hartford, Connecticut. The building will house a collective space that will include teaching, research, library, display and outreach facilities.

**The Centre for Spiritual Life** will support the many faith-based groups on campus. It will include spaces for worship, refuge, education and administration. The project will cost approximately \$24.0 million and will be funded jointly by the Government via the PSIP and The University via private fund raising. Construction should commence in early 2016.

**The Cardio-Vascular Centre** is at the preliminary stage of negotiations following the signing of the MOU with private sector partners

**The Warner Street Staff Housing Project** will create a gated community of 18 townhouse units for rental to UWI staff. This will be funded through a finance/ design/ build/ operate/ transfer agreement.

## 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.

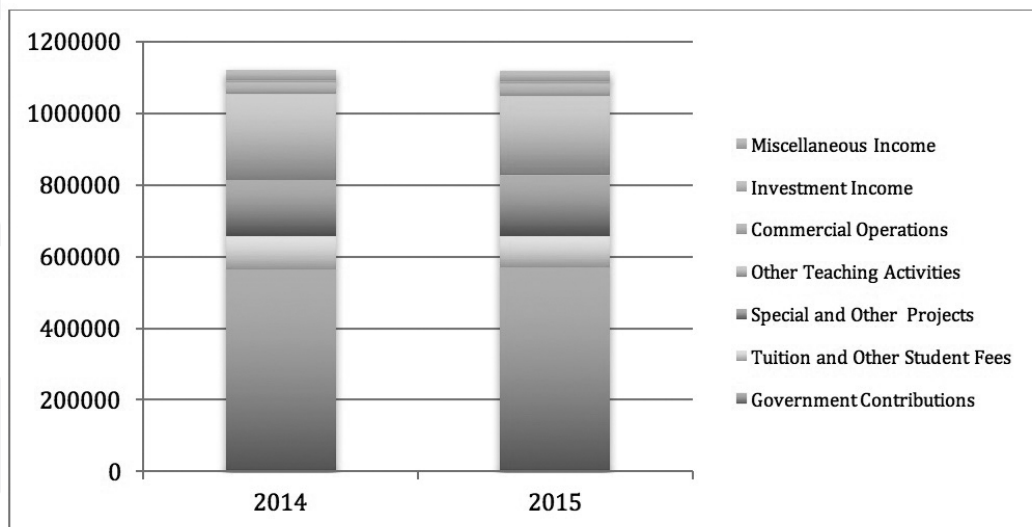
**5.3.1****Expenditure versus Income**

Regional governments continue to experience very minimal rates of growth while at the same time having to service significant debt burdens. This has made it very difficult for some governments to maintain their financial commitments to the Campus. The Campus' operating results recorded a deficit \$185.8 million compared to a deficit of \$23.4 million for the previous year. Contributing significantly to this deficit is a provision of \$165 million relating to long outstanding amounts due from various governments and the Open Campus.

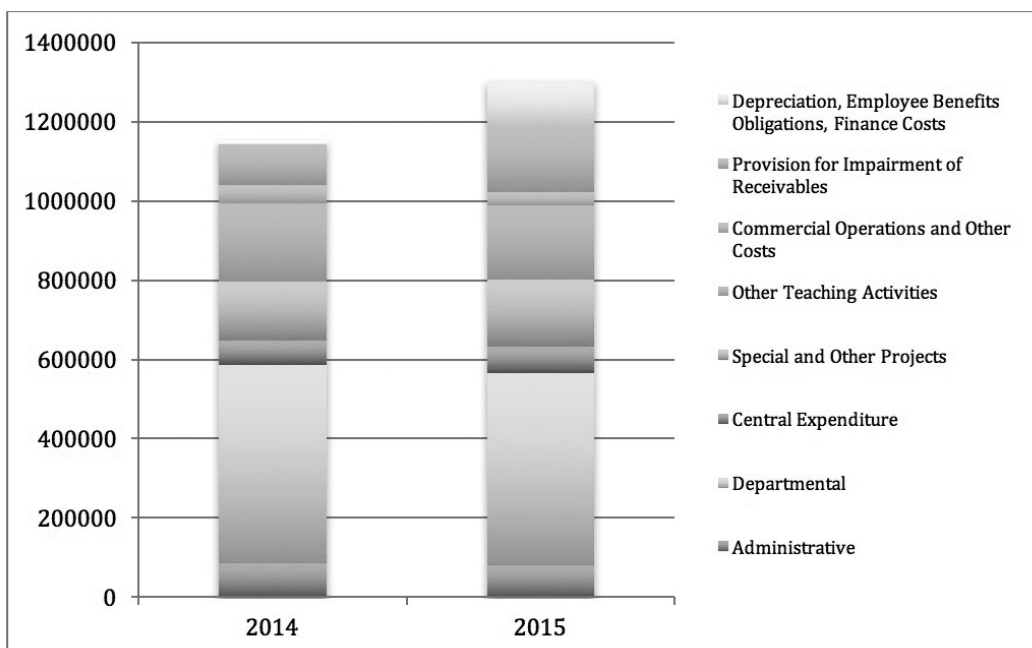
Total consolidated income for the year ended July 31, 2015 totaled \$1,114.7 million a decrease of \$3.6 million from the previous year. Total expenditure for the year including depreciation, employee benefits obligations and finance costs amounted to \$1,300.5 million, increasing by approximately \$159 million or 13.9%. As indicated earlier the Campus has made substantial provisions for impairment of receivables amounting to \$165.9 million.

<b>INCOME</b>	<b>'000 2015</b>	<b>%</b>	<b>'000 2014</b>	<b>%</b>
Government Contributions	568,162	51.0	561,377	50.2
Tuition and Other Student Fees	85,895	7.7	93,807	8.4
Special and Other Projects	172,075	15.4	156,238	14.0
Other Teaching Activities	219,374	19.7	241,594	21.6
Commercial Operations	36,622	3.3	30,500	2.7
Investment Income	4,994	0.5	5,125	0.4
Miscellaneous Income	27,550	2.4	29,660	2.7
	1,114,672	100	1,118,301	100

# UWI Report to the Ministry of Education



EXPENDITURE	'000 2015	%	'000 2014	%
Administrative	79,943	6.2	84,128	7.4
Departmental	483,261	37.2	500,920	43.9
Central Expenditure	67,602	5.2	60,502	5.3
Special and Other Projects	168,490	13.0	148,720	13.0
Other Teaching Activities	186,273	14.3	196,900	17.2
Commercial Operations and Other Costs	33,505	2.6	30,500	2.7
Provision for Impairment of Receivables	165,877	12.7	16,892	1.5
Depreciation, Employee Benefits Obligations, Finance Costs	115,558	8.8	103,167	9.0
	1,300,509	100	1,141,730	100





### 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. The St. Augustine Campus has not incurred any new debt in the last eight years.

### 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 7. The Ordinances for the University Audit Committee and the Campus Audit Committee are presented at Appendix 8. 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 9. 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

###### National and Regional Development

- In May 2015 The UWI School of Nursing (UWISO), was formally launched within the Academy of Nursing and Allied Health in El Dorado. The Academy of Nursing and Allied Health in partnership with The UWI St. Augustine and COSTAATT is a unique partnership model that rationalises the provision of tertiary education.
- In April 2015, the Faculty of Medical Sciences also formally opened the new UWI Arima Dental Clinic, a modern dental facility that is dedicated to delivering dental services to the catchment area of Arima and its environs.
- The Public Forum on Development of Trinidad & Tobago's Smart Grid was hosted by UWI St. Augustine in collaboration with the Ministry of Energy & Energy Affairs, the Trinidad and Tobago Electricity Commission (T&TEC), the National Institute of Higher Education, Research, Science & Technology (NIHERST) and the T&T section of the Institute of Electrical and Electronics Engineers (IEEE). It was funded by The UWI-Trinidad and Tobago Research and Development Impact (RDI) Fund.

- Student athletes from all four campuses taking part in the Inter-Campus Games at UWI, St. Augustine formed themselves into four delegations of approximately ten students each to visit the St. Benedict's Boys RC Primary, Curepe Vedic Primary, Riverside Hindu School and Maracas SDA Primary schools. The UWI students read to the children and donated two-hundred and thirty books collected through an earlier book drive.
- The Campus teamed up with music icon and Honorary Graduate, Roy Cape and Media 21 to organise the Classic Concert - a sold out benefit concert to raise funds to assist another Honorary Graduate, veteran calypsonian, Leroy Caliste, the Black Stalin.

##### Memoranda of Understanding

The Campus signed MOUs with several entities including:

- **The North West Regional Health Authority (NWRHA)** - construction of a state-of-the-art Teaching and Student Facility at the General Hospital, Port of Spain, to house students and staff of the Faculty of Medical Sciences.
- **The Yucatan Center of Scientific Research** - clonal propagation of tropical plants to help to scale up production of agricultural produce and boost of commercialization efforts in agriculture throughout the region.
- **ANSA McAL Group** - the Guardian Media School of Journalism, the Anthony N. Sabga School of Entrepreneurship and the reopening of the ANSA McAL Psychological Research Centre.
- **China Agricultural University (CAU)** - to test new varieties, facilities, equipment, technologies, concepts and models at the upcoming Agriculture Innovation Park; to demonstrate cropping patterns and production flows of distinctive crops currently cultivated in Trinidad and Tobago and to collaborate in graduate training with the possibility of awarding joint or double degrees through a split-site engagement.

## Lectures

The CARICOM Leaders' Lecture Series featured the Rt. Hon. Owen Arthur, M.P., fmr Prime Minister of Barbados speaking on "Caribbean Regionalism in the Context of Economic Challenges", followed by the Prime Minister of St Lucia, Dr. Kenny Anthony on the topic "Delivered or Denied? The Dividends of Integration"

## Conferences and Lectures

Newly-appointed professors of The UWI are encouraged to give Public Lectures to share their specific areas of research with the wider community. This year five Professorial Inaugural Lectures were held:

- **Professor Bharat Bassaw** - "Gestational Diabetes Mellitus (GDM): A Critical or Controversial Viewpoint"
- **Professor Christopher Oura** - "From African Swine Fever to Ebola - Can we win the battle to control infectious disease?"
- **Professor Derek Chadee** - "Fear of Crime: To be or not to be afraid"
- **Professor Asoke Basu** - "A Journey with Parasites – Focusing Concern, Control, and Eradication in Tropical Regions."
- **Professor Patrick Akpaka** - "Microbes without borders, tracking the molecular epidemiology of germs"

Conferences, workshops and seminars are also common avenues to share the findings of research conducted on the Campus and to communicate with peers and the wider public. Among the most notable events held during the 2014/2015 academic year were some which are now mainstays on the campus calendar, such as the Conference on the Economy (COTE) 2014 : Addressing Contemporary, Local and Regional Challenges for Sustainable Development and two Pre-Budget Forums for students, civil society and business professionals.

There were also some exciting new additions that drew participants from around the world and which were appreciated by the wider public. They included:

- **Forum on the Future of the Caribbean: Shaking Up the Caribbean**

*5 – 7 May 2015*

Organised by The UWI in conjunction with the United Nations, the Commonwealth, the Caribbean Community Secretariat, the Government of Trinidad and Tobago, the Organisation of Eastern Caribbean States (OECS) and many others. The St. Augustine Campus hosted the opening day of the conference.

- **International Breadfruit Conference: Commercialising Breadfruit for Food and Nutrition Security.**

*5-9 July 2015*

The International Breadfruit Conference brought breadfruit researchers together with producers, equipment manufacturers, farmers and exporters from the Caribbean, the Pacific, Africa, Asia, Latin America and the United States. PCS Nitrogen Trinidad Ltd was the main sponsor while the Inter-American Institute for Cooperation on Agriculture (IICA), the Caribbean Development Bank and The Food and Agriculture Organization of the United Nations (FAO) provided additional support. The event included a field trip for conference participants and the first ever local Breadfruit Exhibition and Festival which was well patronised by the general public.

- **Inaugural Oil & Gas Law Conference: Key Legal Issues in Oil and Gas Law**

*30 April – 1 May 2015*

The Faculty of Law in collaboration with bpTT hosted this inaugural Oil and Gas law conference which attracted over 120 participants, including leading legal practitioners and energy specialists. The conference also marked the introduction of the region's first course in oil and gas law, which was developed and is being lectured by staff at the Faculty of Law at the St. Augustine Campus. It is the Faculty's intention to be a leader in the sector by establishing a multi-disciplinary department in oil, gas and energy.

# UWI Report to the Ministry of Education

- **CCJ Symposium: Advancing the Case for Regionalism and Indigenous Jurisprudence**

21 January 2015

10 years after the establishment of the Caribbean Court of Justice (CCJ), in the midst of the discussions on whether or not Trinidad and Tobago should make the CCJ its final court of appeal, for the first time came public confirmation that the Law Association of Trinidad and Tobago, supports such a move. The symposium was hosted by the Faculty of Law in collaboration with the High Commission of Canada, the International Labour Organization, the Organization of American States, the Commonwealth Secretariat and the United Nations Development Program.

- **“The Need for Economic Diversification: Falling Oil Prices and its Implications on the T&T Budget,”**

30 January 2015

The Trade and Economic Development Unit (TEDU) hosted this seminar just one day after US crude prices touched a 6-year low of under US\$44 per barrel. Presenters contemplating the precipitous tumble of oil prices pointed to a number of problems and prescriptions that have unfortunately either come to pass or are now being actively discussed. The proceedings were summarised in the March 2015 edition of UWI Today and the presentations may be downloaded from the Department of Economics website.

- **The Roots of Caribbean Constitutions**

The Constitutional and Parliamentary Studies Unit (CAPSU) in the Faculty of Social Sciences delivered the Magna Carta series of lectures across the Caribbean region titled “The Impact and Influence of Magna Carta on the Commonwealth Caribbean”. Starting in Trinidad in late 2014, events were held in the first two months of 2015 in Dominica, St. Vincent, Belize, Jamaica (Montego Bay and at the Mona Campus), and in St. Lucia. The project was funded through a competitive grant of roughly TT\$200,000 from the UK-based Magna Carta Anniversary Committee. Recordings of some of the lectures can be found on the Magna Carta in the Caribbean project page at [www.magnacarta800th.com](http://www.magnacarta800th.com)

## Events

The general public had a chance to experience UWI at the campus’ Open Days, which included student-led campus and faculty tours and the Campus Principal hosted his annual Secondary School Principals Appreciation Day. The Principal’s annual Diplomatic Brunch brought ambassadors and high commissioners from the Caribbean, Latin America, North America, Africa, Europe, Australia and Asia together with UWI academics and administrators to hear about the latest developments on the Campus, and to enjoy a local brunch and discuss collaborations between their countries and The UWI.

# List of Appendices

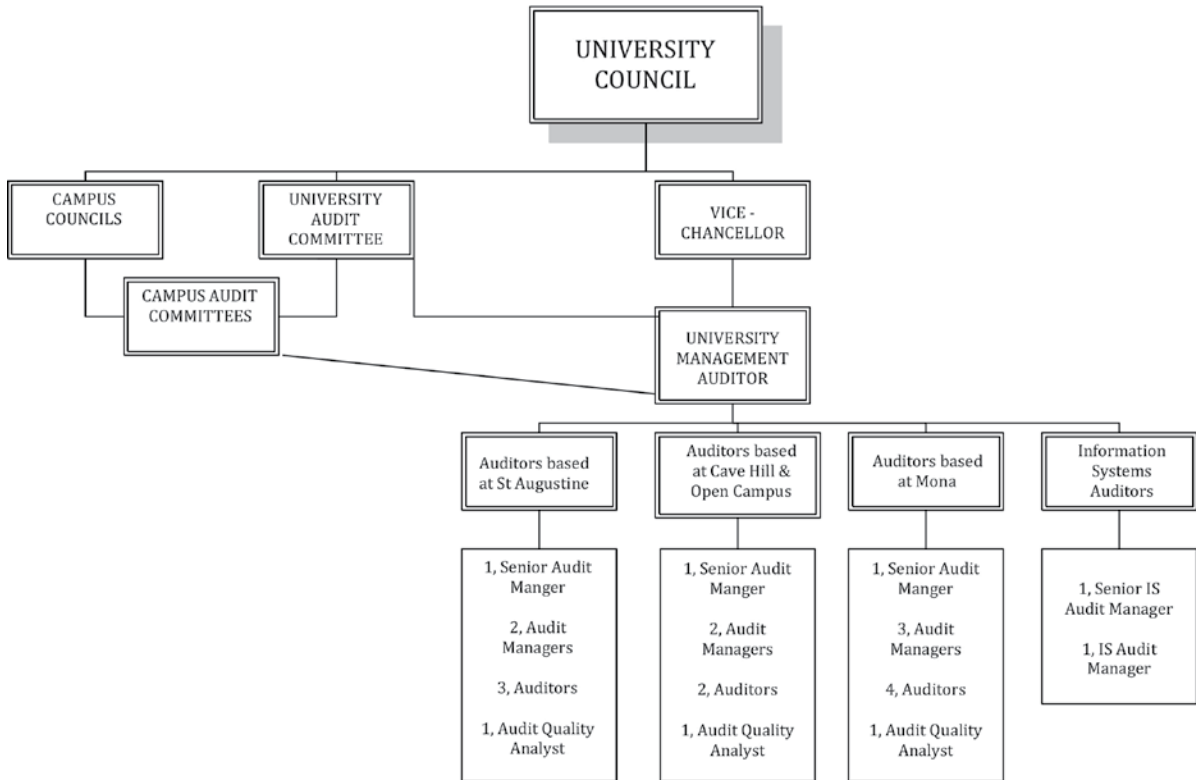
- A.1 .....Lists of Faculties, Schools, Centres and Units
- A.2.....Audit Entities Reporting Guidelines
- A.3.....Audit Committee Ordinances
- A.4.....Management Audit department  
Organisational Chart
- A.5.....The Academic Management  
Organisation Charts
- A.6.....The Administrative Management  
Organisation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

## Appendix 1 THE UWI, ST. AUGUSTINE AT A GLANCE

<b>FACULTY OF ENGINEERING</b>	<b>FACULTY OF SCIENCE &amp; TECHNOLOGY</b>	<b>FACULTY OF FOOD &amp; AGRICULTURE</b>
<b>DEPARTMENTS</b>	<b>DEPARTMENTS</b>	<b>DEPARTMENTS</b>
Chemical	Chemistry	Agricultural Economics & Extension
Civil & Environmental	Computing & Information Technology	Food Production
Electrical Computer	Life Sciences	Geography
Geomatics Engineering & Land Management	Mathematics & Statistics	<b>SPECIALISED UNITS &amp; CENTRES</b>
Mechanical & Manufacturing	Physics	Cocoa Research Unit
<b>SPECIALISED UNITS &amp; CENTRES</b>	<b>SPECIALISED UNITS &amp; CENTRES</b>	University Field Station
Engineering Institute	National Herbarium	<b>FACULTY OF SOCIAL SCIENCES</b>
<b>FACULTY OF HUMANITIES &amp; EDUCATION</b>	<b>FACULTY OF LAW</b>	<b>DEPARTMENTS</b>
<b>SCHOOLS</b>	<b>FACULTY OF MEDICAL SCIENCES</b>	Behavioural Sciences
School of Education	<b>SCHOOLS</b>	Economics
School of Humanities	School of Medicine	Management Studies
<b>DEPARTMENTS (in the School of Humanities)</b>	School of Veterinary Medicine	Political Sciences
Creative & Festival Arts	School of Dentistry	<b>SPECIALISED UNITS &amp; CENTRES</b>
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	<b>DEPARTMENTS (in the School of Medicine)</b>	Constitutional Affairs & Parliamentary Studies Unit (CAPSU)
<b>SPECIALISED UNITS &amp; CENTRES</b>	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.

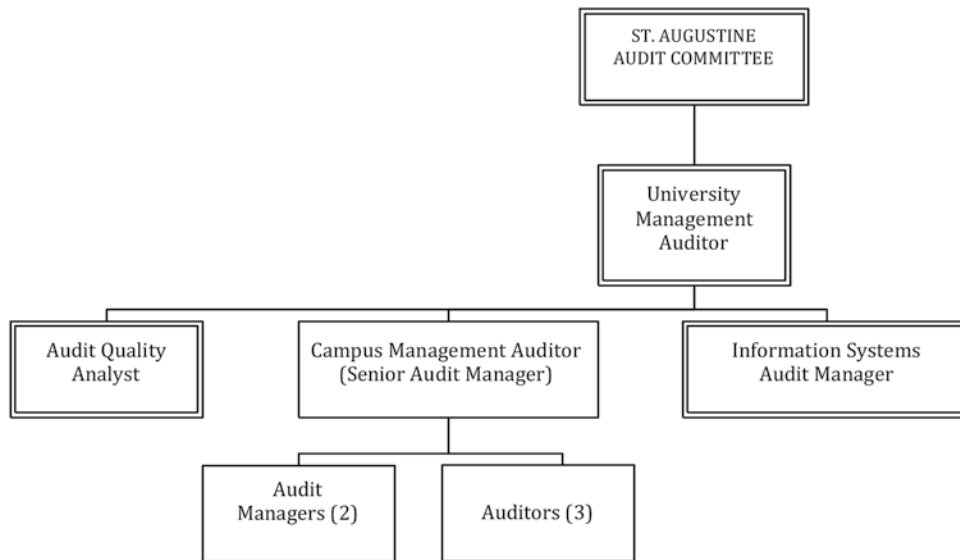
The Secretariat  
Office of the Campus Registrar  
St. Augustine Campus  
The UWI  
April 11th 2016

# Appendix 4

## THE UNIVERSITY OF THE WEST INDIES

### ST. AUGUSTINE CAMPUS MANAGEMENT AUDIT UNIT

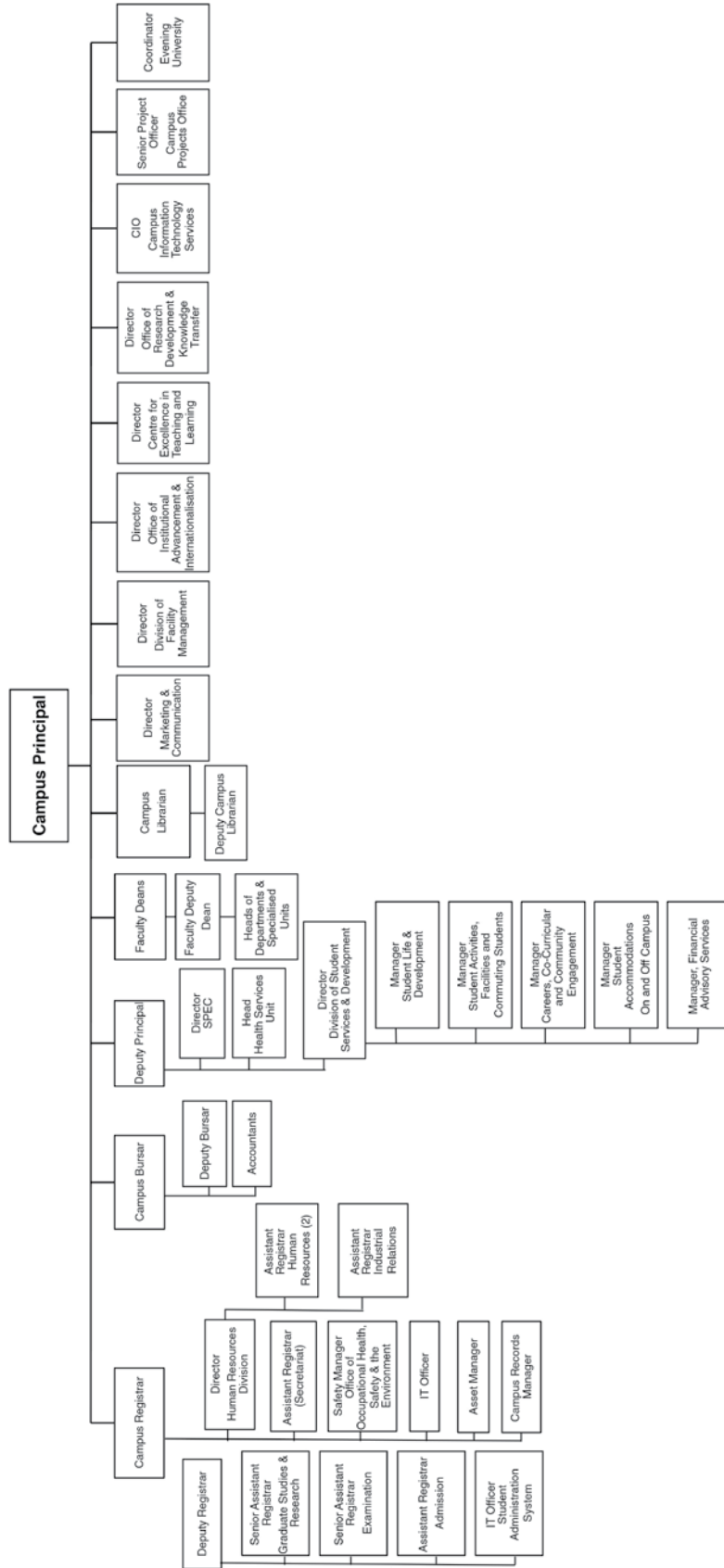
#### ORGANISATION CHART



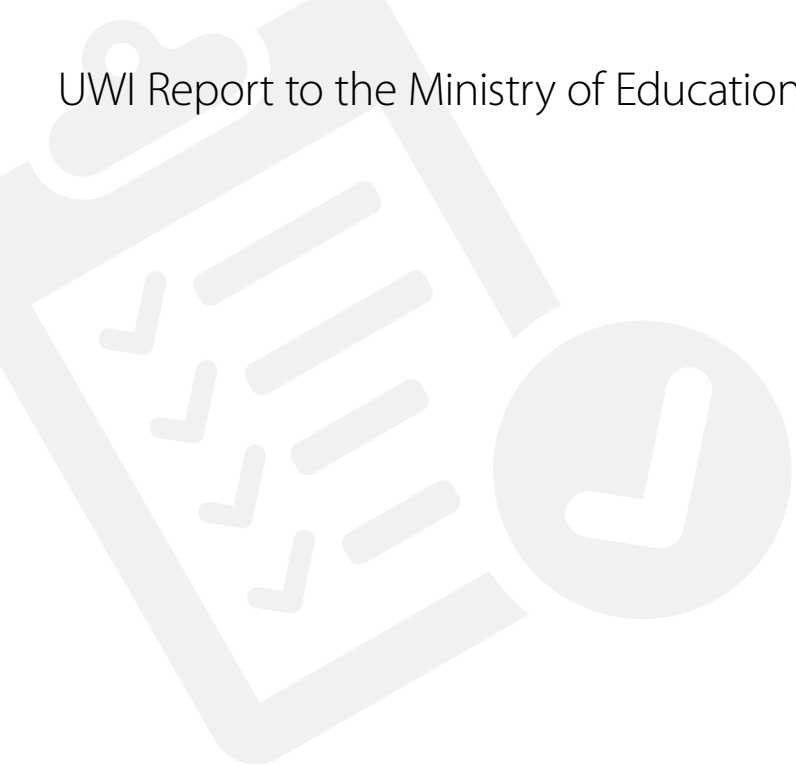
*April 2016*



# Appendix 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