



UWI  
OPEN CAMPUS

# The First Years of The UWI Open Campus

Progress, Leadership and Transformation



## 2008–2014

*One University – Four Campuses*

CAVE HILL | MONA | OPEN | ST AUGUSTINE





2008–2014  
The First Years of  
The UWI Open Campus  
Progress, Leadership and  
Transformation



*One University — Four Campuses*

CAVE HILL | MONA | OPEN | ST AUGUSTINE



**THE UWI OPEN CAMPUS STARTED OFF IN 2008 WITH A DREAM TO ENSURE THAT ALL THE ORIGINAL OUTREACH AND SOCIAL DEVELOPMENT DEPARTMENTS OF THE UWI WOULD BE CONSOLIDATED TO TAKE FURTHER ADVANTAGE OF DEVELOPING TECHNOLOGIES AND ADVANCES IN PEDAGOGY AND ANDRAGOGY TO BECOME ONE UWI ENTITY THAT WOULD BETTER SERVE MORE RURAL AND UNDERSERVED AREAS OF THE CARIBBEAN COMMUNITY**

# A Short History of THE UNIVERSITY OF THE WEST INDIES OPEN CAMPUS

---

**O**n July 4, 2014, the newest campus of the University of the West Indies (UWI), the Open Campus, turned six. It started off in 2008 with a dream to ensure that all the original outreach and social development departments of the UWI would be consolidated to take further advantage of developing technologies and advances in pedagogy and andragogy to become one UWI entity that would better serve more rural and underserved areas of the Caribbean community, especially in Anguilla, Antigua & Barbuda, Belize, the Bahamas, the British Virgin Islands, Cayman Islands, Dominica, Grenada, Montserrat, St. Kitts & Nevis, St. Lucia and St. Vincent & the Grenadines.

The UWI has focused on serving all member states of the Caribbean Community since its 1948 formation. In its quest to contribute to the development and empowerment of the people of the region, it has consistently sought to reduce the *ad hoc* offering of adult, continuing and professional education, distance education and community research and development to the countries and communities within the Caribbean region beyond the boundaries of the residential campuses in Barbados, Jamaica and Trinidad & Tobago.

As the twenty-first century approached, and after considerable consultation with governments, NGOs and other groups, as well as research and policy development throughout the University in preparation for its institution-wide five-year strategic

plan 2007–2012, the UWI Open Campus was conceptualised and launched in 2008 as a merger of the former outreach departments. A key driver of the initiative was that high-quality and technology-driven university education should be open and available to all people both inside and outside the Caribbean region who wished to access education to reach their full potential.

Subsequent to the approval of the formation of the Open Campus by UWI Council in April 2007, the Campus was formally launched on July 4, 2008 at the Council of the Caribbean Heads of Government annual meeting in Antigua & Barbuda. This was one of the highlights of a year dedicated to celebrate the 60th anniversary of the UWI in the Caribbean region.

At the 2008 launch, the UWI Vice-Chancellor, Professor E. Nigel Harris spoke to the development of the Open Campus as an essential strategic element of the University's then ongoing five-year strategic plan to transform its curricula and education systems, as well as to enhance its postgraduate programmes and research productivity.

He stated that, “the Open Campus will insist on quality education relevant to the region, student-centredness, student-friendly services, and the creation of knowledge and outreach to the Caribbean Community outside the walls of the University, particularly in the Eastern Caribbean, Belize, the Cayman Islands and in rural areas in campus countries.”

Also speaking at the official launch was Professor Hazel Simmons-McDonald, Pro Vice-Chancellor and Principal of the UWI Open Campus, who dubbed the new entity as “a campus for the times; a campus for the future” and noted that “it is positioned to enable the University and its traditional campuses to meet the demands for education and provide for the delivery of programmes in more effective and efficient ways. As such, it seeks to continue to contribute to the development of human capital of the region and to the positive transformation and enhancement of Caribbean societies.”

The UWI Open Campus is now firmly rooted in the vision, mission and core values of the wider

University of the West Indies and it contributes to Caribbean development and growth.

We celebrate the significant developments and contributions of UWI Open Campus and its efforts to collaborate with our sister campuses to bring the services and products of the University to the Caribbean people and countries that support the UWI. We would like to acknowledge the outstanding contribution of leaders and diverse communities of policy-makers, administrators, scholars, students and other key stakeholders to our success.



*The Vice-Chancellor and Pro Vice-Chancellor and Principal of The UWI Open Campus speak at a News Conference at the official launch of The UWI Open Campus in Antigua & Barbuda on July 4, 2008.*

THE OPEN CAMPUS OFFERS MULTI-MODE TEACHING AND LEARNING SERVICES THROUGH VIRTUAL AND PHYSICAL SITE LOCATIONS ACROSS THE CARIBBEAN REGION. THERE ARE CURRENTLY 44 SITE LOCATIONS OF THE OPEN CAMPUS IN THE REGION, SERVING 16 COUNTRIES IN THE ENGLISH-SPEAKING CARIBBEAN.

# About The UWI Open Campus

---

The UWI Open Campus is an amalgamation of the previous departments of the UWI, including: The Office of the Board for Non-Campus Countries & Distance Education (BNNCDE); the School of Continuing Studies (SCS); the UWI Distance Education Centre (UWIDEC), the Tertiary Level Institutions Unit (TLIU) and the Community Development and Research Units that were linked to the SCS.

The purpose of the Open Campus was stated as the fourth aim of the UWI Strategic Plan (2007–2012):

*To create an Open Campus to enable the University to expand the scope, enhance the appeal and improve the efficiency of its service to the individuals, communities and countries which it serves (p.31)*

The Open Campus offers multi-mode teaching and learning services through virtual and physical site locations across the Caribbean region. There are currently 44 site locations of the Open Campus in the region, serving 16 countries in the English-speaking Caribbean. The Open Campus is guided by the vision, mission and core values of the UWI.

## UWI 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.

## UWI 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.

## UWI Core Values

- Integrity
- Intellectual Freedom
- Excellence
- Civic Responsibility
- Accessibility
- Diversity and
- Equity

## Guiding Principles of the Open Campus

The Open Campus of the University of the West Indies is based on the idea that the high-quality university education, research and services available at our institution should be open and available to all people who wish to reach their full potential inside and outside of the Caribbean region.

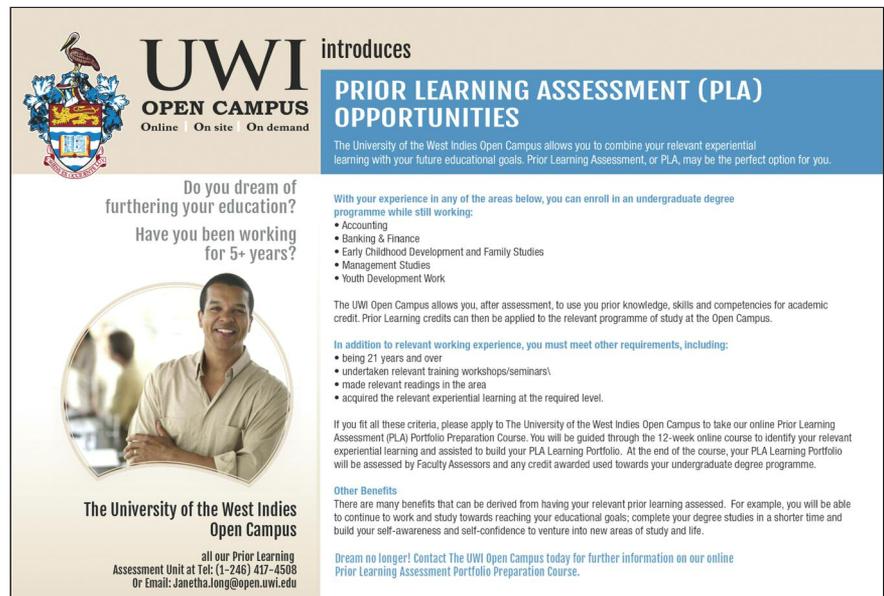
The Open Campus adopts quality teaching and learning experiences, innovative pedagogic design, relevant research and community partnerships to deliver face-to-face, blended and online learning.

The Open Campus prides itself on being an institution that is

- Student-Centred
- Agile
- Accessible and
- Enabling.

## The Openness of the Open Campus

The Open Campus provides opportunities for those without qualifications to access programmes that will prepare them for study at successively higher levels. To this end, the Campus is focusing on developing a suite of access or preparatory programmes that are designed to help learners build the skills and competencies that will prepare them for the world of work as well as to pursue higher levels of education, including UWI degree programmes. The Campus also implements the UWI mature clause to accept students into its degree programmes and, with the approval of the Board for Undergraduate Studies (BUS) it also implements Prior Learning Assessment (PLA) for purposes of determining advanced standing in degree programmes offered by the Open Campus. This is an exciting and important development which brings The UWI into line with many other institutions internationally that are seeking to broaden access to their programmes to students from non-traditional backgrounds. Discussions are continuing about the use of PLA at UWI for matriculation purposes.



**UWI** introduces  
**OPEN CAMPUS**  
Online | On site | On demand

### PRIOR LEARNING ASSESSMENT (PLA) OPPORTUNITIES

The University of the West Indies Open Campus allows you to combine your relevant experiential learning with your future educational goals. Prior Learning Assessment, or PLA, may be the perfect option for you.

Do you dream of furthering your education?  
Have you been working for 5+ years?

With your experience in any of the areas below, you can enroll in an undergraduate degree programme while still working:

- Accounting
- Banking & Finance
- Early Childhood Development and Family Studies
- Management Studies
- Youth Development Work

The UWI Open Campus allows you, after assessment, to use your prior knowledge, skills and competencies for academic credit. Prior Learning credits can then be applied to the relevant programme of study at the Open Campus.

In addition to relevant working experience, you must meet other requirements, including:

- being 21 years and over
- undertaken relevant training workshops/seminars
- made relevant readings in the area
- acquired the relevant experiential learning at the required level.

If you fit all these criteria, please apply to The University of the West Indies Open Campus to take our online Prior Learning Assessment (PLA) Portfolio Preparation Course. You will be guided through the 12-week online course to identify your relevant experiential learning and assisted to build your PLA Learning Portfolio. At the end of the course, your PLA Learning Portfolio will be assessed by Faculty Assessors and any credit awarded used towards your undergraduate degree programme.

**Other Benefits**  
There are many benefits that can be derived from having your relevant prior learning assessed. For example, you will be able to continue to work and study towards reaching your educational goals; complete your degree studies in a shorter time and build your self-awareness and self-confidence to venture into new areas of study and life.

**Dream no longer! Contact The UWI Open Campus today for further information on our online Prior Learning Assessment Portfolio Preparation Course.**

The University of the West Indies  
**Open Campus**  
all our Prior Learning  
Assessment Unit at Tel: (1-246) 417-4508  
Or Email: [Janetha.Long@open.uwi.edu](mailto:Janetha.Long@open.uwi.edu)

The flexibility of entry requirements for students of all ages positions the Open Campus at the centre of openness approaches used by Open and Distance Learning providers internationally. The access courses, which we have referred to alternatively as scaffolding courses, enable students to be ready for more advanced programmes. The Open Campus considers the learning they come with and provides a menu of courses that allow them to build the competencies and master skills that are required for the relevant certification at the end of the course.

### The Mission and Purpose of the Open Campus

The Open Campus was formed to allow the University to provide better educational programmes and services to the UWI-12 countries and under-served communities in countries with residential campuses. One of its main tasks was to consolidate UWI Distance Education services in the region and increase access to UWI courses and programmes. As the campus designated to manage open and Distance learning (ODL) for UWI, the Open Campus has as one of its main objectives the task of producing a one-look, one-feel, top quality online product for the University and deliver it to learners in the region and beyond. To do so, collaboration between the residential campuses and the Open Campus is essential as the Open Campus does not have organised specialisation areas and it depends on faculty from the established campuses to provide the expertise and academic integrity for the courses delivered online.

The Open Campus provides expertise for (i) curriculum development; (ii) instructional design; (iii) training of course facilitators and e-tutors to manage and facilitate online instruction by providing an online course of this title; (iv) e-tutor support and course delivery assistance; and (v) a 24/7 Help Desk service to support learners. Through cross campus

collaboration that utilizes the best quality within the University, the Open Campus promotes a UWI online brand that is characterised by excellence and presents the UWI as a leading provider of quality online programmes both regionally and internationally.

### The UWI Policy for Online, Distance and Multimode Learning

To facilitate collaboration between the Open and Residential Campuses for the purpose of developing a UWI brand of online programmes, a committee was formed in 2007 to draft a UWI policy for online, distance and multimode learning. The objective of the policy was to facilitate a coordinated approach within the University for the expansion of Open and Distance Learning (ODL). The cross-campus working group crafted procedures and guidelines for online course/programme development and delivery and the policy was approved by the University's Finance and General Purposes Committee (F&GPC) in May 2008. However, acceptance and implementation of the policy became a challenge as some faculties and departments were reluctant to give up the online programmes they had already developed to the Open Campus platform for delivery and there was also lack of consensus on the cost and income sharing model that had been developed to guide inter-campus agreements.

A monitoring committee was established by the Vice-Chancellor to oversee the implementation of the policy and ensure adherence to its guidelines but there seemed to be a general lack of will for what was perceived to be a policing role to ensure campus compliance. With the effort to implement the Single Virtual University Space (SVUS) by the Centre administration, a second committee was formed in 2013 to revise the existing policy and draft guidelines that would allow for alignment of both entities. The work on this initiative continues.

# The Administrative and Operational Structures of the OPEN CAMPUS

---

**A**s an Open entity the Open Campus has some differences from its sister campuses within the UWI institution. It has similar governance structures and committees with one exception – a small and focused financial committee of Council which it uses instead of the larger Finance and General Purposes Committee that exists on the other campuses. Like the other campuses, it offers Bachelors and postgraduate degrees, but it offers in addition a range of access (pre-university) courses and programmes that allow learners to attain the certification they need for matriculation to degree programmes. In this regard, the Open Campus opens up opportunities for entry to the established campuses.

The main differences reside in the fact that the Open Campus is organised by function rather than by areas of specialisation, as is the norm in the

residential campuses. It has Divisions instead of Faculties and Directors instead of Deans, but the functions and status of the academic Directors (of which there are three) are similar to those of the Deans of Faculties and they sit on the same University committees. The Open Campus is also widely dispersed across the Caribbean region unlike the residential campuses that are located in one country and the Open Campus has a different funding structure. Chart 1 shows the administrative structure of the Open Campus, and Charts 2, 3 and 4 show the structures for the Divisions responsible for teaching and learning, research and community service.

## The Open Campus Structure

The original structure fashioned in 2007 has been since refined to achieve efficiencies and maximize resources. In 2012 the former TLIU, which in Open

Campus was named External Relations and Inter/Intra Institutional Collaboration Division (ERIIC), was dissolved with three members of staff assigned to the International Office at Regional Centre and the other three redeployed to other departments in the Open Campus. There are three academic divisions, The Academic Programming and Delivery Division (APAD); the Open Campus Country Sites Division (OCCS) and the Consortium for Social Development and Research (CSDR). While APAD is responsible for the planning, development and delivery of online programmes, the OCCS offer a broad suite of short, local, continuing and professional education courses face to face at sites in the countries where they are located across the region. The CSDR focuses on research in a range of areas of interest to the units within the

division. They also teach a range of courses and engage in community development work.

The Open Campus Library and Information Services (LIS) is led by a Chief Librarian who is implementing a library system to support the academic programmes and provide services to students across the region through access to library online services and also through hard stock available at site libraries. The latter require considerable further development and service enhancements for which they are earmarked within the context of the redevelopment and upgrades planned for sites across the region.

The Computing and Technology Services (CATS) is manned by a small team of technical personnel who manage the Open Campus Management System

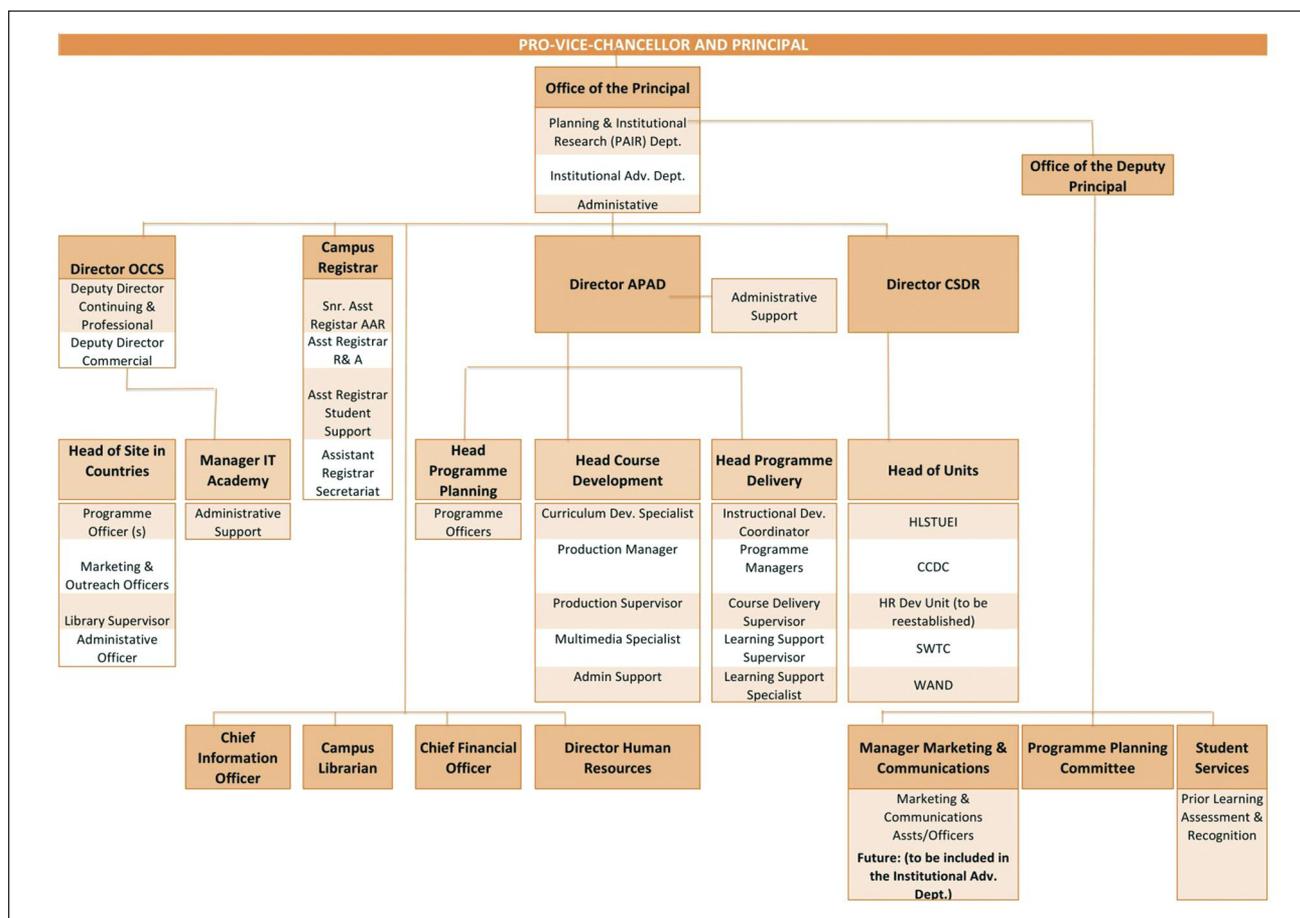


CHART 1: THE OPEN CAMPUS ADMINISTRATIVE STRUCTURE

(OCMS), under the leadership of the Chief Information Officer. Through the Learning Exchange – which is established on a Moodle Platform, students access their courses online. CATS services the 24/7 Help Desk Service the Campus provides for students and it is working with other departments on the Enterprise Resource Planning (ERP) Project which the Campus is undertaking to enable it to upgrade its technological systems and allow for better integration of services across the various departments.

The Registry is organised in much the same way as on the established campuses and there are four units that oversee the needs of students: (i) Recruitment and Admissions (ii) Assessment, Awards and Records which deals with examination matters; (iii) Student Support Services and (iv) Campus Secretariat Services. Each unit is led by an Assistant Registrar.

The other administrative departments comprise (i) the Office of the Campus Principal which includes the Planning and Institutional Research Department (PAIR); (ii) the Office of the Deputy Principal; (iii) the Office of Finance; (iv) the Human Resources Department. With the establishment by the University of an Institutional Advancement Department on each campus which will oversee fundraising, marketing and alumni relations some reorganisation of the departments within the Offices of the Principal and Deputy Principal will be required to provide better balance and oversight of critical portfolios within the campus.

### The Academic Programming and Delivery Division

The Academic Programming and Delivery Structure was reorganised from an academic level structure

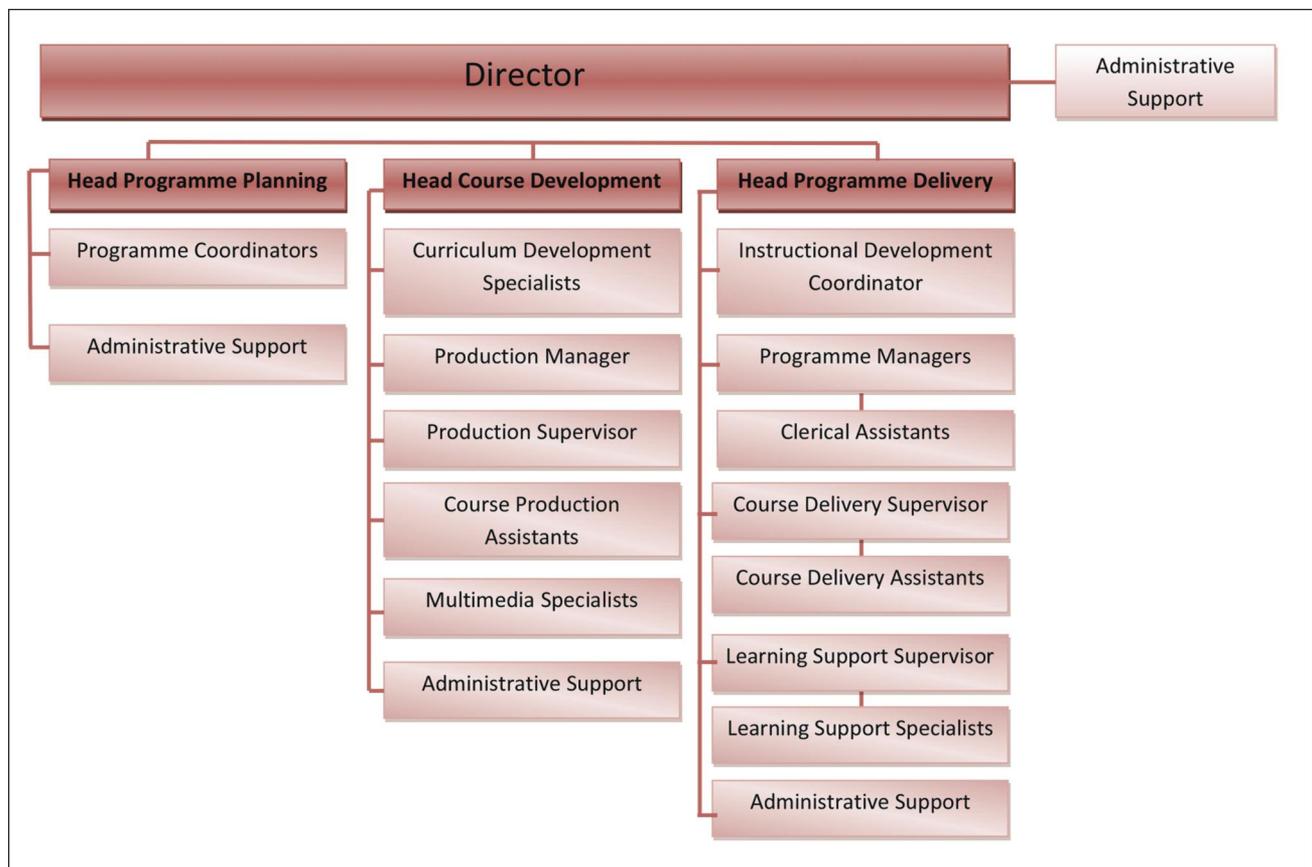


CHART 2: APAD ORGANISATIONAL CHART

(pre-university; undergraduate and postgraduate) to a functional structure that emphasizes the primary areas of responsibility and functions of the Division. APAD is responsible for the planning, development and online delivery of courses in the Open Campus. The work of APAD begins with the recognition that most Open Campus students are balancing their studies with other priorities, including family and job responsibilities. To reflect and support the needs of Open Campus students, APAD has been organised around three departments: Programme Planning Department (PPD), Course Development Department (CDD) and Programme Delivery Department (PDD). Together, these departments ensure the careful planning and development of our programmes for online delivery while ensuring a Caribbean particularity. APAD constantly strives to offer an excellent learner experience as well as allow accessibility throughout the entire region. As a division, APAD seeks always to be responsive to

students, ensuring that they are fully supported and assisted, thus affording them the opportunity to direct their energies fully toward their studies.

As do all the other Divisions of the Open Campus, APAD strives to uphold the UWIOC guiding principles and core values, which are based on quality, accessibility and service excellence. Much thought goes into the process from programme planning, through development through delivery. Even as it seeks to develop and deliver programmes of the highest quality, it recognises the importance of remaining agile so as to respond to the needs of its client base.

APAD uses Open Education Resources (OERs) to develop selected courses and in this way contributes to open sharing that expands access to knowledge. In 2011 the Campus signed the Cape Town Declaration which was established to unlock the promise the OERs.

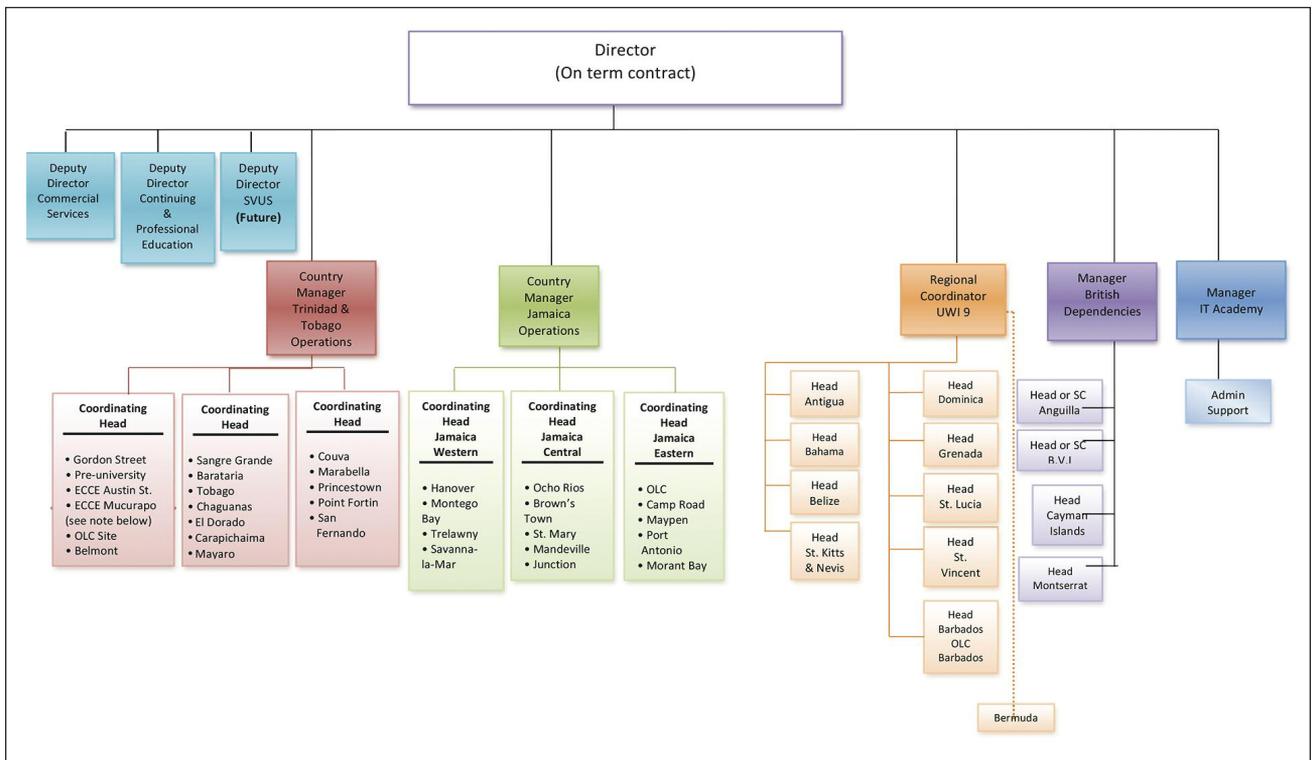


CHART 3: OCCS ORGANISATIONAL CHART

## The Open Campus Country Sites (OCCS)

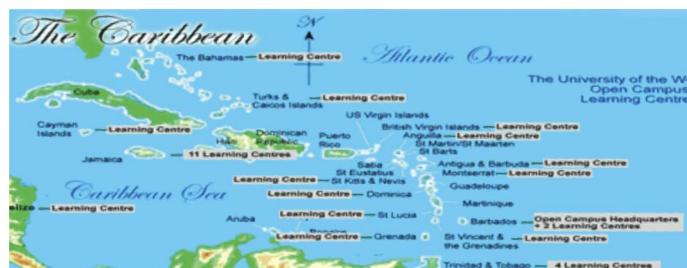
The former Schools of Continuing Studies that were incorporated into the Open Campus continued to expand which made the original structural arrangement untenable. There are forty-four sites across the region, twelve in Jamaica with an additional one in development; eighteen in Trinidad and Tobago, two in Barbados and those in the UWI-12 plus a virtual operation in Bermuda. A change in the original structure was undertaken and agreed in consultation with Heads in 2013, to allow the sites to be better integrated with other divisions in the Campus and shaped towards a more entrepreneurial approach that would allow for increased productivity, better management and sustainability. The sites represent the University in the communities in which they are located and one of their strengths is their ability to respond promptly to the needs of governments, the private sector and the people in the communities across the region. The reorganisation was designed to create a more tightly knit system that would result in a reconfiguration of sites into groupings with management options suited to their growth and development as well as to dovetail with a revised Open Campus business model that would constitute a more financially stable operation for the OCCS, other divisions and the Campus generally.

The creation of three Deputy Director positions to be filled internally and on rotation along lines that govern the appointment of Deans in Faculty was introduced as a means of providing better oversight of the multiple sites to improve accountability and create opportunities for the generation of income through (i) consolidation and expansion of the Continuing and Professional Education (CPE) programmes offered face-to-face locally and (ii) expansion and sharing across sites to provide the commercial services offered to government and private sector companies locally. A third position for an SVUS Coordinator within the OCCS was

created in anticipation of the implementation of the SVUS centrally within the University and the demand that this would place on the OCCS for course requests and scheduling delivery at Open Campus sites whose technological facilities will be used for delivery of courses by residential campuses. This position will be filled (on the same terms as the other two) when the work on the organisation of the SVUS and its alignment with the Open Campus has been completed. These developments are all intended to improve the income streams of the OCCS and they have already begun to produce positive results.

While some governments have indicated that they are not able to or will not support the Open Campus, the University's commitment to maintaining a service in these countries requires innovative solutions and cost effective management of resources. To this end, the Open Campus will consolidate the management of sites by not filling empty positions of heads in countries not providing support and will implement a group management plan that will enable the sites to share and draw on the common pool of resources to generate an income base. Open Campus will be guided on future actions based on periodic reviews of the performance of the relevant sites.

The functions of the OCCS include but are not limited to (i) provision of online support for APAD delivered programmes; (ii) commercial operations; (iii) continuing and professional education; (iv) community development services; (v) face-to-face course delivery; and (vi) representation of UWI on



local committees and Boards. The expectation is that the reorganisation of the structure will provide a more robust platform that will enable staff to implement innovations that will promote growth and development of Open Campus business in country.

## The IT Academy

One of the changes in the reorganisation of the OCCS has been the location of the IT Academy in that Division. The Academy is a Cisco-certified entity which provides IT training in various areas. The Academy makes its programmes available at OCCS in selected countries at present and this has boosted the income generating capabilities of the sites in question. The Academy has been an active participating member of the Cisco Networking Academy for the past 10 years. It has received several awards, including a Commemorative Plaque; the Expert Level Instructor 2013 Award; the Advanced Level Instructor 2013 award. It has generated revenue of \$400,000.00 in Trinidad and Tobago.

The Open Campus has introduced Academies in St Lucia and Grand Cayman where revenues from IT Courses have added to the income generation of these sites.

The Academy has launched a basic Computer Literacy course covering basic Microsoft Office Application Skills and Hardware knowledge with an introduction to the Internet throughout the region. Over the last six years it has trained the Open Campus Site Technicians remotely in both CompTIA A+, and Cisco Network Entry Level Network Technician (CCENT) Industry Certifications. Many technicians successfully attempted and obtained their Industry Certifications.

The Open Campus IT Academy has been a CompTIA Authorised Academy since 2013. It introduced a Voucher Discount program for students

**THE UNIVERSITY OF THE WEST INDIES**  
**OPEN CAMPUS**  
 Trinidad & Tobago  
 ONLINE | ON SITE | ON DEMAND  
 www.open.uwi.edu

**IT ACADEMY**  
 INFORMATION TECHNOLOGY PROGRAMMES 2012/2013

**Computer Literacy**  
 24 Contact Hours  
 This course targets persons with little or no knowledge of computer operations. Students will learn about the components and operation of a personal computer. The course is competency-based and includes practical exercises for real world experience and contains the following modules:  
**Level I:**  
 Microsoft Word  
 Microsoft Excel  
 Microsoft Power Point  
 Internet Technologies  
 Oct. 08 – 31, 2012  
 Mondays & Wednesdays 5:30 p.m. – 8:30 p.m.  
 Oct. 13, 2012 – Dec. 01, 2012  
 Saturdays 9:00 a.m. – 12:00 noon  
 \$750.00

**Microsoft Office Applications**  
 30 Contact Hour  
 Microsoft Office Applications is designed for persons who have already achieved a certificate in Computer Literacy. This advanced course is meant to improve on basic office skills or to assist students entering tertiary level education. Modules include:  
**Level I:**  
 Microsoft Access  
**Level II:**  
 Microsoft Word  
 Microsoft Excel  
 Microsoft Power Point  
 Internet Technologies  
 Oct. 09, 2012 – Nov. 08, 2012  
 Tuesdays & Thursdays 5:30 p.m. – 8:30 p.m.  
 Oct. 13, 2012 – Dec. 15, 2012  
 Saturdays 1:00 p.m. – 4:00 p.m.  
 \$1,400.00

**Basic Computer Repairs and Maintenance**  
 33 Contact Hours  
 This course covers the basics of building your own personal computer and prepares you for a career in the growing field of computer service. (Manual and Toolkit included)  
 To start in January 2013  
 Saturdays 9:00 a.m. – 12:00 noon  
 \$1,980.00

**Advanced Computer Maintenance and Networking**  
 51 Contact Hours  
 This course follows the A+ Certification syllabus which certifies the competency of entry-level Computer Service Technicians. (Course Material Included)  
 To start in January 2013  
 Saturdays 1:00 p.m. – 4:00 p.m.  
 \$3,600.00

**Project Management**  
 33 Contact Hours  
 This course will provide a comprehensive introduction to both the theory and practice of project management techniques. The participant will discover powerful strategies and tools which can be applied immediately to ensure the success of a project, regardless the type of organization.  
 To start in January 2013  
 Saturdays 9:00 a.m. – 12:00 noon  
 \$1,950.00

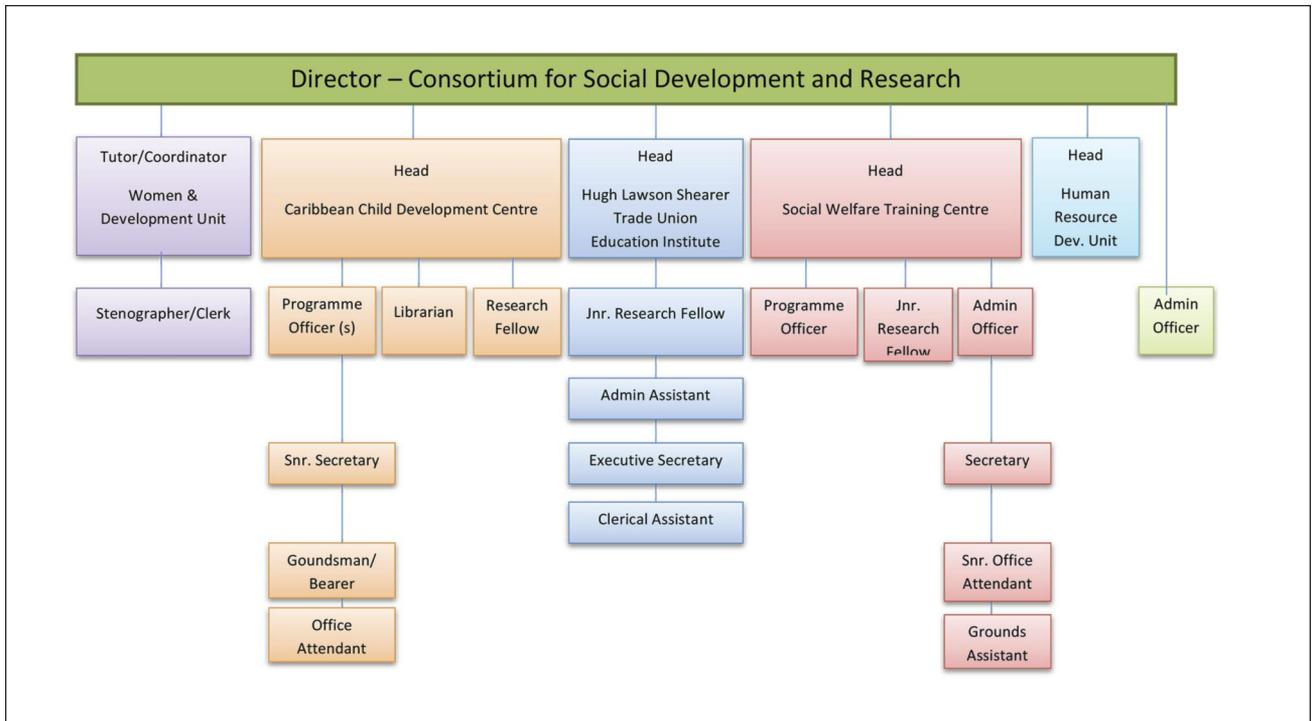
U.W.I Campus (Upstairs UWI Bookshop)  
 Tel: 645-4764 / 662-2002 Ext.: 2554 / 2555 / 2556

**Office Hours**  
 Mondays - Thursdays 8:30 a.m. - 8:30 p.m.  
 Fridays 8:00 a.m. - 4:30 p.m.  
 Saturdays 8:00 a.m. - 4:00 p.m.

who successfully completed their CompTia A+ training to access a 50% discount on their Industry Certification.

## The Consortium for Social Development and Research

The Consortium for Social Development and Research comprises three departments and two units. The three departments: (i) the Caribbean Child Development Centre; (ii) the Hugh Lawson Shearer Trade Union Education Institute and (iii) the Social Welfare Training Centre are more fully staffed than the units (i) Women and Development (WAND) which has a staff of two and the Human



**CHART 4:** CSDR ORGANISATIONAL CHART

Resource Development Unit (HRDU) which had one member of staff. The latter Unit has been closed over the last six years and an effort was made to revive it since it had done significant development work of benefit to individuals in communities, but the funding crisis resulted in the cancellation of the appointment of a Coordinator to lead the project. The OC will periodically review the feasibility of reopening the unit.

The CSDR departments generate funding by undertaking research work for governments and other agencies and they also offer courses in their specialised areas. Their services are sought after for the good quality of research they undertake and their reports which assist government planning in specific areas. The CSDR collectively has received over US\$2.M for research and other services over the last five years.

FROM ITS INCEPTION THE OPEN CAMPUS HAS WORKED TO FORGE A TEAM SPIRIT AMONG ITS DIVISIONS AND DEPARTMENTS WITHIN DIVISIONS.

# The UWI Open Campus Overcoming CHALLENGES

---

**A**s is sometimes the case with the establishment of entities that herald change, the Open Campus encountered some challenges in its formative years. The following are the four main challenges that the Campus has worked to overcome:

- (i) reshaping the outreach entities into one campus with a UWI governance structure;
- (ii) forging collaborative partnerships and getting buy in across all UWI;
- (iii) resource constraints, both financial and human;
- (iv) managing government expectations for improved facilities locally.

## Reshaping Outreach Units

The outreach units that were brought together to form the Open Campus had existed for many years as individual entities that were loosely connected to the UWI Centre and campuses. All of them had developed a strong culture and a particular way of operating. There were tensions between a couple units who saw themselves as engaged in a competitive enterprise. From its inception, the Open Campus has worked to forge a team spirit among its divisions and departments within divisions. Several retreats and staff engagement workshops and activities have focused on building inter-divisional and inter-departmental synergies. These efforts to build team spirit and engage staff continue, as much of the success of the campus depends on its staff working in concert with a common vision towards a common goal.



### Forging Collaborative Partnerships

The primary mandate of the Open Campus which is to develop and present a top quality UWI branded online product to the world depends for its success on collaboration between the four campuses of the University. The Open Campus relies on the faculty at the residential campuses to provide the content expertise for the development of the courses and the academic integrity through their delivery. The Open Campus provides technical expertise in the form of curriculum development specialists, instructional designers, media experts, learning support specialists, course development assistants, the technological platform and support, a range of course delivery tools and help desk resources for students. Faculty on campuses are given first offer to collaborate on course development and outside help is sought only if no one is available on the residential campuses.

During its first five years the campus was viewed with some skepticism and, as sometimes happens with families, the youngest sibling has to win over the older siblings even as it looks up to them for nurturing and support. The Open Campus took several decisions to forge collaboration based on trust and mutual respect. First, it formed an overarching Campus Programme Planning Committee with representation from its academic divisions and

Chaired by the Campus Deputy Principal to ensure internal alignment among the divisions in respect of course development and to engage in a more proactive way with faculties and departments to set an agenda for developing their courses for online delivery. Second, it revamped the dynamic costing model that had been developed initially to demonstrate clearly the income generating possibilities that exist for partners in collaboration to deliver programmes online. Both of these changes have resulted in positive outcomes and the Open Campus is at present engaged in the collaborative development of selected Bachelors and Masters programmes with selected faculties on all three residential campuses. This has been a welcome development that paves the way for the UWI to achieve its mission of bringing higher education to the people of the region and expanding its footprint globally.

### Resource Constraints

The Open Campus experienced resource challenges both human and financial and these continue at present. The formation of an open campus requires a well trained technical team to deliver on the course design and development side as well as the technological aspect for managing the learning platform, the online data bases and the tools required to support a seamless delivery of programmes. The most expansive of the outreach units had a large staff cohort that lacked technical expertise for the most part. Many members of staff in one of the outreach sections had also been on successive one year contracts for several years. The Open Campus had to resolve this anomaly, in consultation with the relevant unions (the Open Campus negotiates with thirteen Unions across the jurisdiction), and also find the technical staff needed for the essential work of the campus. A decision was taken to train and re-train staff members where that was possible but several new hires of skilled personnel were needed. The Open Campus has been involved in streamlining its staff cohort by

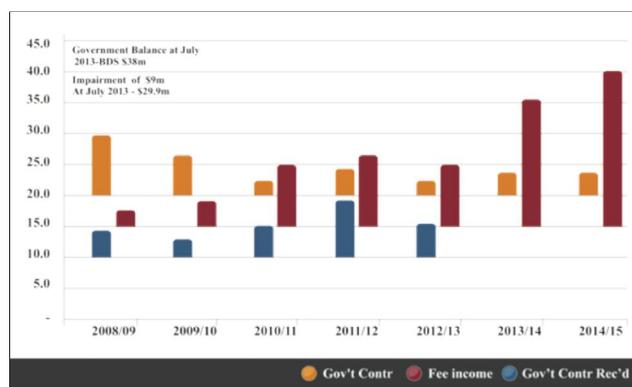
training and transfer across departments where appropriate. However, with the undertaking of an Enterprise Resource Planning Project to provide an adequate management system for the entire campus, the need for highly skilled staff has become a more pressing priority.

A strategy used by the Campus which has partially resolved this problem is hiring required staff on short contract to undertake specific tasks. The receipt of grant funds has helped to make this possible. At present the Open Campus hires approximately five hundred e-tutors on short contract to provide instructional support to learners enrolled in online programmes. However, the demands of shifting to a different technological platform as determined by the analysis conducted through the ERP project will require specialised technical help, particularly in the implementation phase. The Open Campus is pursuing options of redeployment within the Campus where this is possible as well as one or two secondments from the technological units of residential campuses to facilitate the smooth implementation of the new technological support system for the campus.

**The financial constraint** – has proved to be the single most daunting challenge the Open Campus has faced in its years of existence. The Campus was mandated by the University from its inception to be self-sustaining but the investment expected from contributing governments for supporting the work of the campus in each of the UWI-12 countries was not forthcoming because the economic crisis that affected the western world had deleterious effects on the economies of Caribbean countries as well. The result is that governments have not been able to pay the amounts approved for the Open Campus budget and some governments have indicated that they are unable to pay to support the campus in the future. Receivables in the form of government contributions and tuition fees are

considerable. In an attempt to mitigate the effects of withdrawal of support from governments, the Open Campus in the last year has accelerated its course development agenda to create a more varied slate of offerings that are likely to have wide appeal to prospective students. Other cost cutting measures across the campus are also implemented to reduce expenditure on a regular basis.

The Open Campus has also worked steadily to improve its sustainability and to decrease its dependence on government funding. Its record in so doing is evident in the reversal of the government funding to fee income ratio which Tables 1 and 2 clearly demonstrate.



**Table 1:** Government Contributions / Fee income

The orange bars show the approved government contributions to the Open Campus budget and the blue bars show the sums actually received from governments. The majenta-coloured bars in the middle show the gradual increase of income from tuition fees which now promise to provide the sustainability that the Open Campus needs. Increases in programme offerings with a concomitant increase in student numbers is the formula that will allow the Open Campus to continue to move towards financial viability. Table 2 shows more starkly the reversal over the years in respect of the ratio of government contributions to income from fees.

**Table 2:** Tuition Fee Ration – based on budget

Year	Government Contribution/ Tuition Fee Ratio
2008–2009	63:37
2009–2010	60:40
2010–2011	46:54
2011–2012	46:54
2012–2013	46:54
2013–2014	39:61

### Managing Government Expectations

One of the wishes that UWI-12 governments expressed that contributed to the UWI's decision to form an open campus was that they wished the UWI to have a bigger profile in their countries. They also wished for bigger and more impressive facilities similar to those on the residential campuses. The expectation was that the Open Campus would make this possible. However, as a primarily virtual entity intended to deliver online programmes, the creation of expanded physical facilities would require the Open Campus to invest in site redevelopment and expansion while at the same time trying to build its technological capabilities to reach more people in more remote places. A related complication was that some governments ceased to provide support to the Open Campus while anticipating that their expectations for expansion would be fulfilled.

The other expectation for a broader suite of programmes in demand in country has been easier for the Open Campus to fulfill, and early on a needs survey was undertaken across the region in 2010–2011 to determine the needs of stakeholders in the various countries. The results of that survey are informing the planning of the campus and influencing the selection of programmes being developed for online delivery as well as the Continuing and Professional Education (CPE)

courses that are to be developed for delivery face-to-face locally. Strong emphasis is being placed on work force programmes to meet the needs of development of the work force across the region.

Despite the shortfall in income resulting from the subvention receivables, the Open Campus has continued to make every effort to improve its technological and physical facilities at its various locations across the region. These, as well as the initiatives being taken in the areas of programming, staff development, research and innovation all comprise the robust platform on which the fortunes of the Open Campus are predicated.

### Celebrating the Achievements and Acknowledging the Promise

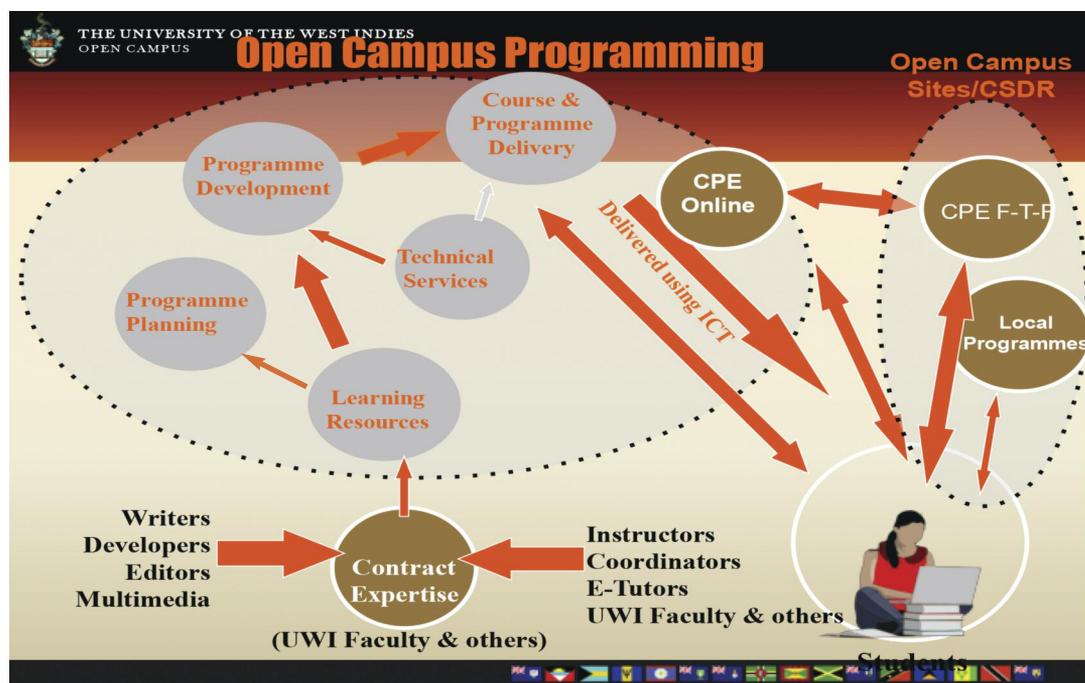
In an age of exponential technological development, Open and Distance Learning (ODL) provides the promise of equity for access to education and upward social mobility for many. As the primary agency for promoting ODL for the University, the Open Campus has the responsibility for enhancing the UWI's capability for offering ODL opportunities in all possible modalities to the people of the region and beyond. This entails paying due attention to the development and maintenance of all the resources under its supervision. To this end the Open Campus has begun to implement an agenda to increase its programme offerings, enhance its facilities: technological/virtual and physical and provide staff training and development opportunities to ensure the provision of service excellence in all aspects of its endeavour. Despite the challenges outlined in the previous section, it has made strides in this regard. A cursory review of some of the achievements over the last six years will highlight the promise of success for this relatively young campus.

### Programming

A critical area of development for the Open Campus is the production and delivery of courses and

programmes in demand for online delivery and face-to-face locally in the OCCS. Recently, APAD embarked on a bold mission to reach a much wider audience than it currently does. It recognises that for the Open Campus to achieve its mandate of providing higher education opportunities to the region's underserved communities, it must offer programmes that are outside the traditional offerings. To this end, APAD has added to its offering, pre-university certificates to provide a pathway for applicants who normally would not matriculate, into full degree programmes. This plan is broadly envisioned to capture not only the unemployed who lack qualifications or skills but also the employed who need to upgrade. This approach offers a ladder pathway that starts at pre-university and moves right through to graduate degrees with the opportunity to exit at multiple points: pre-university certificates, undergraduate certificates, undergraduate diplomas, bachelor's degrees, post graduate diplomas, master's degrees and doctoral degrees. The following are some of the new and exciting programmes that are in the development phase:

- Pre-university Certificate in Early Childhood Development and Family Studies
- Pre-university Certificate in Social Work
- Pre-university Certificate in ICT
- BSc Customs Management



- BSc ICT
- BSC Social Sciences (with several streams)
- MSc Instructional Design and Technology
- MSc Management Studies (with several streams)
- MSc Public Sector Management

The Continuing and Professional Education unit in the OCCS has embarked upon a task of reviewing the over six hundred local and CPE courses that are being offered at various sites, scheduling them all for curriculum review on a phased basis and taking them through the rigorous quality assurance process and making them available in a repository so that any site can have access to these courses if there is a demand for them at the various locations. This initiative will avoid duplication and make it possible for small sites to source and offer courses and programmes already developed. The development of some CPE courses for online delivery will also make for synergies between the APAD and OCCS for identifying needs and developing these courses in the most appropriate modality or in blended format.

IN ORDER TO FULFIL THE EXPECTATIONS OF ITS VARIOUS STAKEHOLDERS, THE NEWLY FORMED CAMPUS WOULD REQUIRE ADDITIONAL FUNDING AND THE OPEN CAMPUS SET OUT TO SOURCE THE FINANCES IT WOULD NEED TO BUILD AN OPERATION THAT WOULD ADDRESS THE NEEDS OF THE REGION.

# Sourcing Funding for DEVELOPMENT

---

**I**n order to fulfil the expectations of its various stakeholders, the newly formed campus would require additional funding and the Open Campus set out to source the finances it would need to build an operation that would address the needs of the region. The various planned developments could not be financed from the fee income in the first six years of operation. In order to provide a catalyst for improvement in the face of questions by governments, primarily, as to what the UWI and Open Campus were doing to improve provisions locally, the Open Campus wrote a series of proposals to solicit funding for programming and the enhancement of capital works across the jurisdiction.

## Funding from the Department of Foreign Affairs, Trade and Development (DFATD)

As early as 2008 the Open Campus decided to approach Canadian International development Agency (CIDA) for an unsolicited loan and, with introductions and arrangements made by then Programme Director, Roger Powley, the Principal met with senior officials of DFATD, formerly the CIDA, to discuss the prospects for an unsolicited loan of approximately CDN\$78m. CIDA agreed that it would consider an unsolicited loan but a loan of such a large sum would need to be approved at the highest level.

A carefully scripted proposal set out the various areas of the Open Campus that would benefit from the funding. After four years of consultations with CIDA, the Agency recommended that the proposal be separated into distinct parts, not exceeding CDN\$20m each, to expedite approval at the Ministerial level. A proposal was redrafted to seek funding for CDN\$20m to cover (i) programme development; (ii) technological upgrades and (iii)

institutional strengthening. A small portion of CDN\$1.2m was allocated to planning for infrastructural development across the Open Campus. On May 15, 2013 Hon. Diane Ablonczy, Minister of Foreign Trade, announced formally in Antigua that the DFATD of the Canadian Government had awarded a grant of CDN\$20m to the UWI Open Campus for Strengthening Distance Education in the Caribbean (SDEC).

In his response to the Minister the Vice-Chancellor said:

All of us understand the considerable value of an education – all understand that social and economic development, democracy and stable governments are vitally dependent on an educated and productive populace. Our university cannot serve its mission, if we can do for some, but cannot afford access for all... The Open Campus is founded on the basic levels of “Openness” in terms of admission, and provision of education at a distance. We want to reach a stage where most students will not need to travel to Barbados, Jamaica, Trinidad or elsewhere, but will be able to stay where they are and get a first class, Caribbean relevant education . . .

In the face of adversity, one can roll over and die or stand-up and shake one’s fist at fate and fight. It is in this spirit that our Open Campus Principal, Professor Hazel Simmons-McDonald and her colleagues looked for alternative means to make our dream of providing a Tertiary Education to the Eastern Caribbean and other countries without campuses possible. She sallied forth to find a Knight – and CIDA proved to be that Knight, one might even argue a “Knight in

Shining Armor”. It took a few years to fashion this partnership with CIDA, multiple iterations, submissions and re-submissions of the proposal – some among us despaired, but in the end, the Canadian Government and people have come through for us – I wish to say a special thank you not only to you Minister but to the CIDA staff who worked tirelessly with Professor Hazel Simmons-McDonald to make this project a reality. My thanks too to Prime Minister Stephen Harper, who I believe may have helped to move this effort along in its final stages.

The Open Campus has established the DFATD / SDEC Project Office and work has commenced on implementing selected developments funded by the grant.

### Caribbean Development Bank (CDB) Loan

In 2008, the Open Campus in collaboration with the Pro Vice-Chancellor of Planning and Development, had explored the possibility of sourcing a soft loan to fund critical developments in the context of



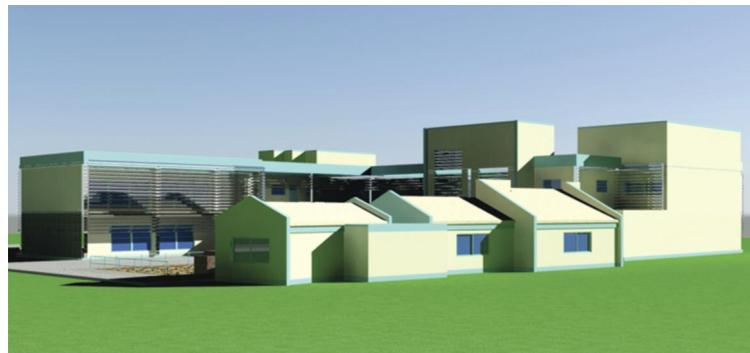
*Canada’s Minister of State of Foreign Affairs (Americas & Consular Affairs, the Honourable Diane Ablonczy, shakes the hand of the UWI Vice-Chancellor, Professor E. Nigel Harris after the official ceremony to signify the commitment of significant CIDA funding for the future development of the UWI Open Campus. Also celebrating the moment at the ceremony are (from left to right): High Commissioner to Barbados and the Eastern Caribbean, Mr. Richard Hanley; Prime Minister of Antigua & Barbuda, the Honourable Baldwin Spencer; Principal of the UWI Open Campus, Professor Hazel Simmons-McDonald; and Ms. Louise Clement, Senior Director of CIDA’s Caribbean Programme*

uncertainty about the outcome of the application for a grant with CIDA. It would take four years for the proposal submitted by the Open Campus to be taken to the Board for consideration and approval, and in early 2014 the CDB approved a loan of US\$13m for the redevelopment of two large ageing sites (in St. Lucia and St. Vincent), with an allocation also to support the development of online programmes. The Open Campus had already begun preliminary planning work for the development of these two sites and, with the completion of the requirements for finalising the loan agreement and various approvals obtained in 2014, turning of the sod at both sites to begin construction is slated for January 2015. The University Project Office is providing the support work on project management for the redevelopment of these sites.

It is expected that the improvements which will include significant upgrading of the computer

laboratories and technological tools; a modern learning commons at which students will be able to access online library resources as well as hard stock references provided by the Open Campus Library Information Services (LIS); various amenities that contribute to a learner friendly environment conducive to learning, the sites will be able to increase their income streams through expansion of the offering of local and CPE programmes as well as through rental of the facilities for various purposes by professional groups while at the same time providing an enhanced support service for the delivery of the online programmes to students located in these islands.

These and other Open Campus projects are conceptualised with environmentally friendly features that are intended to lower the cost of utilities and maintenance.



LEFT TO RIGHT: Architect's impression of Open Campus Redeveloped Site in St. Vincent



LEFT TO RIGHT: Architect's impression of Open Campus Redeveloped Site in St. Lucia

## The United Service Fund (USF) Jamaica

A tour of Open Campus sites in Jamaica in 2008–2009 revealed that the majority were in a state of disrepair and unsuited to the proper conduct of instructional activities. The Open Campus submitted a proposal to the United Service Fund (USF – Formerly United Access Fund – UAF) for support to upgrade the technological infrastructure at the site at Mandeville. With support from the USF and with Open Campus supplying funds for the civil works, the Mandeville site was relocated and equipped with technological upgrades and enhanced computer laboratories and video conference facilities. The site was formally opened by then Minister of Education on May 27, 2010. Three other sites in rural Jamaica would also be refurbished and, in collaboration with the UWI Centre Office, the Open Campus submitted a proposal to the United Service fund for the relocation / redevelopment / upgrading of the technological infrastructure of all sites in Jamaica. The USF awarded a considerable grant to the Open Campus for this purpose with the understanding that the Campus would provide the funds for the civil works.

The Open Campus could not honour the commitment for the civil works upgrades with the timelines stipulated by the USF because of a shortfall in funding as approved subventions had not been received. In 2014 the Open Campus held meetings with Hon. Ronald Thwaites, Minister of Education, and the Permanent Secretary of the Ministry of Education to discuss services to be offered by the Campus in Jamaica. The Ministry offered a grant of US\$2m to meet the cost of the civil works of all remaining sites in Jamaica. Work on these projects will resume when the funding has been received. The enrolment in CPE and local programmes at the four sites that were upgraded increased when the Open Campus opened the doors of these sites at the new locations. With a slate of CPE and local programmes designed to help develop skills and competencies the OC will contribute in a significant way to the development of the workforce in communities in Jamaica.

The images below show some of the upgraded / relocated Open Campus sites in Jamaica.



*LEFT TO RIGHT: Refurbished computer lab in Mandeville  
Reading room in Savanna-La-Mar  
Tele/videoconference Room at the Open Campus Mandeville site  
Refurbished Computer Laboratory at Camp Road site  
Students participating in videoconference studio at new Mandeville site  
Computer laboratory and tele/videoconference studio at new Port Antonio site*

## Trinidad and Tobago

The largest of Open Campus commercial operations is in Trinidad and Tobago where the Open Campus has seventeen sites. Through considerable support from and in collaboration with the Government of Trinidad and Tobago, the Open Campus is re-engineering its operations in Trinidad and Tobago to include offerings in some technical vocational areas and in skills training. The Government has leased (on long term) ten acres of land in Chaguanas at the former Caroni Estate, to the University of the West Indies for the construction of a facility that will allow the Open Campus to consolidate its operations by closing several small sites in Central Trinidad and offering expanded programmes at the new facility. At a Turning-of-the-Sod Ceremony in April 2014, the intention of naming the site the Esmond D. Ramesar Centre was announced. The plans for this new complex which is adjacent to the site for the Ministry of Tertiary Education and Skills Training Complex were unveiled.

The new facility will house the Open Learning Centre of the Open Campus which is currently located in an older building at the St. Augustine Campus; the Computing and Technology Services (CATS) laboratories and offices, the Library and Information Services (LIS) hub; classrooms for the expansive slate of local and CPE courses offered in Trinidad and Tobago as well as conference and sporting facilities. The facility will be constructed in phases and through the generosity of the Government which has allocated TT\$57m for the construction of the first phase (Phase A). Work has begun on the latter and it is expected to be completed by mid 2015, while completion of the final Phase D is anticipated in 2017. Students who are now being accommodated at small sites in various locations will attend at the Centre in Chaguanas. However, the Open Campus will continue to support its large sites as well as satellite sites in critical locations to make access possible to its programmes offered in various modalities, including online at its laboratories for those who may not have access to the Internet otherwise.



**LEFT:** The refurbished Open Campus Centre in Tobago

**RIGHT:** (l-r) Professor Hazel Simmons-McDonald, stands with Senator, the Honourable Fazal Karim and Professor Alvin Wint at the site for the MSTTE Complex and The UWI Open Campus, Chaguanas Trinidad -2012 – ceremony to announce allocation to the UWI Open Campus.

**BOTTOM:** Principals of the St. Augustine Campus and the Open Campus, the Permanent Secretary and Minister of MEST with The Vice-Chancellor and members of the family of Esmond D. Ramesar at the turning of the Sod ceremony in April 2014.

## Grenada

The Open Campus has also been a beneficiary of property from the Government of Grenada who allocated approximately 89 acres of land to the Open Campus for the relocation of its site in St. Georges and the phased expansion of University services over time, in collaboration with sister campuses. The Prime Minister and the Minister of Education have endorsed the preliminary plans for the Open Campus facility at Hope Estate, the new location. The Open Campus will retain its presence at Marryshow House as a satellite site, and continue its preservation as a heritage site. Open Campus will continue to offer cultural programmes, training sessions and workshops at Marryshow House to facilitate attendance and access to programmes after hours. The new site at Hope Estate will be designed with several commercial ventures for important and relevant services which will contribute to the income stream of the site. In the absence of dedicated funding for this project, the Open Campus will consider development on a lease to own option. However, with a proposal being developed for the second DFATD grant which is earmarked primarily for infrastructural development, the Open Campus will be considering the best options based on the imperatives of agreed timelines for development with the Government of Grenada.



*The sign at Hope Estate marking the gift of land by the Government and People of Grenada to the University of the West Indies Open Campus.*

## St. Kitts and Nevis

The Government of St. Kitts and Nevis has indicated its intention to contribute to the redevelopment and upgrading of the Open Campus site in St. Kitts. At the request of the Government the Head Open Campus, St. Kitts, in consultation with senior officers of the Open Campus has submitted preliminary proposals for the scope of works to be undertaken at the site. The Open Campus continues its consultations with the Government of St. Kitts and also with the Premier of Nevis to further improve its services for the development of the people of the twin island state.

## Other Open Campus Planned Developments

In addition to the sites in the UWI-12 that have already been earmarked for upgrading through funding received from various sources, the Open Campus is planning to upgrade its physical plant in other locations on a phased basis. The Open Learning Centres (OLCs) on the three established campuses are critical for the ongoing work of the campus, and while the computer laboratories, and videoconferencing studios have been refurbished at the Open Learning Centre at Cave Hill, the OLCs at Mona and St. Augustine both need upgrading. Completion of the facilities at Chaguanas will provide state-of-the art laboratories and videoconference facilities for the use of staff and students while at least one studio will be maintained in the building jointly owned by the St. Augustine and Open Campuses to facilitate access from that location.

The Open Campus continues to consult with the administration at Mona to acquire space adjacent to its offices on Gibraltar Camp Road for purposes of consolidating its operations there. The Gibraltar Camp Road complex also houses the Hugh Lawson Shearer Trade Union Education Institute and the

Social Welfare Training Centre which, in addition to its teaching and other training programmes, operates a hostel for students. The CSDR has submitted plans for the upgrade of the facilities at Gibraltar Camp Road, and with allocation of a small area of land, the Open Campus will be able to accommodate its various offices (Registry, Finance and others) which are now located in various places on the Mona Campus.

Plans have already been designed for the expansion of the OLC at Cave Hill and the Cave Hill Principal very early agreed these. It is expected that these necessary developments will be funded by grants from agencies to which the Open Campus is submitting proposals.

## Delivering to Students with State of the Art Technological Tools

In addition to the upgrading that has already been done at selected sites to computer laboratories and tele/videoconferencing facilities, the Open Campus CATS team keeps abreast of developments in the field to access and make available the tools that will ensure delivery of online courses to students with efficiency and clarity and in a cost effective way. Some courses are delivered using the video conferencing facilities but this is a more expensive medium for this purpose. However, it is useful for demonstrations of complex procedures, which students can see in real time and participate in the moment of delivery.

CATS has continually upgraded delivery tools. To augment the polycom system which had begun to show signs of wear, CATS contracted with Bluejeans Networks, a cloud solution of videoconferencing



*Snapshots of the new computer laboratory and videoconferencing studios at the Open Campus, Open Learning Centre at Cave Hill.*

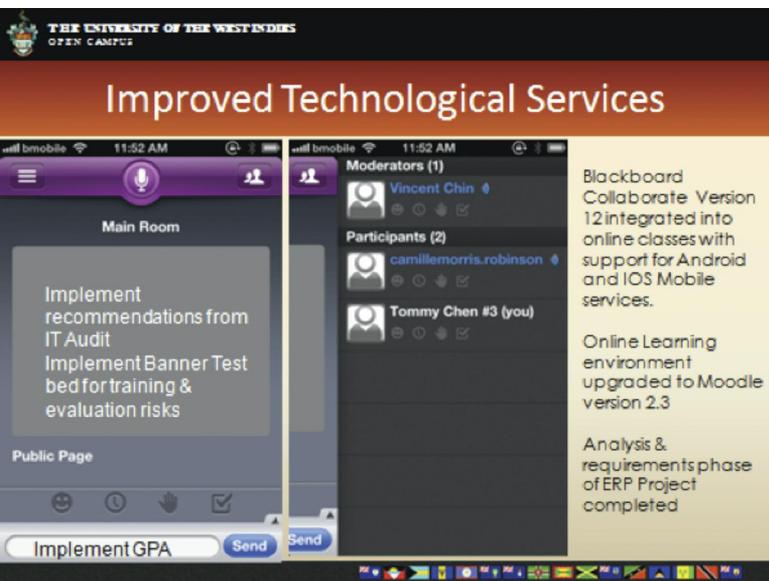
which allows participants to join a videoconference, using a computer web browser, or a mobile smartphone or tablet over the Internet. More recently, the services of another system which performs the same functions as Bluejeans but is more cost effective have been contracted for use.

The CATS team built and has maintained the Open Campus Student Management System (OCMS) which houses the information on Open Campus students and from which their records are also managed. The system had been developed primarily for those registered for online programmes but in the interest of hosting all its students on one system, the

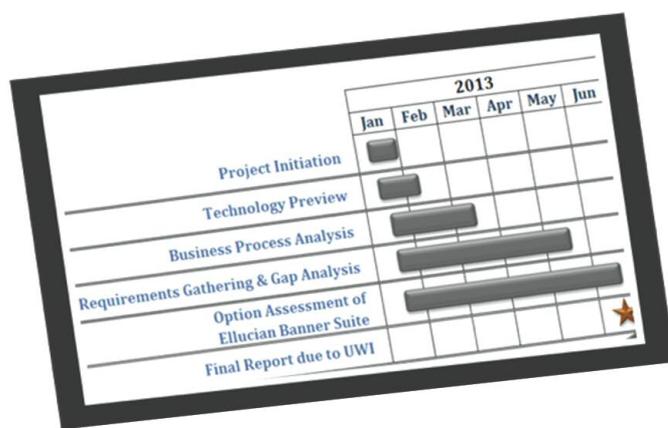
that system and in the interest of fostering integration as far as possible, a decision was taken to explore Ellucian Banner. Much work continues on this initiative with a test bed currently being undertaken and preparatory work being done for the implementation of the system. All major departments of the Open Campus are involved in this project and CATS is providing support for the Registry and others to facilitate the transition to the new system.

CATS also upgraded the online student learning environment to Moodle version 2.3 and Mahara version 1.5. Part of the maintenance schedule of the technical support team is dedicated to the continuing upgrade of these products. Open Campus has also widely used Blackboard Collaborate as a tool for meetings and delivery and in 2013 the product enabled support for Android devices in addition to the support for the Apple iPhone, iPod and iPad previously.

It is expected that the implementation of a new system will allow for better management of student records as well as better integration of relevant inter-departmental operations.



Open Campus has been searching for a system that would be adequate. Over the last two years CATS has led the search for an Enterprise Resource Planning (ERP) System to replace the Open Campus Management System (OCMS). The firm Collegiate Project Services (CPS) was hired as consultants for the requirements gathering and analysis phase of the project. The company recommended Ellucian Banner ERP in a context in which the other campuses within the University use Banner. Banner Finance is also used by the Open Campus. The University announced its intent to continue to use



*Schedule of preliminary tasks undertaken on the ERP Project in 2013*

# Institutional STRENGTHENING

---

**T**hrough funding for institutional strengthening, the Open Campus has organised a series of workshops, initially, for Open Campus staff in Trinidad and Tobago. The programme, which is facilitated by Sutherland and Associates, focused on customer service training, executive coaching, and strategies for interdepartmental collaboration among others. Staff in the various divisions in Trinidad and Tobago participated in this initial exercise. A continuing programme to build staff engagement, excellent customer service and executive coaching will be scheduled on an annual basis. In addition to the current series, the Open Campus organised four main staff retreats as well as an executive coaching programme between 2008 and 2014. Such staff

development initiatives will continue to feature in Open Campus programme of activities.

## Early Childhood Centres

At present there are four Early Childhood Centres, called early childhood institutions (ECIs): one each in Jamaica and Antigua, and two in Trinidad. These ECIs operate with different models, curricula and standards, and have varying levels of integration with other OC operations. A recent review of the ECIs in 2010–11, followed by a detailed Needs Assessment in late 2012, both undertaken by the Caribbean Child Development Centre (CCDC) of the CSDR led to recommendations that the ECIs be coordinated and streamlined with the overarching management by the OC, bringing the facilities and management up to a very high standard using best practices for curricula and programmes, with reporting to a single Board, and ensuring that the quality of services offered is in keeping with the high standards of UWI.

In the proposed structure, the ECIs will be configured as laboratory schools closely linked to the University. They will provide day care services for young children of staff, students and the surrounding communities, as well as a learning environment for practicum students in early childhood education and other programmes, and research capacity for staff and students in developmental psychology, early childhood education, social work, paediatrics, public health, nutrition, and other disciplines. The provision of these model ECIs will allow for the establishment of best practices in early childhood care and development, and training sites for prospective caregivers and others working in the early childhood environment.

As a university laboratory school, the Open Campus ECIs will have the unique opportunity to promote diversity through the children who attend the centre (which will include children of university staff members as well as community members), staff members and pre-service teachers who work at the centre. In-service teachers will be able to visit the centre where they will not only observe developmentally appropriate teaching and learning practices but they will also learn how to implement these practices in their own learning environments. The concept, which has been developed by Professor Julie Meeks-Gardner, Head of CCDC and Mrs. Ceceile Minott, is being implemented carefully and the first Board meeting is due to be convened in July 2014.

## Accreditation

Monday July 8, 2013 was an important day in the history of the Open Campus. On that day the Barbados Accreditation Council (BAC) bestowed institutional accreditation status on the Open Campus for six years from 2013 to 2019. In her opening remarks the Chairperson of the BAC stated “institutional accreditation by an authorised agency such as the BAC will give learners and the wider community greater confidence in the quality of the overall operations of your Open Campus.” The accreditation exercise was carried out by a team of international assessors and the entire Open Campus was involved and kept abreast of the process by Quality Assurance Officer, Ms. Pamela Dottin. The report, which was submitted to the UWI Open Campus, noted:

The commitment to quality was clear from all of those the team met, from the design and delivery teams in APAD to the online and face-to-face tutors. There are effective systems of monitoring and review of programmes and appropriate international benchmarking of standards. The Quality Assurance Unit provides an appropriate and high quality service to the Open Campus.

In responding, Principal of the Open Campus, Professor Hazel Simmons-McDonald expressed her deep appreciation to the BAC for the signal honour of being the first institution to achieve accreditation from the BAC. The Principal revealed that the road to achieving accreditation had not been clear-cut because of the dispersion of the Open Campus across the region, but she gave much credit to Ms Pamela Dottin and the staff of the Open Campus who all worked assiduously to ensure that the self-study process and the accreditation visit were successful. The Principal also emphasised that:

the achievement of institutional accreditation for six years, after only five years of operation as a campus is a major endorsement of the quality of our programme offerings and services to our students and



*Entrance to the Open Campus Caribbean Child Development Centre at the playing fields, Mona, Jamaica*



*Pro-Vice-Chancellor and Principal Professor Hazel Simmons-McDonald receiving the certificate of Institutional Accreditation from the Chairperson of the Barbados Accreditation Council Ms. Yvonne Walkes. Also shown in the photograph are Ms. Valda Alleyne (extreme left), Executive Director, BAC and Professor Vivienne Roberts (extreme right) Deputy Principal, Open Campus*



*On Thursday, July 10, 2014, the Trinidad & Tobago Minister of Tertiary Education and Skills Training, Senator, the Hon. Fazal Karim, presented the Open Campus Principal with a Certificate of Mutual Recognition.*

it validates the University's decision in 2007 to establish an Open Campus. Ours is indeed a Campus for the times, a Campus for the future!

On Thursday, July 10, 2014, the Accreditation Council of Trinidad and Tobago awarded the UWI Open Campus a certification of recognition of the accreditation awarded by the BAC. At a ceremony at the Ministry of Tertiary Education and Skills Training in Trinidad, Minister Fazal Karim noted the significance of the occasion. He stated that recognition by ACTT signified the confidence of the Council and the Government in the Open Campus and it also was an endorsement of the quality of the programmes and services offered by the Open Campus.

### Expanding the UWI / Open Campus Footprint Globally

The Open Campus receives on a daily basis requests from students across the world for information about its entry requirements. As an open campus, the UWI institution facilitates entry through the provision of access or readiness courses that are designed to help

individuals build multiple literacy skills that will prepare them for higher study. In addition to such requests, interest from people of Caribbean descent in other parts of the world has been high. In New York, where there is a significant Caribbean population, the idea for a centre that will allow the University to establish itself in an international location was made and, with the help and advocacy of former Chancellor of the New York City Department of Education, the University, through its Open Campus is establishing a small but well equipped site that will provide the means for prospective students to learn more about the UWI and the Open Campus, to access programmes that may be offered via the Single Virtual University Space, to enrol in and receive support as needed for online programmes offered by the UWI Open Campus.

This is the first important imprint on the global stage. There is interest in the quality programmes that are offered by the UWI and the Open Campus has subsequently received additional expressions of interest for presence – not just virtual but real – elsewhere.

# Innovations and MILESTONES

---

## The ScholarShip Cruise and Learn Adventure

The Open Campus continued its tradition of linking the Caribbean through innovative activities in higher education with its second 'ScholarShip' Cruise and Learn Adventure series. The second cruise took place from April 6 to 17, 2014 aboard the *Coral Princess* from the elegant Princess Cruises Line. Originating from Fort Lauderdale in Florida, ports of call included: Ocho Rios in Jamaica; Limon in Costa Rica; the Panama Canal & Colon in Panama; Cartagena in Colombia; and Aruba.

This event was designed to make deeper inroads into the UWI alumni market through making significant connections, generating goodwill for the UWI across the Caribbean region and the diaspora, building strong family and friendship memories and forging a unique and intriguing Caribbean experience among fellow passengers.

The main goal has always been to promote Caribbean research, education and knowledge, and to present our regional heritage and culture in a unique way. Apart from providing a relaxing retreat, the cruise is also designed to raise funds to provide more scholarship opportunities and bursaries for needy UWI Open Campus students.

The UWI Open Campus ventured into the world of travel through this sea adventure in order to offer a broad educational experience of the Caribbean. The cruise was designed to bring more focus on Caribbean education and history and the UWI's contribution to the growth and development of the region, by featuring the best of what the UWI has to offer through lectures by its on-board and on-site researchers, historians, linguists, archeologists, naturalists, and other specialised academic areas.





*Mr. Steve Imperato (second left), of FutureFunds Ltd., Advancement Consultant to the University of the West Indies (UWI), hands over a cheque for US\$500 to Po Vice-Chancellor and Principal of the UWI Open Campus, Professor Hazel Simmons-McDonald (third left) in support of the UWI's second ScholarShip Cruise and Learn Adventure scheduled for April 6 to 17, 2014. The fund-raising cheque was presented on Wednesday, January 7, 2014 at the Principal's Office in Barbados as FutureFund's support and commitment to this fundraising initiative of The UWI and the Open Campus. This welcome financial support for a key initiative of the university illustrates how prospective donors and alumni or anyone can be involved and engaged with the institution even if they are unable to participate in activities. Others in the picture, from left are: Dr. Joel Warrican, Planning and Development Officer, UWI Open Campus; Miss Minna Isreal, Special Advisor to the Vice-Chancellor on Resource Development; and Professor Vivienne Roberts, Deputy Principal, UWI Open Campus.*

Both ScholarShip Cruise and Learn Adventures (2011 & 2014) were successful. Many friends from the UWI were reunited after several years apart, reconnected with families, learned about their Caribbean neighbours and established strong network connections on the cruise.

The programme in 2014 included a briefing on the historical, cultural, maritime and geo-political features of each port and the bio-diversity linking the Caribbean and Central and South America. with speakers and facilitators from the University of the West Indies. The 11-day cruise also featured in-country visits to several interesting sites.

### Joan Armatrading Concerts

UWI Honorary Graduate, Ms Joan Armatrading, has offered to give a concert or two in support of the Open Campus. The concerts will be part of her last solo world tour and proceeds will be donated to the Open Campus. The concert to support the Open Campus is expected to be staged in early 2015.



## Screening of *Forward Ever: The Killing of a Revolution*

The UWI Open Campus has been hosting the screening of the Bruce Paddington documentary, *Forward Ever: The Killing of a Revolution*, at selected UWI Open Campus locations across the region. The first two screenings in St. Kitts and Jamaica respectively were very well attended as were those in St. Lucia and Barbados in July 2014. Screenings are planned for other countries served by the UWI later in the year. Surplus funds from this initiative are being donated to charities supported by the UWI Open Campus.

## The UWI Open Campus By The Numbers – 2012/2013

- Caribbean Countries Served – 17
- Locations in Caribbean Countries – 44
- Total Student Enrollment – 19,918
- Online Student Enrollment – 6,783 (Semester 1, 2013/2014)
- Face-to-Face Student Enrollment – 15,710
- Total Student Graduates – 643
- First Class Honours Undergraduate Students – 78
- Postgraduate Degrees Awarded – 81
- Average Age of Most Graduates – 25–44
- Academic & Administrative Staff – 400
- Student Guild Chapters – 34
- Donor Funds – US\$1.3 million from external donors and CD\$19.2 million from DFATD (formerly CIDA)
- Research Funds – US\$2.5m

## More UWI Open Campus Significant Milestones

- The Open Campus gained membership in the International Council for Open and Distance Education (ICDE) at the 23rd International World

Conference in 2009. The ICDE is a membership organisation of over 150 institutions and organisations responsible for educating between 5 and 10% of the world's post-secondary student population through open, distance, flexible and online learning, including e-learning.

- The Principal of the Open Campus has been a member of the ICDE Standing Conference of Presidents from 2009.
- The inaugural Open Campus Graduation Ceremony was held in Saint Lucia on October 17, 2009.
- Over 3,500 students from across the region have graduated from The UWI Open Campus since it held its first official UWI Graduation Ceremony in 2009.

## Honorary Graduates

- 2009 – Peggy Anthrobus (and Dunstan St. Omer (St. Lucia)
- 2010 – Beverley Steele (Grenada) and Caryl Phillips (St. Kitts & Nevis)
- 2011 – Pearlette Louisy (St. Lucia) and Alwyn Bully (Dominica)
- 2012 – Lennox Honychurch (Dominica) and Adrian Augier (St. Lucia)
- 2013 – Joan Armatrading (London) and Robert Mathavious (British Virgin Islands)

## Valedictorians

- 2009 – Denise Gordon, Montserrat
- 2010 – Daren Pinard, Dominica
- 2011 – Deanne Francis-Thomas, Grenada
- 2012 – Krissa Johnny, St. Lucia
- 2013 – Nikishia Greenidge, Trinidad & Tobago

## Student Enrollment

- 2008/2009 – 5,616 (online) 20,944 (face-to-face)
- 2009/2010 – 4,545 (online) 19,655 (face-to-face)

- 2010/2011 – 6,181 (online) 19,156 (face-to-face)
- 2011/2012 – 6,499 (online) 17,848 (face-to-face)
- 2012/2013 – 4,198 (online) 15,1729 (face-to-face)

### Graduates

- 2009/2010 – 631
- 2010/2011 – 620
- 2011/2012 – 742
- 2012/2013 – 643

### The UWI Open Campus Participates in its First Ever UWI Staff Games

The 13th Biennial Staff Inter Campus Games was held in 2012 at the Cave Hill Campus in Barbados from August 1–17. The UWI Open Campus were first time participants as a full campus. Although

the Open Campus had the smallest contingent at the UWI Staff Games, the support received from her sister campuses was strong and supportive. The sense of accomplishment and joy was reflected on the faces of all Open Campus participants and supporters as the team showed much tenacity and big hearts throughout the games. The Open Campus sports team was made up of players from Jamaica, Trinidad & Tobago, St. Kitts & Nevis, Dominica and St. Vincent & the Grenadines and was truly an historic moment for the UWI Open Campus.

In May 2014, the Open Campus Football team at St. Augustine won the overall tournament. It was a time of celebration for all OC staff who attended. The team received tributes and congratulations from several quarters for their determination to win. And they certainly did in convincing fashion.



*UWI Open Campus staff at 2012 UWI Staff Games*

# UWI Open Campus Council

## 2012/2013

### CHAIR

SIR K. DWIGHT VENNER

### VICE-CHANCELLOR

PROFESSOR E. NIGEL HARRIS

### PRO VICE-CHANCELLOR AND PRINCIPAL

PROFESSOR HAZEL SIMMONS-  
McDONALD

### DEPUTY CAMPUS PRINCIPAL

PROFESSOR VIVIENNE ROBERTS

### CAMPUS REGISTRAR

MRS KAREN FORD-WARNER

### CHIEF FINANCIAL OFFICER

MS SHERYL WHITEHALL

### REPRESENTATIVES OF THE GOVERNMENTS

DR DURANDA GREENE  
BERMUDA

HON. PETTER ST JEAN  
DOMINICA

### APPOINTED BY THE CHANCELLOR

PROFESSOR SIR HOWARD FERGUS  
Montserrat

DR DIDACUS JULES  
Barbados

SR. MARIA CARITAS LAWRENCE  
Belize

DR LENNOX HONYCHURCH  
Dominica

MR ANDY DELMAR  
Barbados

### DIRECTORS OF THE UWI OPEN CAMPUS

DR FRANCIS SEVERIN  
Director, Open Campus Country Sites,  
Head, Open Campus Dominica

### DR GARY HEPBURN

APAD  
Trinidad & Tobago

### MR LINCOLN WILLIAMS

Consortium for Social Development  
and Research  
Jamaica

### MR TOMMY CHEN

Chief Information Officer  
Trinidad & Tobago

### MRS KAREN LEQUAY

Campus Librarian  
Trinidad & Tobago

### REPRESENTATIVES OF ACADEMIC BOARDS

#### MR ROBERT GEOFFROY

Open Campus, Non-Professorial  
Academic Board Representative  
Cayman Islands

#### MRS SARAH SUSAN OWEN

Open Campus, Non-Professorial  
Academic Board Representative  
St Kitts/Nevis

#### DR WENDY GRENADE

Cave Hill Academic Board  
Representative  
Barbados

#### DR JOANNA BENNETT

Mona Academic Board  
Representative  
Jamaica

#### PROFESSOR JUNE GEORGE

St Augustine Academic Board  
Representative  
Trinidad & Tobago

### REPRESENTATIVES OF TERTIARY LEVEL INSTITUTIONS

#### DR ANGELA SAMUELS-HARRIS

Association of Caribbean Tertiary  
Institutions (ACTI)

#### MR PERRY GEORGE

Association of Caribbean Tertiary  
Institutions (ACTI)

### GUILD OF STUDENTS REPRESENTATIVES

#### MRS RUTHLYN MATTHIAS

Undergraduate Representative

### NON-ACADEMIC STAFF REPRESENTATIVES

#### MRS CHERYL SLOLEY

Senior Administrative/Professional  
Staff Representative,  
Jamaica

#### MRS BERYL CUNNINGHAM

Administrative, Technical &  
Support Staff Representative,  
Jamaica

### ALUMNI REPRESENTATIVE

#### NELSON PIERRE

Alumni Representative of the Dominica  
Chapter  
Dominica

### BY INVITATION:

#### MR FELIX WILSON

Acting Head, Open Campus,  
Dominica

#### MR C. WILLIAM ITON

University Registrar

#### DR ANDREW DOWNES

PVC Planning & Development

#### MR ARCHIBALD CAMPBELL

University Bursar

### IN ATTENDANCE:

#### MRS SOUZANNE FANOVICH

Assistant Registrar, Secretariat  
(Recording Secretary)

# UWI Open Campus Management



**Professor Hazel Simmons-McDonald**  
Pro Vice-Chancellor & Principal



**Professor Vivienne Roberts**  
Deputy Principal



**Mrs Karen Ford-Warner**  
Campus Registrar



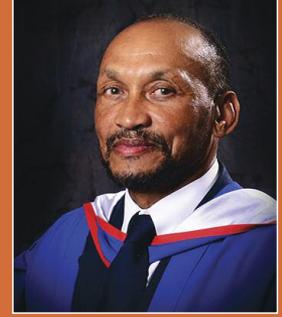
**Ms Sheryl Whitehall**  
Chief Financial Officer



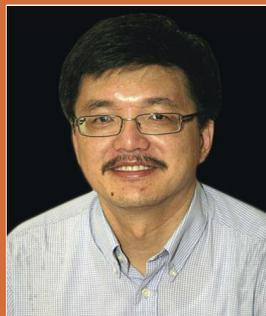
**Dr Francis Severin**  
Director, Open Campus  
Country Sites



**Dr Joel Warrican**  
Director, Academic  
Programming & Delivery



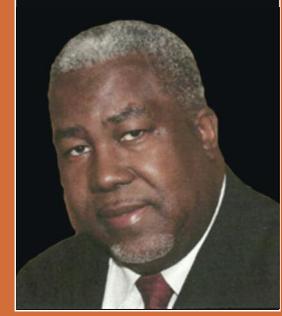
**Mr Lincoln Williams**  
Director, Consortium for Social  
Development & Research



**Mr Tommy Chen**  
Chief Information Officer



**Ms Karen Lequay**  
Campus Librarian



**Mr Eric Baron**  
Director of Human Resources

# The First Pro Vice-Chancellor and Principal of The UWI Open Campus Bids Farewell after Seven Years at the Helm

---



**P**ro Vice-Chancellor and Principal of the University of the West Indies (UWI) Open Campus, Professor Hazel Simmons-McDonald, will demit office as Principal on July 31, 2014, after serving in this position from August 2007. She was given the task of merging the former outreach sectors of the Tertiary Level Institutions Unit (TLIU), the UWI Distance Education Centre

(UWIDEC) and the Schools of Continuing Studies with Research Units into one Open Campus under the governance structure of the University of the West Indies. As she steps down, she leaves a well-established campus that is positioned to be the leader in Open and Distance Learning (ODL) in the Caribbean.

During her career with the regional university, Professor Simmons-McDonald served in a number of capacities at The UWI, including Acting Resident Tutor, School of Continuing Studies, St. Lucia; Head, Department of Linguistics, Head, Department of Language, Linguistics and Literature, Deputy Dean, Outreach, Deputy Dean, Planning and Dean of the Faculty of Humanities and Education at the Cave Hill Campus. She provided leadership on many campus committees and participated in several University Committees including service as the Coordinator of The UWI Cultural Studies Initiative and representing the Cave Hill Campus as one of the UWI Co-Chairs of the committee for Cultural Studies from 2000 to 2008). Her achievements as a scholar, administrator and leader within the Academy have been recorded in the most recent Annual Report and other documents of the Open Campus.

Professor Hazel Simmons-McDonald recently received an award for “*Outstanding Contribution to Education*” from the Global Distance Learning Congress at the World Corporate Universities Congress in June 2014, in India. The award was given in honour of her leadership and contribution to the field of education and it came fairly close on the heels of her being awarded the OBE in 2011 for her outstanding contribution to higher education.

The theme of the World Corporate Universities Congress is, *Building a Global Future through Research and Innovative Practices in Open and Distance Learning*. Professor Simmons-McDonald spoke on the topic “Open and Distance Education: a Pathway to the Development and Prosperity of Small States in a Dispersed Environment.” Other 2014 awardees included, Professor Emeritus Anwar Ali of the Open University of Malaysia and Professor Denise Kirkpatrick, Pro Vice-Chancellor (Student Experience) of the University of Adelaide.

Professor Simmons-McDonald sought and gained membership for the Open Campus in the International Council for Open and Distance Education (ICDE) at the 23rd International World Conference in 2009. The ICDE is a membership organisation of over 150 institutions and

organisations responsible for educating between 5 and 10% of the world’s post-secondary student population through open, distance, flexible and online learning, including e-learning.

From 2008 to 2014, Professor Simmons-McDonald represented the UWI Open Campus on the ICDE. She is a member of the Standing Conference of Presidents (ICDE-SCOP) and she has participated in consultations of the group for which she facilitated a workshop for presidents on “Employability and Lifelong Learning” (2009) and participated in other workshops for presidents. She contributed to the current strategic plan of the Council.

Professor Simmons-McDonald serves as an Honorary Advisor to the Commonwealth of Learning (COL) and she has been a member of the Advisory Team for Catholic Schools in Barbados from 2012. She accepted invitations to serve as an Advisor to the Global Congress for Distance Education as well as membership on the Board of Directors of the Ursuline Convent Schools.

As Principal, she led the expansion of the Open Campus in fulfilling its “online, onsite on demand” objectives by facilitating the implementation of an Enterprise Resource Planning Project for the

provision of an adequate technological platform for the integration and improvement of systems and services within the campus; the introduction of a phased project for the redevelopment and enhancement of Open Campus physical facilities across the jurisdiction and the expansion of the global footprint through the provision of services in New York; and accessing funding for the acceleration of programming in demand by countries which the UWI Open Campus serves. The Open Campus wishes her well as she demits office in July 2014.

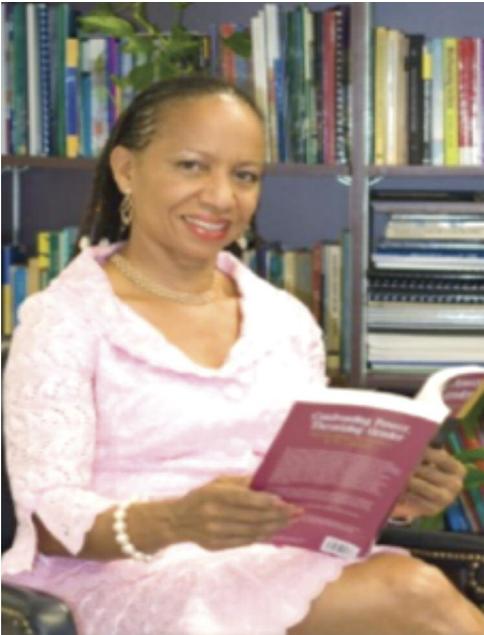


Professor Hazel Simmons-McDonald receives her award for “*Outstanding Contribution to Education*” from the Global Distance Learning Congress at the World Corporate Universities Congress in June 2014 in India.

# Welcoming The New Open Campus Principal

## Professor Eudine Violet Barriteau

---



The University of the West Indies is pleased to announce Professor Eudine Barriteau as the incoming principal of The University's Open Campus. Professor Barriteau's nomination was approved with acclaim by The University Council at its Annual Business Meeting in April. She will succeed Pro Vice-Chancellor Professor Hazel Simmons-McDonald who retires as principal in on July 31, 2014.

Grenadian by birth, with a distinguished record as a Caribbean scholar and administrator, Professor Barriteau has served in various roles at The University of the West Indies for more than 30 years. She holds a PhD in Political Science from Howard University, an MPA in Public Sector Financial Management from New York University and a BSc, Upper Second Honours in Public Administration and Accounting from The University of the West Indies. She also holds a professional certificate in editing and scholarly publishing from the International Rice Research Institute in Los Baños, the Philippines.

In 1993 Professor Barriteau assumed the Headship of the Centre for Gender and Development Studies at The UWI; a position she held for fifteen years. In 2004, she added first female Campus Coordinator of the School for Graduate Studies and Research to her portfolio, and served for four years until becoming the second female to be appointed Deputy Principal at the Cave Hill Campus, in 2008. In that role, two of her major accomplishments were serving as Chair of the Cave Hill Campus Institutional Accreditation Exercise, which resulted in full accreditation of the Campus for six years and serving as Chair of the

2011 UWI Games Organising Committee.

Professor Barriteau has received a number of national, regional and international awards and recognitions. In celebration of Barbados' 47th Anniversary of Independence in 2013, the Barbados Government awarded her the Gold Crown of Merit, the country's third highest honour in recognition of her invaluable contribution to gender and development. In July 2011, she was bestowed the 10th CARICOM Triennial Award for Women at the Opening Ceremony of the 32nd Regular Meeting of the Conference of Heads of Government of CARICOM in St. Kitts. Professor Barriteau served as the President of the International Association for Feminist Economics (IAFFE) from 2009 to 2010. She was an inaugural International Research Fellow at the Centre for Excellence in Gender Research, GEXCEL, Orebro, Sweden in April 2008, and returned in November 2010 and March 2013 by special invitation. In 1997 she had the honour of being the Inaugural Fellow of the Dame Nita

Barrow Distinguished Women in Development Visitor Programme at the University of Toronto. She was awarded a Howard University Doctoral Fellowship in 1992 and was a LASPAU/Fellowship scholar at New York University 1982–1984. In 1992, she became a Scholar of the American Association of University Women and prior to that, the first Caribbean scholar to be awarded the Margaret McNamara Memorial Fund Scholarship in 1991.

Professor Barriteau will build on the platform established by outgoing Pro-Vice-Chancellor and Principal, Professor Hazel Simmons-McDonald and her imperatives will include overseeing the expansion of on-line, distance education, particularly those linked to programmes provided by residential campuses, garnering solid links with The UWI's Single Virtual University Space System and broadening the delivery of face to face, professional programmes at The University's more than 46 Open Campus sites. She assumes office on August 1, 2014 – the start of the new academic year.

# A Special THANK YOU

---

## To All Our Friends and Supporters!

In the spirit of commemoration of the past and in celebration of the future, we thank our Caribbean and international friends and supporters and call upon them to continue striving with us to create a better Caribbean region through higher and continuing education based on our tagline – online, on site, on demand. Thank you for letting us be a part of your lives!

## To all Open Campus Staff

Pro Vice-Chancellor and Principal, Professor Hazel Simmons-McDonald expresses sincere thanks to members of the Open Campus Senior Management

team for their commitment and service to the Open Campus and for working assiduously to assure its establishment as an open and flexible institution. The University and Campus are indebted to all who served at this level, including those who left prematurely but who also played an important role in building the foundation for the Open Campus. The Principal has stated that every member of staff in the Open Campus who believes in its mission has also played an important role in its establishment and she thanks each one sincerely for the dedication and service given to the UWI Open Campus. She has asked specifically that as the Open Campus continues on its journey the path we follow must be “Onward and Upwards Always!”

*“Onward and Upwards Always!”*

# Historical Highlights of The UWI Open Campus – Est. 2008



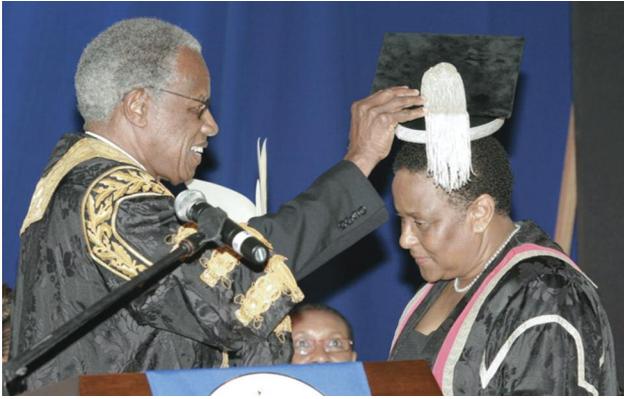
*The Vice-Chancellor and Pro Vice-Chancellor and Principal of The UWI Open Campus speak at a news Conference at the official launch of The UWI Open Campus in Antigua & Barbuda on July 4, 2008*



*Sir K Dwight Venner, the late Professor Rex Nettleford and Professor Hazel Simmons-McDonald at the CARICOM Heads of Government Meeting in Antigua & Barbuda after the official launch of The UWI Open Campus on July 4, 2008.*



*The Inaugural Campus Council Meeting of The UWI Open Campus in Basseterre, St. Kitts & Nevis on March 3, 2008.*



*Chancellor of The University of the West Indies, Sir George Alleyne, at the official Induction Ceremony of the first Pro Vice-Chancellor and Principal of The UWI Open Campus, Professor Hazel Simmons-McDonald on October 16, 2009, Government House, Saint Lucia.*



*The first Graduation Ceremony of the new UWI Open Campus, held in Saint Lucia on October 17, 2009.*



*The first Valedictorian of the UWI Open Campus, Miss Denise Gordon of Montserrat, addresses the company at the Graduation Ceremony in October 2009.*



*The Principal and Deputy Principal of the UWI Open Campus pose with the official delegation from the Anton de Kom University in Suriname in May 2009 to explore collaboration between both institutions.*



*The UWI Open Campus Principal makes her presentation at ICDE Conference in 2009 in Barcelona, Spain. The UWI Open Campus gained membership in the International Council for Open and Distance Education (ICDE) at the 23rd International World Conference in 2009.*



*UWI Chancellor and Lady Alleyne enjoy Saint Lucia culture with the Principal and staff of the UWI Open Campus on a one-day stop in April 2011 on the first UWI ScholarShip educational cruise.*

# About The UWI Open Campus Sub-Brand

---



The former UWI Open Campus logo

The official slogan of the UWI Open Campus was selected in 2008 to reflect the main objectives of the new Campus and the needs of its primary clients. “Online, On site, On demand”, indicated that the new Campus always intended to be new, different, virtual, flexible, accessible and student-centred as it grew. The design of the orange circle with the name of the new Campus and its slogan was originally conceptualised to encompass the integration of the UWI’s new online and blended offerings across the Caribbean region. The shape of the circle also echoed the ‘O’ in Open Campus, which was about open and accessible education for all.

All of The UWI’s Campus’s and the Vice-Chancellery have their own identifiable main colours. Cave Hill uses yellow; Mona uses red/burgundy; St. Augustine uses a dark blue; and the Vice-Chancellery uses green. In 2008, the colour

choice validation of a burnt orange colour for The UWI Open Campus, stemmed from our personal and cultural associations and experiences with warm Caribbean colours, mainly associated with the heat of sun, life and fire. The use of a warmer colour was seen to be effective in the brand positioning of the Open Campus as being user-friendly, welcoming and vibrant.

However, the original design for our sub-brand was outside of the new standard UWI Brand Identity Guidelines, once these were established in 2011. Since then, the use of the orange circle brand has been slowly reduced by the Campus and staff were advised to cease and desist from using the image on products and in communications at the beginning of academic year 2012/2013. The approved sub-brand of the UWI Open Campus is now in line with The UWI’s approved brand identity.