



# ACHEA

Association of Caribbean Higher Education Administrators

Re-visioning, Re-assessing and Re-committing  
for Success in Higher Education

**14th ANNUAL CONFERENCE**  
**JULY 09-11, 2015**

The Teaching & Learning Complex (TLC)  
The University of the West Indies (UWI) - St. Augustine Campus  
Trinidad and Tobago



# About ACHEA

## Overview

The proliferation of tertiary level institutions within the region in the last two decades of the 20th Century has brought to the fore the need for an educational environment with organizational structures, administrative policies and systems for these institutions to operate efficiently. Indeed the expansion and complexity of tertiary institutions all over the world calls for sophisticated skills and the shouldering of immense responsibilities. The role of the administrator has changed. There is now a new career in university administration. The Association of Caribbean Higher Education Administrators (ACHEA) is the region's response to these realities. ACHEA was launched at an Inaugural Conference in July 2001 at the Mona Campus of The University of the West Indies.

## The Objectives of ACHEA:

To develop and maintain a code of conduct and guidance for its members regarding their professional work

- To organize discussions, conferences, seminars and workshops on various issues in higher education administration
- To publish newsletters and such other publications as The Association shall determine from time to time
- To establish and promote networking opportunities and mentoring support for administrators in higher educational institutions in the Caribbean
- To foster links and exchanges with similar organizations in higher education overseas
- To seek funding and to engage in fund-raising activities to enable The Association to carry out its activities

## The Way Ahead:

ACHEA operates through 5 Standing Committees

- The Finance and Fund raising Committee
- The Membership Committee
- The Professional Development Standing Committee
- The Public Relations Committee
- The Publications Committee

## Professional Development

The Association realizes that training and staff development are of paramount importance in establishing a cadre of administrators who can play a leadership role in advancing the development of regional higher education institutions.

It also recognizes that a concentrated effort has to be made to generate interest in regional tertiary level institutions not presently involved and invite their participation in the programme and objectives of The ACHEA. This would be accomplished through the mounting of workshops in selected Caribbean territories.

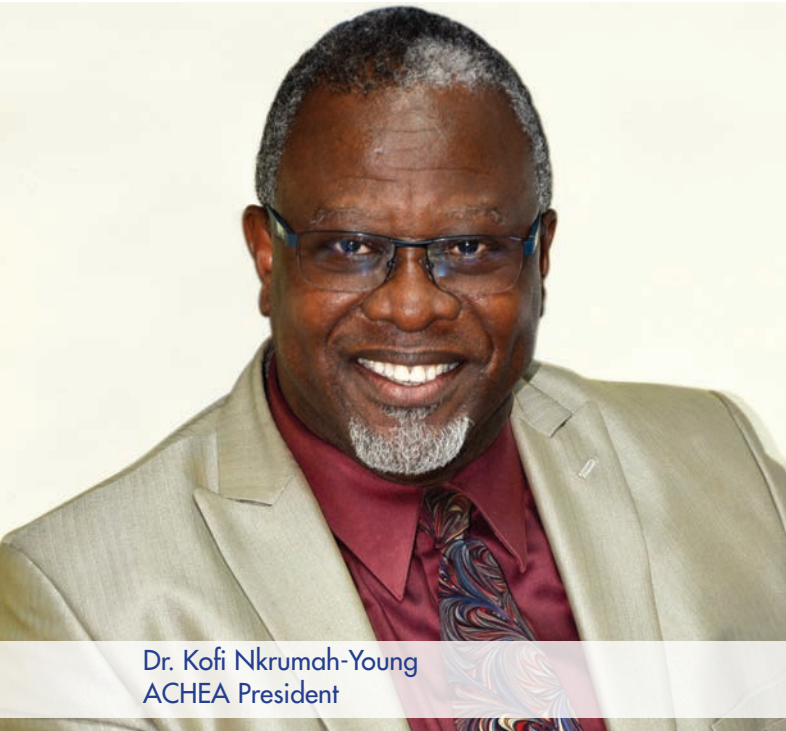
The Association's vehicle through which this training is being provided is the Professional Development Standing Committee. It is anticipated that membership will be grouped into Chapters, namely:

- The Barbados and the OECS Chapter out of Cave Hill Campus, UWI
- The Jamaica and the Western Caribbean Chapter out of the Mona Campus, UWI
- The Trinidad & Tobago Chapter out of the St. Augustine Campus, UWI
- The Guyana Chapter

## How to join

<http://sta.uwi.edu/achea/join.htm>

# President's Message



Dr. Kofi Nkrumah-Young  
ACHEA President

The Association of Caribbean Higher Education Administrators (ACHEA) is very proud to be staging this - 14th Annual ACHEA Conference. The theme - 'Re-visioning, Re-assessing and Re-committing for Success in Higher Education' was chosen for several reasons. Firstly, as a result of significant global changes and developments, we have embraced the maxim that a new paradigm and an innovative vision is intrinsic to crafting and fostering improved communication channels throughout the Caribbean region's higher education landscape.

Secondly, the telecommunications and internet era have propelled the world into becoming one village, and no longer can we think of classrooms as being brick walls with chalk and talk. Classrooms today are virtual gatherings, either at a set time or at times convenient to the participant(s) desiring to explore the realm of knowledge. This has indeed challenged us, as higher education practitioners and stakeholders to reconsider and reevaluate curriculum structures, support services, telecommunications platforms and facilitation mechanisms.

It is with these concerns, tenets and scenarios in mind that the Association has invited you to Trinidad and Tobago from July 09 -11, 2015, to consider this year's theme and examine issues such as:

- Emotional Intelligence: a Leadership Practice for Higher Education Professionals
- Higher Education IT Infrastructure and Concerns
- Influencing Behavior and Productivity through Office Design
- Internationalization in Higher Education
- Mining and Preserving Institutional Knowledge Assets
- Risk Analysis Framework for Tertiary Level Education Institutions
- Talent Management in Policy

It is hoped that after these three days of engaging deliberations and stimulating discourse, we will all arise reinvigorated, with a new vision, and recommitted to the mission of advancing Caribbean higher education.

This will be another excellent occasion, and I eagerly look forward to hosting you in the wonderful nation of Trinidad and Tobago. Welcome!

*Kofi Nkrumah-Young*

Dr. Kofi Nkrumah-Young  
ACHEA President

# Chair's Message

Fellow Delegates,

It is with great pleasure that I warmly welcome you to the Association of Caribbean Higher Education Administrators (ACHEA) - 14th Annual Conference themed: *Re-Visioning, Re-assessing and Re-committing for Success in Higher Education*.


Globally, 21st century Higher Education Institutions (HEI) have been faced with multifaceted challenges, underscored by dwindling economic resources, rapid technological and social changes. This conference seeks to address the major themes associated with repositioning tertiary institutions to achieve optimum levels of innovation, efficiency and effectiveness, while providing avenues for cross sectional perspectives from HEI professionals.

I am confident that you will have excellent opportunities to network with both regional and international colleagues, and exchange practical solutions to common concerns and issues. Unequivocally, this environment is fertile ground to foster stronger relationships and more viable stakeholder engagement amongst the higher education community.

Your evident enthusiasm to be a part of this dynamic forum is a clear indication of your unwavering support and commitment to regional higher education development. I look forward to your enlightening discussions, invaluable contributions and wealth of institutional knowledge honed through your various experiences at your respective tertiary institutions.

Again, I welcome you all to our beautiful and vibrant twin island Republic of Trinidad and Tobago, and hope that you have an enjoyable, fruitful and memorable stay.

Sincerely,



Ms. Floris Fraser  
ACHEA Conference Chair, 2015



Floris Fraser  
ACHEA Conference Chair, 2015

# Agenda

## THURSDAY July 09th, 2015

7:45 a.m. - 9:00 a.m. CONFERENCE REGISTRATION Tutorial Room 8, First Floor

9:00 a.m. - 10:30 a.m. OPENING CEREMONY Lecture Theatre, First Floor

Chair **Dr. Linda Steele**  
First Regional Vice-President, ACHEA

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National Anthem

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Welcome **Ms. Floris Fraser**  
Chair, ACHEA Local Organizing Committee 2015

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Greetings **Professor Rhoda Reddock**  
Deputy Campus Principal,  
The University of the West Indies, St. Augustine

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Remarks **Dr. Kofi Nkrumah-Young**  
President, ACHEA

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Keynote Address **His Excellency,  
Anthony Thomas Aquinas Carmona, ORTT, SC**  
President of the Republic of Trinidad and Tobago

10:30 a.m. - 11:00 a.m. COFFEE BREAK TLC Lecture Rooms B & C, Ground Floor

OPENING OF EXHIBITS TLC Foyer

11:00 a.m. - 12:00 noon PLENARY: Regional and Global Contexts of Higher Education Lecture Theatre A.1 First Floor

**Internationalisation in Higher Education**  
**Dr. David Rampersad**  
The UWI Central Office for Regional and International Affairs

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**Partnering with Stakeholders for Success in Higher Education: Challenges and Solutions**  
**Ms. Annette Insanally**  
Co-ordinator, Latin American-Caribbean Centre - UNICA

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**Moderator: Dr. Kofi Nkrumah-Young, President, ACHEA**



Free Wifi is Available to ACHEA Conference 2015 Delegates

12:00 noon - 1:00 p.m.

CONCURRENT SESSIONS

Session 1      Online Teaching and Learning: UTECH Panel      Lecture Theatre A.1  
First Floor

First Year Undergraduate Students' Level of  
Readiness for Online/Blended Learning Modalities

Mr. Greg-Louis Austin  
University of Technology (UTECH), Jamaica

Mrs. Vanessa White-Barrow  
UTECH, Jamaica

Moderator: Mrs. Mercedes Deane,  
UTECH Jamaica

Session 2      Information Management      Tutorial Room 3,  
First Floor

Information Governance in Higher Education:  
Records and Information Management (RIM)  
Perspective

Mrs. Antonia Charlemange-Marshall  
The UWI, Cave Hill Campus

University.porn: Protecting your Institution's Cyber-  
Image as a Part of its Internationalization Effort

Mr. Patrick Anglin  
The Vice Chancellery, The UWI Regional  
Headquarters, Jamaica

Moderator: Mrs. Claire Craig,  
The UWI, St. Augustine Campus

Session 3      Facilities Management and Higher Education      Tutorial Room 4,  
First Floor

Influencing Behaviour and Productivity Through  
Office Design

Ms. Diana Bryan  
The UWI, Cave Hill Campus

The Spiderman in Higher Education Administration

Mr. Derek Phillip  
University of Southern Caribbean -  
Trinidad and Tobago

Moderator: Mrs. Florence K. Francis,  
The Vice Chancellery, The UWI Regional  
Headquarters, Jamaica

1:00 p.m. - 2:00 p.m.

LUNCH

TLC Lecture Rooms  
B & C  
Ground Floor

Official Launch of the ACHEA Trinidad and Tobago Local Chapter

## THURSDAY July 09th, 2015 ...

2:00 p.m. - 2:45 p.m.	Grantsmanship	Lecture Theatre A.1, First Floor
Administrative Support: A Winning Ingredient in Grant Proposal Preparation		
Ms. Indira Jagassar, Ms. Michelle Seeraj & Ms. Ena Siew Persad		
The Business Development Office, The UWI, St. Augustine Campus		
Moderator: Dr. Karen Eccles, The UWI, St. Augustine Campus		
2:45 p.m. - 3:15 p.m.	TOUCHNET	Lecture Theatre A.1, First Floor
eCommerce in Higher Education		
Moderator: Ms. Georgia Alexander, The UWI, St. Augustine Campus		
3:15 p.m. - 5:00 p.m.	ACHEA Annual General Meeting	Lecture Theatre A.1, First Floor
6:00 p.m. - 8:30 p.m.	SOCIAL EVENT	The Chinese Restaurant - National Academy for the Performing Arts (NAPA)
Cocktail Reception hosted by: His Excellency, Anthony Thomas Aquinas Carmona, ORTT, SC President of the Republic of Trinidad and Tobago		

## FRIDAY July 10th, 2015

8:00 a.m. - 9:00 a.m.	CONFERENCE REGISTRATION	Tutorial Room 8, First Floor
9:00 a.m. - 10:00 a.m.	PLENARY: Emotional Intelligence: A Leadership Practice for Higher Education Professionals	Lecture Theatre A.1, First Floor
Mr. Eric Block		
Leadership and Development Consultant/Block International Group		
Moderator: Dr. Linda Steele, The UWI, St. Augustine Campus		



10:00 a.m. - 10:30 a.m. COFFEE BREAK

TLC Lecture Rooms  
B & C,  
Ground Floor

10:30 a.m. - 11:30 a.m. PANEL: Libraries and Higher Education: Future Considerations

Lecture Theatre A.1,  
First Floor

**Corporate Libraries: Harbinger of Change for All Libraries**

**Dr. James Matarazzo**  
Professor Emeritus and Formerly Dean,  
Simmons College (SLIS) - Boston, MA

**New Opportunities for Collaborating and Supporting Research and Instruction Initiatives in Academic Libraries: Open Campus Libraries and Information Services (OCLIS)**

**Mrs. Karen Lequay**  
Campus Librarian,  
The UWI Open Campus

**Moderator: Mr. Selwyn Rodulfo,**  
President, Library Association of Trinidad and Tobago (LATT)

11:30 a.m. - 12:30 p.m. CONCURRENT SESSIONS

Session 4

Revisiting the Administrator in Higher Education

Lecture Theatre A.1,  
First Floor

**The Life and Times of a Caribbean Higher Education Administrator: Maintaining Relevance in a Rapidly Changing Environment**

**Mrs. Marvette Facey-Thompson**  
The Vice Chancellery, The UWI Regional  
Headquarters, Jamaica

**The Impact of the Adjunct/Part-time Staff on Higher Education**

**Ms. Bonita Hunter**  
University of Guyana

**Moderator: Ms. Angella Brown,**  
The Vice Chancellery, The UWI Regional  
Headquarters, Jamaica

Session 5

Social Media and Apps for the Higher Education Professional

Tutorial Room 3,  
First Floor

**Mr. Justin Zephyrine**  
eLearning Support Specialist,  
The UWI, St. Augustine Campus

**Moderator: Ms. Joy Smith,**  
The UWI, St. Augustine Campus

# FRIDAY July 10th, 2015 ...

11:30 a.m. - 12:30 p.m. CONCURRENT SESSIONS		
Session 6	Teaching and Learning Modalities	Tutorial Room 4, First Floor
<b>Narrative Inquiry into Experiences and Perceptions of Creative Education in 21st Century Caribbean/OAS Contexts</b>		
<b>Ms. Juliet Jones</b> Doctoral Student, University of Sheffield, UK		
.....		
<b>Moderator: Dr. David Rampersad,</b> The UWI Central Office for Regional and International Affairs		
12:30 p.m. - 1:30 p.m. LUNCH		
		TLC Lecture Rooms B & C, Ground Floor
1:30 p.m. - 2:30 p.m. PANEL: Information Technology and Higher Education		
		Lecture Theatre A.1, First Floor
<b>How Students Use IT for Learning and Everyday Use</b>		
<b>Ms. Melissa Hee-Chung</b> Computer Science Student The UWI, St. Augustine Campus		
.....		
<b>Higher Education IT Infrastructure and Concerns</b>		
Higher Education Network Administrator		
.....		
<b>IT Application and Deployment in University Libraries</b>		
<b>Mr. Frank Soodeen</b> Head, Information Technology Services - The Alma Jordan Library, The UWI, St. Augustine Campus		
.....		
<b>Moderator: Mrs. Garcia Green McLennon, UTECH Jamaica</b>		
2:30 p.m. - 3:30 p.m. CONCURRENT SESSIONS		
Session 7	Customer Service	Lecture Theatre A.1, First Floor
<b>An Analysis of Customer Service Offered to Graduate Students</b>		
<b>Mrs. Carol Newman-Rose</b> UTECH Jamaica		
.....		
<b>Train to Retain: Combatting The Brain Drain Effect</b>		
<b>Mr. Akil Edwards</b> Marketing Manager, CaribbeanJobs.com		
.....		
<b>Moderator: Ms. Michelle A. Holness,</b> UTECH Jamaica		



# Technology-Driven Software Engineering Curriculum Development **Workshop**

Friday July 10th, 2015  
3:30 p.m. - 4:30 p.m.

*Asserting the Benefits of an International  
Collaboration in Curriculum Development*

14th Annual Conference  
Association of Caribbean Higher Education Administrators (ACHEA)

The University of the West Indies,  
St. Augustine, Trinidad and Tobago  
July 09 - 11, 2015

**Pre-registration is encouraged for this workshop**  
**For more information:**  
<http://acheaworkshop2015.und.edu>

# FRIDAY July 10th, 2015 ...

2:30 p.m. - 3:30 p.m. CONCURRENT SESSIONS		
Session 8	Recruitment and Training	Tutorial Room 3, First Floor
Interrater Reliability and Agreement of Interviewer's Scores in the Selection of Administrative, Technical, and Service Staff		
Mr. Reynold J. Stone The UWI, St. Augustine Campus		
Moderator: Mrs. Mariella Pilgrim, The UWI, St. Augustine Campus		
Session 9	Teaching and Learning: The University of Trinidad and Tobago (UTT)	Tutorial Room 4, First Floor
Case Study of the Application of the Flipped Classroom Model in a BEd Degree Programme		
Ms. Jacqueline A. Morris & Ms. Ayles-Anne Wilson The University of Trinidad and Tobago (UTT)		
Student Perceptions of Using Facebook as a Learning Tool in an Undergraduate Teacher Education Programme		
Dr. Jeanette Morris Formerly Programme Professor, UTT		
Ms. Jacqueline A. Morris, UTT		
Moderator: Mr. Hiram Forde, Principal, Antigua State College		
3:30 p.m. - 4:30 p.m. WORKSHOP		
		Lecture Theatre A.1, First Floor
Technology-Driven Software Engineering Curriculum Development		
Professor Emanuel S. Grant University of Dakota - USA		
5:30 p.m. - 7:30 p.m. SOCIAL EVENT		
		Principal's Office Grounds
Reception hosted by: Professor Clement K. Sankat Pro Vice Chancellor and Campus Principal, The UWI, St. Augustine		

# SATURDAY July 11th, 2015

8:00 a.m. - 9:00 a.m.	CONFERENCE REGISTRATION	Tutorial Room 8, First Floor
9:00 a.m. - 10:00 a.m.	PLENARY: Sustainability of Higher Education Through Quality Assurance and Quality Enhancement <b>Dr. Ronald Brunton</b> Director Qualifications and Recognition, The Accreditation Council of Trinidad and Tobago (ACTT) ..... <b>Moderator: Mr. C. William Iton</b> , Director of Administration/Univeristy Registrar, The UWI, Mona Campus	Lecture Theatre A.1, First Floor
10:00 a.m. - 11:00 a.m.	Gender and Higher Education  <b>A Gendered Approach to Succession Planning at a Higher Education Institution</b> <b>Ms. Shakira Maxwell</b> Institute of Gender and Development Studies, The UWI, Mona Campus ..... <b>Engaging Males Through Multimedia to Improve Reading</b> <b>Mrs. Cynthia White-Phillip</b> University of Guyana ..... <b>Moderator: Ms. Jiselle Alleyne</b> , College of Science, Technology and Applied Arts of Trinidad and Tobago (COSTAATT) - City Campus	Lecture Theatre A.1, First Floor
11:00 a.m. - 11:30 a.m.	BRUNCH	TLC Lecture Rooms B & C, Ground Floor
11:30 a.m. - 12:30 p.m.	Work Integrated Education (WIE) Forum	Lecture Theatre A.1 First Floor
12:30 p.m. - 1:00 p.m.	CLOSING OF THE CONFERENCE	Lecture Theatre A.1, First Floor
1:00 p.m.	Mall Tour and Free Afternoon	
7:00 p.m.	BANQUET	The University Inn and Conference Centre

# My ACHEA Network

NAME	INSTITUTION	CONTACT

# Acknowledgements

## The ACHEA Executive says Thank You to:

A. S. Bryden & Sons (Trinidad) Ltd.  
Carib Brewery Ltd.  
CaribbeanJobs.com  
Datalore Inc. - Caribbean Shared Educational Resources Services (CSERS) Division  
EBSCO Information Services  
Information Technology Services, Alma Jordan Library - The UWI, St. Augustine Campus  
Memory Bank Computers Ltd.  
Mode Alive Oasis  
Nestlé Trinidad and Tobago Limited  
PCS Nitrogen Trinidad Ltd.  
Pro Vice Chancellor and Campus Principal - The UWI, St. Augustine Campus  
Telecommunications Services of Trinidad and Tobago (TSTT)  
The ACHEA Bursary Team  
The Campus/University Librarian and Staff of the Alma Jordan Library - The UWI, St. Augustine Campus  
The Event Management Team – The Office of the Campus Principal  
The Library Association of Trinidad and Tobago (LATT)  
The Marketing and Communications Department - The UWI, St. Augustine Campus  
The Office of The President of The Republic of Trinidad and Tobago  
The Teaching and Learning Complex - St. Augustine Campus  
The University Inn and Conference Centre - St. Augustine Campus  
The UWI Campus Information Technology Services (CITS) - St. Augustine Campus  
The UWI Campus Security - St. Augustine Campus  
The UWI Student Advisory Services - St. Augustine Campus  
TouchNet Information Systems, Inc.

## ACHEA Local Organizing Committee - Co-ordinators

### Floris Fraser

Georgia Alexander  
Jiselle Alleyne  
Portia Bowen-Chang  
Claire Craig  
Arlene Dolabaille  
Karen Eccles  
Lorraine Nero  
Cheryl Peltier-Davis  
Mariella Pilgrim

### Chair

Marketing & Communications  
Protocol  
Accommodation  
Transportation  
Secretariat  
Social Events & Hospitality  
Programme Co-ordinator  
Sponsorship & Budget  
Registration

### Support Team

Beverly Adams Baptiste, Nazir Alladin, Annette Arjoonsingh, Martha Arthur-Caesar, Juliet Chan Wing, Hillary Drakes, Jesille Fraser, Natasha Grant, Unika Omowale, Jolie Rajah, Frank Soodeen, Dyaram Sookram, Andre Taitt and Marsha Winter.

## ACHEA Programme Committee - Support

Ahmed Ali	The UWI, St. Augustine Campus
Kumaree Ramtahal	The UWI, St. Augustine Campus
Stella Sandy	The UWI, St. Augustine Campus
Joy Smith	The UWI, St. Augustine Campus
Beverley Wood	The UWI, Cave Hill Campus
Caroline Woodroffe-Holder	Barbados Community College

**Special Thanks** to all persons who served on the various Conference Sub-Committees.

# Special Thanks to our Sponsors



**UWI**

ST. AUGUSTINE CAMPUS  
TRINIDAD & TOBAGO, WEST INDIES





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