



ACHEA Conference 2019

NEW TIMES, NEW APPROACHES TO HIGHER EDUCATION



July 11 – 13, 2019
Royalton, Negril
Jamaica

About ACHEA

The growth in the numbers of tertiary level institutions within the region has highlighted the importance of an educational environment with organizational structures, administrative policies and systems for these institutions to operate efficiently. The expansion and complexity of tertiary institutions across the world requires sophisticated administrative skills and the undertaking of immense responsibilities. The role of administrators has changed and there is a career trajectory 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.

Objectives of the Association

- 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

Standing Committees

The work of the Association is carried out through five Standing Committees, namely:

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

Constitution and Strategic Plan

In July 2002 the Constitution was presented for the approval of members at the Annual General Meeting. Changes were made to the Constitution in 2017 to reflect the changing demands of the tertiary education environment. A Strategic Plan for the period 2017 – 2022 was developed and approved at the Annual General Meeting of ACHEA held in July 2017.

Professional Development

The Association realizes that professional development is of critical importance in preparing a cadre of administrators to 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 currently involved and invite their participation in the programme and objectives of ACHEA. It is anticipated that this will be achieved by the organisation of workshops and

other training sessions in select Caribbean countries. The Professional Development Standing Committee is responsible for this aspect of our operations.

Chapters

Our Membership is 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

Becoming a Member

To become a member, please visit <https://www.acheacaribbean.org/membership>

Conference Theme

New Times: New Approaches in Higher Education.

Higher education institutions globally are being challenged on several fronts – sustainable financing, an increasingly borderless world underpinned by rapid changes in information and communication technologies, increased competition as programmes and people traverse that borderless world in search of better opportunities; the changing expectations of students, staff and other stakeholders. These are just the tip of the iceberg. Staying relevant to the communities we serve through teaching and research and other services has always been on the agenda but there is now an urgency that permeates the hallowed halls of our institutions to ensure that we function effectively as an integrated higher education system with differentiated institutions serving the many needs of our stakeholders. .

Sub-Themes

Are we (Administrators) relevant to HE?

Not unexpectedly, the HE market is academic and student-focussed. Does this focus minimise the importance of Administrators in the evolving HE market? What strategies can we utilise to ensure our continued relevance?

Walking the Tightrope of Mental Health

Acts of violence (mass shootings, bullying, sexual abuse and assault as well as self-harm) on university and school campuses place the spotlight on the mental health of both the perpetrator and victim. What are the warning signs? What can we, as administrators, do to promote healthy mental attitudes and behaviour on campus?

The Centennial Student: Bridging the Gap in Higher Education (Panel discussion)

Formerly, we learnt to write with a piece of chalk on a slate and thumbed through a book cradled on our laps. Since the innovation of hand-held technology in the 2000s, the art of writing has been replaced with typing/texting; and the personal, human touch has been replaced with an electronic medium of instruction. That we must adapt is clear, but at the same time, HEIs must ensure that the millennial student exudes human attributes of empathy, integrity, intuitiveness and resourcefulness. How do we ensure that our students retain these qualities?

Financial Sustainability: Moving from Red to Black!

Higher Education is a cost-intensive enterprise. To survive, regional institutions must employ strategies to climb out of the red to achieve financial sustainability. Non-traditional sources of funding and strategies must be deployed to ensure we transition to and stay in the black.

Quality Assurance: Good to Best!

To be good is not good enough. Quality education and delivery demand the optimal performance of intersecting sectors: from the halls of residence to the libraries; from academics to administrators, from academic processes to administrative/technical processes, from security to maintenance, from management to employees. Quality assurance is the responsibility of all.

Globalisation: Removing Borders

While globalisation traditionally contemplates a greater concentration of international students attending a physical campus, it must, of necessity, embrace the technological methodologies of the online environment; off-shore schooling in professional programmes; programme franchising; modular curricula and short immersion offerings to a global audience. How do we take our offerings “to the world?”

Leadership and Development – Getting to the head of the class

The role of effective leadership in charting the way through these unpredictable times is to be underscored. How do we ensure that our leaders at all levels, are equipped with the necessary skills and resources to do so?

Embracing New Technologies: Breaking the Status Quo

Technology is now infused in just about everything we do in the academic and administrative realms within higher education. How do we ensure that new technology is appropriate technology, that we encourage our administrators (and academics) to transcend the *status quo*?

Useful Information about the Royalton, Negril

ALL-INCLUSIVE RATE INCLUSIONS

Luxurious accommodations with exclusive DreamBed™

Daily Breakfast, Lunch and Dinner at Hotel Restaurants during regular operational hours

Rates are available for up to 3 days before to 3 days after the conference

Unlimited International open bar by the glass, at Hotel Restaurants and Bars during regular operational hours

Reservation-Free at Hotel Restaurants

In-room minibar, to be replenished every 24 hours

24 Hour Room Service

Swimming pool and Beach

Free Wi-Fi throughout the Hotel

Unlimited free in-room calling to North America and most of Europe

Complimentary access to the fitness center

Daily activities for all guests

Nightly entertainment

Complimentary self and valet parking

Non-motorized water sports

No Resort Fee

Taxes & Gratuities

NOT INCLUDED

Spa Services, Laundry, All Other Phone Calls Excluding Above, Business Centre (printing services/photocopies), Group Events, Coffee Breaks, Premium Wine Brands, Medical Services, Nanny Services, Purchases at Hotel concessions (Gift Shop, Tour Desk, Car Rental, Etc.), Room Deliveries, Audio-visual, Lighting, Music, Teambuilding Activities, Theme Parties, Room Deliveries, Any items not included in the contact.

Agenda

Thursday – July 11, 2019

8:00 a.m. to 9:00 a.m.	Conference Registration
9:00 a.m. to 10:30	<p>Opening Ceremony Chair: Marjorie Rose Parkes</p> <ul style="list-style-type: none"> • Welcome – Conference Chair • Greetings - President • Cultural Item • Keynote - ADRIANA LA VALLEY, Chief of Operations, Jamaica Officer, Inter-American Development Bank • Vote of Thanks – Mrs. Marjorie Rose Parkes • Presentation
10:30 a.m. – 11:00 a.m.	Coffee Break
11:00 a.m. – 11:50 a.m.	<p>Opening Plenary: Strategies for Financing Higher Education: A Research Review Prof Colin Gyles, Deputy President, University of Technology, Jamaica</p>
11:50 a.m. – 12:30 p.m.	Ellucian Presentation

12:30 p.m. – 1:30 p.m.	Concurrent Sessions
12:30 p.m. to 1:30 p.m. Location	<p>Session 1: Are we (Administrators) relevant to Higher Education? Moderator: Lesia Sawyers</p> <ol style="list-style-type: none"> 1. The pivotal role of a university administrator: myth or reality? <ul style="list-style-type: none"> • Efua Arku & Benedicta Kwakye, Kwame Nkrumah University, Ghana 2. Changing Organisational Culture <ul style="list-style-type: none"> • Diane Thurab-Nkhosi, The UWI, St.A.
12:30 p.m. to 1:30 p.m. Location	<p>Session 2: Quality Assurance: Good to Best! Moderator: June Wheatley</p> <ol style="list-style-type: none"> 1. Organisational Analysis and Assessment: A new tool for university transformation <ul style="list-style-type: none"> • Olivene Thomas & Clement Branche, The UWI, Mona 2. Feedback mechanism: a Critical Tool in ensuring a robust quality assurance in higher education institutions <ul style="list-style-type: none"> • Abigail Dzama Tawiah and James Kwasi Oberko, Kwame Nkrumah University, Ghana
12:30 p.m. to 1:30 p.m. Location	<p>Session 3: Embracing new technologies Moderator: Claire Sutherland</p>

	<ol style="list-style-type: none"> 1. OERs in HE: Considerations for Caribbean Leaders <ul style="list-style-type: none"> • Beverley Wood, The UWI, Cave Hill 2. Embrace Technologies, Increase Communication <ul style="list-style-type: none"> • Tashfeen Ahmad, The UWI, Mona
1:30 p.m. – 2:30 p.m.	Lunch

2:30 p.m. – 4:00 p.m.	Concurrent Sessions
2:30 p.m. – 4:00 p.m. Location	Session 1: Are we (Administrators) relevant to Higher Education? Moderator: Marjorie Bolero-Haughton <ol style="list-style-type: none"> 1. Leading with Emotional Intelligence. <ul style="list-style-type: none"> • C. William Iton, The UWI 2. Bridging the divide between administration and academia <ul style="list-style-type: none"> • Denise Stephenson-Hamil & Michele Holness, UTech
2:30 p.m. – 4:00 p.m. Location	Session 2: Quality Assurance: Good to Best! Moderator: Anna Perkins <ol style="list-style-type: none"> 1. The Role of Human Resource Management in Institutional Effectiveness: A Comparative Study of Two Ghanaian Universities <ul style="list-style-type: none"> • Paul Addo, Felicia Amankwah & Solomon Panford 2. Tertiary Students’ perception of “Quality Education” – Processes vis-à-vis Product: a case study of a Jamaican university <ul style="list-style-type: none"> • La-Cresha Gordon-Brydson 3. Exploring “fit for purpose” as an important quality marker <ul style="list-style-type: none"> • Marcia Wiliams & Ellen Campbell Grizzle, UTech
2:30 p.m. – 4:00 p.m. Location	Session 3: Embracing new technologies Moderator: Tamika Christian-Mills <ol style="list-style-type: none"> 1. The blended classroom: An exploratory study of administrators, faculty and student experiences using video conferencing across geographically separated campuses of a university <ul style="list-style-type: none"> • Lena Davis & Lisa Facey-Shaw, UTech 2. Applying Block Chain Technology as part of the Digital student administrative experience <ul style="list-style-type: none"> • Sean Thorpe, Sharon Leslie & Gilroy Gordon, UTech
4:00 p.m. – 4:15 p.m.	Coffee break
4:15 p.m. – 5:30 p.m.	ACHEA AGM

Friday – July 12, 2019

8:00 a.m. to 9:00 a.m.	Conference Registration
9:00 – 10:00	Plenary: Mental Health – Prof. Wendel Abel
10:30 a.m. – 11:00 a.m.	Coffee Break

11:00 a.m. – 12:30 p.m.	<p>International Round Table hosted by ACU HR: Walking the Tightrope of Mental Health: International Perspectives and Implications for HR</p> <ol style="list-style-type: none"> 1. Mr. Yusuf Saleh Chief HR Manager, United States International University, Kenya 2. Dr. Hilary Robertson-Hickling Senior Lecturer, The University of the West Indies, Mona Campus 3. Mr. Umar Zamman Head of Engagement, Equality and Organisational Development, The University of Lincoln, United Kingdom
12:30 p.m. – 1:30 p.m.	Lunch

2:00 p.m. – 3:30 p.m.	Concurrent Sessions
2:00 p.m. – 3:30 p.m.	<p>Session 1: Walking the tightrope of Mental Health Moderator: La-Cresha Gordon Bryce</p> <ol style="list-style-type: none"> 1. Workplace Incivility and Mental Health, <ul style="list-style-type: none"> • Ms. Afiya Jules, UWI StA 2. Social Media and Mental Health in the Digital Age, <ul style="list-style-type: none"> • Ramone Peck, Patricia Thomas, Paul Golding, UTech 3. Mental Health and the University Environment: the Jamaican Context <ul style="list-style-type: none"> • Coreen K. Stephens, UTech
2:00 p.m. – 3:30 p.m.	<p>Session 2: Globalisation Moderator: Haldane Johnson</p> <ol style="list-style-type: none"> 1. Globalisation Begins at Home <ul style="list-style-type: none"> • Dr. Godfrey Steele 2. Globalisation: Embracing ‘borderlessness’ to build institutional capacity and enhance curricula offerings <ul style="list-style-type: none"> • Paul Ivey and Ruth Protopsingh, UTech

2:00 p.m. – 3:30 p.m	<p>Session 3: Embracing new technologies Moderator: Arlene Fisher</p> <ol style="list-style-type: none"> The Impact of Data Protection Legislation on the Human Resource Function of Higher Education Institutions in Jamaica <ul style="list-style-type: none"> Garcia Green-McLennon, UTech Patron Engagement Through Social Media and Technology Transformation: The Case of the Alma Jordan Library (AJL), St. Augustine Campus, The University of the West Indies (UWI), Trinidad and Tobago <ul style="list-style-type: none"> Georgia Alexander & Floris Fraser, The UWI, St. Augustine
3:30 p.m. to 4:00 p.m.	Coffee Break

4:00 p.m. to 5:00 p.m.	Concurrent Sessions
4:00 p.m. to 5:00 p.m.	<p>Session 1: Leadership and Development Moderator: Paul Ivey</p> <ol style="list-style-type: none"> Examination of the influence of cultural leadership practices for 21st Century universities: The Ghanaian Perspective <ul style="list-style-type: none"> Paul Addo & Debrah Ansah, Kwame Nkrumah University, Ghana Leadership development: Insider’s perspective <ul style="list-style-type: none"> Haldane Johnson, UTech
4:00 p.m. to 5:00 p.m.	<p>Session 2: Walking the tightrope of Mental Health Moderator:</p> <ol style="list-style-type: none"> Resilience Mechanisms in Higher Education <ul style="list-style-type: none"> Veronica Forbes-Blake The Administrator’s Role in Promoting Mental Wellness in Higher education: Lessons learned at the 1st University Counselling Centre in Jamaica <ul style="list-style-type: none"> Sharon Williams-Brown, The UWI, Mona
4:00 p.m. to 5:00 p.m.	<p>Session 3: Globalisation Moderator: Angella Brown</p> <ol style="list-style-type: none"> Taking UTech, Jamaica to the world <ul style="list-style-type: none"> Jeanette Bartley-Bryan, UTech A Quantitative study of cross-border collaborative capacity at higher education institutions in Jamaica and Canada <ul style="list-style-type: none"> Claire Sutherland & David Rowland, UTech & Brandon University
6:00 p.m. – 9:00 p.m.	Reception Hosted by ACU HR

Saturday, July 13, 2019

8:00 a.m. to 9:00 a.m.	Conference Registration
9:00 a.m. to 10:00 a.m.	Plenary: “An Anatomy of THE Rankings: Imperatives for Higher Education in the Caribbean” Prof. Densil Williams Pro Vice-Chancellor, Planning, The University of the West Indies
10:00 a.m. to 10:30 a.m.	Open Session: “Administrators’ Adversities” Moderator: Allison Fung, The UWI

10:30 a.m. – 11:30 a.m.	Concurrent Sessions
10:30 a.m. – 11:30 a.m.	Session 1: The Centennial Student Moderator: <ol style="list-style-type: none"> 1. Attributes of Students from HEIs <ul style="list-style-type: none"> • Haldane Johnson, UTech 2. Influence of experiential learning on entrepreneurial self-efficacy of university students <ul style="list-style-type: none"> • Isaac Gachanja, Mount Kenya University
10:30 a.m. – 11:30 a.m.	Session 2: Leadership and Development Moderator: <ol style="list-style-type: none"> 1. Leadership Effectiveness in HEIs <ul style="list-style-type: none"> • Locksley Henry, UTech 2. The challenge of scale: Leading academic programme development <ul style="list-style-type: none"> • Jacqueline Moe-Cox, Turks & Caicos Islands Hospital
11:30 a.m. – 12:00 noon	Special Members session re: registration of ACHEA (Email from Kasiane dated May 7)
12:00 noon – 12:30 p.m.	Closing Session
12:30 p.m. – 1:30 p.m.	Lunch
7:00 p.m. -	Banquet

Presenter's Profiles

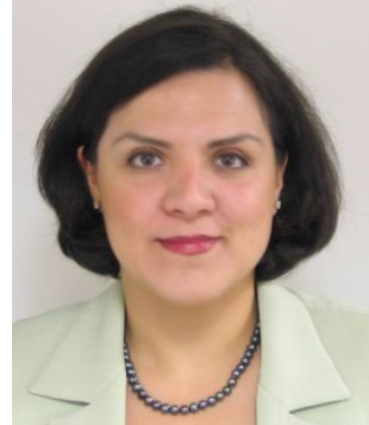
Keynote:

ADRIANA LA VALLEY, Chief of Operations of Country Office Jamaica of the Inter-American Development Bank

Ms. La Valley has over 20 years of experience in cross-national financing for both public and private sector development. She is an attorney of law admitted to practice in Mexico and US. She holds an L.L.M. in International Business Law from American University and an L.L.M. in Banking and Finance for Development from the London School of Economics.

In the Private Sector, she worked as international project finance attorney at the Law firm Latham & Watkins. From 2000 to 2007, she managed a private sector portfolio of approximately US\$2 billion for the Structured and Corporate Finance Department of the Inter-American Development Bank, where she was responsible of several successful restructuring transactions.

In the Public Sector, she has held several positions within the Ministry of Finance and Public Credit of México and as advisor at the Board of Directors of several financial institutions of the IDB Group. As a public international official, she has dedicated her efforts to the Caribbean region since 2011.



Plenary Speakers

Prof. Colin Gyles

Professor Colin Gyles has led a successful career as a lecturer, multidisciplinary scientist and academic administrator for over 30 years. He has been serving as Deputy President of the University of Technology, Jamaica (UTech, Ja.) since January 2015. During his tenure, he served as Acting President from August 2015 to December 2016. For outstanding service to Jamaica, he was awarded the Prime Minister's Medal of Appreciation for Service to Education, and for his service to dentistry, he received Honorary Fellowship in the International College of Dentists (FICD). He holds a Ph.D. in Chemistry, with a multidisciplinary focus, from the University of the West Indies, (UWI).



Professor Gyles was instrumental in the establishment of the Faculty of Science and Sport in 2009 and served as the Faculty's first Dean. This included establishment of the School of Natural and Applied Sciences, the School of Mathematics and Statistics, the Caribbean School of Sport Sciences, the Centre for Science-based Research, Entrepreneurship and Continuing Studies and the Integrated Optics and Photonics Research Laboratory.

Prof. Wendel Abel



Professor Abel completed his medical training at the University of the West Indies and he has a Bachelors in Medicine and Bachelors in Surgery degree and a Doctorate in Psychiatry. He also has a Masters in Public Health from the John Hopkins University. He is Professor in Mental Health Policy at the University of the West Indies and the Head of the Department of Community Health & Psychiatry, UWI, Mona. He is also the Senior Consultant Psychiatrist at the University Hospital of the West Indies

He has over 83 journal articles, technical reports and several book chapters, focusing on a range of mental health issues. Professor Abel has been a policy advisor and advocate for mental health in Jamaica and the Caribbean for many years. He has played a critical role in shaping the public policy for persons living with disability including mental disability. He has worked with agencies such as the OAS, PAHO, the EU and CARICOM and this has facilitated several policy and programme initiatives such integration of mental health into primary health care, the reintegration of deportees, drug and violence prevention and treatment, and marijuana policy reform. In recognition of his work in drug policy reform, Professor Abel was made Co-Chair of the CARICOM Commission for the Decriminalization of Marijuana 2017.

Prof. Densil Williams

Densil A. Williams is Professor of International Business and Pro-Vice Chancellor, Industry/Academic Partnerships and Planning at the UWI. He is the former Executive Director of Mona School of Business and Management (MSBM) at the UWI, Mona Campus, the largest Business School in the Caribbean. He obtained a BSc degree with first class honours in Economics and Management Studies, a MSc degree in International Business from the UWI between 1996-2001. In 2006, he obtained a Ph.D. in International Business and Strategy from Manchester Business School, University of Manchester, in the UK. He is the youngest person to be promoted to the rank of Professor in the history of the UWI, Mona Campus and also, the first person in the over 40year history of Business and Management Education at the UWI, Mona Campus to be promoted to the rank of Professor.



International Roundtable Panellists

Dr. Hilary Robertson-Hickling

Hilary Robertson-Hickling is a Senior Lecturer who teaches Organizational Theory and Behaviour, Organizational Development and Team Building and Management. She holds qualifications in Human Resource Development and has worked in the public and private sectors in the Jamaica, New Zealand and Britain. She studied at the University of the West Indies, Johns Hopkins University and the University of Birmingham and has researched and published in the areas of migration and mental health and diaspora studies producing scholarly articles. in the public press and two books *White Squall on the Land* published by Carimensa Press in Kingston, Jamaica and *Hope Road Press* in London, England and *That Time In Foreign* published by Hansib Publishers in London England.

She has collaborated with Professor Emeritus of Psychiatry Frederick Hickling locally and internationally and is currently working on a manual for the Dream a World Cultural Resiliency Program which is a primary prevention program operating in 87 primary schools in Jamaica.

Mr Umar Zamman

Head of Engagement, Equality and Organizational Development, The University of Lincoln, UK

Mr Yusuf Saleh

Chief HR Manager, United States International University, Kenya

