



Colleagues,

Welcome to the 7th Annual Conference of the Association of Caribbean Higher Education Administrators (ACHEA). Hosted in the breathtaking beautiful island of Barbados, this year's conference promises to be among the most stimulating and professionally rewarding activities undertaken by ACHEA since its inaugural conference in 2001.

In July 2006, the ACHEA Executive met to work on the Association's 2007-2010 strategic plan. One of the key issues emerging from our deliberations was the need for a formal professional development programme for Caribbean higher education administrators that was relevant, practical and informed by theory and practice. To this end, the 2007 Call for Papers invited members to present on the topic of Understanding Best Practices in Higher Education Administration: Challenges, Constraints and Successes with a special emphasis on case studies. The intent is to begin to develop a corpus of knowledge about the specific challenges which we confront as higher education administrators and more importantly to document our responses to these challenges with a view to developing a theoretical framework for more effective higher education management and administration in the small States of the Caribbean. We are indeed gratified to see the diversity of perspectives and depth of inquiry into practice which the 2007 Call for Papers inspired.

With six pre-conference workshops, two panel discussions and over thirty presentations, you can look forward over the next four days to rich debate and discussions on a wide range of timely and critical issues in higher education administration. We also encourage you to take the time to meet and network with your peers from across the region. The continued growth and development of ACHEA depends on the strength of the collaborative relationships which we are able to forge and sustain, even after the closing ceremony of our annual conference.

Dr. Gillian Paul
President
ACHEA



GENERAL CONFERENCE INFORMATION

Greetings from ACHEA! Welcome to Barbados and the Seventh Annual Conference of the Association of Caribbean Higher Education Administrators.

Travel from Airport

You will be met on arrival at the Grantley Adams International Airport and representatives will direct you to the transportation buses outside the terminal.

Transportation will be provided to and from the designated conference hotels – Hilton Barbados, Blue Horizon, Island Inn and Hotel PomMarine.

Transport to Conference Venue

Transport will be available to take participants from the designated hotels to the conference venue and conference-related activities.

Conference Attire

Conference	Business Casual
ACHEA Welcome Reception	Elegantly Casual
Cocktail Reception	Semi Formal
ACHEA Gala Dinner & Award Ceremony	Semi Formal
Saturday Conference Session and Island Tour.....	ACHEA Polo shirt

SPECIAL EVENTS

Opening Ceremony & Welcome Reception

All registrants are invited to attend the Opening Ceremony & Welcome Ceremony on Wednesday July 4th, 2007 from 7:30 pm – 9:00 pm at the Sir Errol Barrow Centre for the Creative Imagination, The University of the West Indies, Cave Hill Campus.

Cocktail Reception

To be confirmed for Thursday July 5th, 2007.

Gala Dinner & Award Ceremony

This will be held on Friday July 6th, 2007 at 7:30 pm at the Hilton Barbados. Your invitation is included in your package.

Island Tour

The Barbados Tourism Authority will be facilitating a scenic tour of the island, immediately following the closing ceremony on Saturday July 7th. Please register with the ACHEA Secretariat by 12:00 noon on Friday July 6th, 2007.

Wear your ACHEA 2007 polo shirt which has been included in your registration package.



WEDNESDAY JULY 4, 2007

9:00am – 4:30pm

CONFERENCE REGISTRATION

Hilton Barbados

1:00pm – 4:30pm

PRE-CONFERENCE WORKSHOPS

Venue: UWI Cavehill Campus

WORKSHOP 1

Transactional Analysis: A Tool for More Effective Communication in Higher Education

This workshop is designed to sensitize participants to the factors that contribute to effective communication in the workplace. It will introduce participants to the concept of ego states and provide them with an opportunity to develop skills in identifying complementary and crossed transactions. The workshop will enable participants to better understand and manage their own communication styles, as well as those of other persons; and in so doing, create a climate of trust and harmonious/productive relations in the workplace.

Facilitator: **Mr. Sydney Arthur**
Registrar, Barbados Community College

WORKSHOP 2

Personality Typing – A Tool to Improve Administrative Practice: the Myers-Briggs Type Indicator Approach

People differ in how they prefer to focus their attention, in the processes they use to acquire information and make decisions and the manner in which they orient to the external world. The Myers-Briggs Type Indicator (MBTI) is a systematic way of identifying your type and fifteen others. Getting to know personality types has helped administrators in improving self knowledge, resolving conflict, team building, hiring and deploying staff; problem solving and planning, and understanding and serving their customers. MBTI highlights the uniqueness of individuals, the dignity and constructive use of difference, the nature of preference and growing towards balance.

Facilitator: **Dr. Vivienne Roberts**
Senior Programme Officer, UWI-Tertiary Level Institutions Unit, Cave Hill, Barbados



WORKSHOP 3

Using E-Portfolios to Integrate Student Experiences and Assess Holistic Student Development

An electronic portfolio (e-Portfolio) is a web-based collection of an individual student's work, achievements, ideas, thoughts and feelings. Through self-reflection, students utilize the e-Portfolio as a powerful tool for engaging in the "digital revolution" as authors and owners of their education. They articulate and connect their prior learning with their current and future learning. As students create individual websites and represent their educational/career goals and achievements, they are building an e-Portfolio. The aim is to have the student portfolios evolve during their academic careers. The benefits of an e-Portfolio are many and varied.

Facilitator: **Dr. Patricia Spradley**

Associate Professor, Queens College and Queensborough Community College, New York

WORKSHOP 4

Campus Safety and Security

Building on his highly informative and well-received plenary presentation at the 2006 Conference, Robert Finzi-Smith will provide participants with insights into the nuts and bolts of providing safe and secure environments for faculty, staff and students in Caribbean higher education institutions.

Facilitator: **Mr. Robert Finzi-Smith**

Operations Manager, Safety and Security, University of Technology, Jamaica

WORKSHOP 5

Managing Your Boss

A highly interactive workshop for administrative assistants and mid-level managers. Workshop activities will focus on analyzing leadership styles, including gender differences; identifying both causes of conflict and techniques for successful conflict resolution; analyzing and discovering solutions for interpersonal, administrative and managerial challenges in participants' work situations. The workshop will also equip participants to be more proactive in planning to achieve their future goals and aspirations.

Facilitator: **Ms. Lara Quentrall-Thomas**

CEO, Regency Recruitment, Trinidad and Tobago



WORKSHOP 6

**A Really Interesting Workshop
on Project Management**

The aim of the workshop is to provide participants with immediately usable knowledge and techniques in the core practices of project management. Organizations and individuals devote a lot of careful time and thought to planning. Converting plans to successful action, however, is always the harder part. Project management is a powerful execution tool that helps to convert organizational intent into deliverable goals. Participants will be able to immediately return to their workplaces and use project management techniques in successfully delivering projects ranging from course catalogues and graduations to... surprise birthday parties!

Facilitator: **Mr. Ahmed Edoo**

*Administrative Officer, Office of the Campus Principal,
The University of the West Indies, St. Augustine Campus, Trinidad
and Tobago*

7:30pm – 9:00pm

Opening Ceremony
Sir Errol Barrow Centre for the Creative Imagination

KEYNOTE ADDRESS

**Expanding Access and Improving Quality:
An Impossible Balancing Act?**

Presenter: **Dr. Bhoendradatt Tewarie**

*Campus Principal, and Pro-Vice Chancellor designate of Planning,
The University of the West Indies, St. Augustine*

Welcome Reception and Book Launch
**Terrace, Sir Errol Barrow Centre for the
Creative Imagination**



THURSDAY JULY 5, 2007

7:30am – 9:00am

CONFERENCE REGISTRATION

9:00am – 10:00am

PLENARY PRESENTATION **Higher Education and Regional Social and Economic Development: Are We Where We Should Be?**

Presenter: **The Honourable Mia Mottley QC, MP**
*Deputy Prime Minister and Minister of Economic Affairs
and Development, Barbados*

10:00am – 10:50am

CONCURRENT SESSIONS

SESSION 1

Expanding Access: Is the Reform Real?

A look at systemic issues and challenges faced by regional governments and higher education organizations in achieving the desired outcomes of recent initiatives to expand access to tertiary education in the Caribbean.

Presenter: **Dr. Alvin Ashton**
Vice Chair, Accreditation Council of Trinidad and Tobago (ACTT)

SESSION 2

Quality Assurance: Myth or Reality?

Reports on research findings aimed at developing a culture of quality assurance among faculty at three institutions in the process of undergoing an organizational merger.

Presenters:
Dr. Sylvia Hackett
Deputy Principal,
Dr. Samuel Miller
*Director of Research,
Barbados Community College*



SESSION 3

**Improving Student Services:
The Jamaican Context**

A comparative analysis of benchmark structure and practices of student personnel administration in developed countries versus Jamaica.

Presenter: Mr. Gareth Philips

*Assistant Coordinator of Post-Diploma B.Ed Programme,
Faculty of Education and Liberal Studies, University of Technology,
Jamaica*

SESSION 4

**Positioning Higher Education in the Caribbean:
The UTT Experience**

Calls for higher education administrators to re-think their positioning framework and suggests a practical approach to institutional branding in a shorter time-frame. A case study of the start-up of the University of Trinidad and Tobago is presented.

Presenter: Mr. Zameer Mohammed

*Senior Manager, Business Development and Marketing,
University of Trinidad and Tobago*

11:00am – 11:20am

COFFEE BREAK

11:30pm – 12:30pm

CONCURRENT SESSIONS

SESSION 5

Shaping the CSME through Education

Paper explores the disconnect among socio-economic policy makers, higher education administrators and regional stakeholders, and the need for greater synergy among all parties in order to achieve CSME objectives.

Presenter: Ms. Eldonna Lendor

*Trade Consultant and Corporate Attorney,
Patent Consultants International Inc. St. Lucia*



SESSION 6

**Quality Assurance and Accreditation at
The University of the West Indies**

Overview of the model of quality assurance at the University of the West Indies as developed by the Office of the Board for Undergraduate Studies.

Presenters:

Dr. Sandra Gift
Senior Programme Officer

Dr. Anna Perkins
Programme Officer

Ms. Jacqueline Moniquette
Quality Assurance Unit, Office of the Board for Undergraduate Studies, The University of the West Indies, St. Augustine Campus, Trinidad and Tobago

SESSION 7

Best Practices for Distance Education Students

Review of literature on student services, human resource development and educational leadership with a view to conceptualizing a model for best practices in the provision of effective distance education.

Presenter: **Ms. Frances Severin**
Resident Tutor and Head of The University of the West Indies, Dominica Centre.

SESSION 8

Towards Best Practice in Facilities Management

Participants will be introduced to a model of facilities management developed by the Tertiary Education Facilities Management Association (TEFMA) that will demonstrate how sustainability should be incorporated into facilities management.

Presenter: **Mr. John Telesford**
Manager, Facilities and Support, Cable and Wireless, Grenada and former Facilities Manager, T.A. Marryshow Community College, Grenada.

12:30pm – 1:30pm

LUNCH

**PLENARY PRESENTATION -
SunGard Unified Digital Campus**

Presenter: **Ms. Renee Pacini**
SunGard Higher Education



1:30pm – 2:30pm

PLENARY PRESENTATION

**Promoting Graduate Studies in the Caribbean:
Challenges, Constraints and Successes**

Presenter: **Professor Errol Morrison**
President, University of Technology, Jamaica

2:30pm – 2:50pm

COFFEE BREAK

3:00pm – 3:50pm

CONCURRENT SESSIONS

SESSION 9

**Managing Cultural Diversity in Caribbean Higher
Education**

Explores strategies and measures that administrators and faculty can use through the curriculum and co-curriculum to address the issues raised by cultural diversity in academic institutions in the Caribbean.

Presenter: **Dr. Merle Hoyte**
*Dean of Students/Registrar, College of Science,
Technology and Applied Arts of Trinidad and Tobago (COSTAATT)*

SESSION 10

Using ICTs to Manage Quality

Reports on research at Cave Hill Campus on faculty use of information and communication technologies to supplement and enhance face-to-face delivery of instruction as a strategy to address the administrative complexities emerging from the rapid increase in student enrolment

Presenter: **Ms. Sonia Mahon & Ms. Glenda Gay**
*Department of Management Studies, Faculty of Social Sciences,
The University of the West Indies, Cave Hill Campus, Barbados*

SESSION 11

Mentoring as a Retention Strategy

Discusses effective mentoring techniques and strategies that can be used to facilitate student persistence in colleges and universities.

Presenter: **Dr. Patricia Spradley**
*Associate Professor, Queens College and Queensborough
Community College, New York.*



SESSION 12

SUNGARD Power Campus

Presentation of the SUNGARD Power Campus application and its impact on improvements in administrative practice for small to medium-sized colleges and universities.

Presenter: **Ms. Renee Pacini**

SunGard Higher Education

4:00pm – 4:50pm

CONCURRENT SESSIONS

SESSION 13

Expanding Access and Improving Quality: The Evolution of the School of Clinical Medicine and Research into a Full Faculty

Looks at the significant curriculum reform that has been initiated at the UWI School of Medicine, Mona and argues for higher education administrators to commit to reforms in the administrative structure and practice in order to derive the full benefits of the curriculum innovations.

Presenter: **Dr. Tomlin Paul**

Lecturer, Department of Community Health and Psychiatry, The University of the West Indies, Mona Campus, Jamaica

SESSION 14

Best Practices in Caribbean Higher Education: A Customer Perspective.

Presents a customer/student perspective on what should constitute best practice in Caribbean higher education.

Presenter: **Ms. Leisa Hamilton**

Trinidad and Tobago



FRIDAY JULY 6, 2007

8:30am – 10:00am

**PANEL DISCUSSION:
Shaping the CSME:
A Higher Education Perspective**

10:00am – 10:20am

COFFEE BREAK

10:30am – 11:20am

CONCURRENT SESSIONS

SESSION 15

**The Administrative Challenge of
New Curricula in Old Medical Schools**

Looks at the significant curriculum reform that has been initiated at the UWI School of Medicine, Mona and argues for higher education administrators to commit to reforms in the administrative structure and practice in order to derive the full benefits of the curriculum innovations.

Presenter: **Dr. Tomlin Paul**

*Lecturer, Department of Community Health and Psychiatry,
The University of the West Indies, Mona Campus, Jamaica*

SESSION 16

Academic Advising at UWI, St. Augustine

Argues that a quality student- centred advising system can be used to mitigate some of the negative effects of the rapid expansion in student enrolment and increased programme offerings at The University of the West Indies, St. Augustine.

Presenters:

Ms. Marlene Saunders-Sobers

Senior Administrative Assistant, Faculty of Science and Agriculture,

Ms. Carol Sargeant,

*Administrative Officer, Faculty of Engineering,
The University of the West Indies, St. Augustine Campus,
Trinidad and Tobago*



SESSION 17

Managing Information in a Crisis

This paper looks at some crisis incidents that have happened on college and university campuses; how the release and distribution of the information on the crisis were managed during and after the occurrences; and discusses the lessons that were learned and the implications for educational administration.

Presenter: **Ms. Audrey Thomas**

*Head, School of Building and Land Management,
University of Technology, Jamaica*

SESSION 18

**Quality Assurance Framework at UTECH Jamaica:
A Model Proposal for Improvement.**

The paper examines the assessment practices in five faculties at UTECH with a view to constructing a quality assurance model for improving assessment practice at UTECH.

Presenter: **Dr. Cynthia Onyefulu**

*Faculty of Education and Liberal Studies,
University of Technology, Jamaica*

11:30am – 12:30pm

LUNCH BREAK

PLENARY SESSION

**Managing Your Professional Association:
The ATM Experience**

Presenter: **Mr. Peter Scardoni**

Association of Tertiary Education Management

1:10pm – 2:00pm

CONCURRENT SESSIONS

SESSION 19

**Impact of Higher Education on National
and Regional Socio-Economic Development:
The Bologna Process**

Provides an update on the planned establishment of the European Higher Education Area (EHA) by 2010 which seeks to integrate the individual national higher education systems in order to better advance and support the goals of the European Community (EU).

Presenter: **Mr. Matthew Andrews**

Director, Graduate School, Durham University, UK.



SESSION 20

**The Importance of Change Management
in the Implementation of Student a
Integrated Administration System**

A case study on the impact of the implementation of this system on the Division of Student Services and Registry and the Division of Academic Affairs at the University of Technology, Jamaica,

Presenter: **Ms. Mercedes Deane**
University of Technology, Jamaica

SESSION 21

**Outsourcing of Information Technology for
Student Services**

Discusses outsourcing as a strategy for effective management of student services at Barbados Community College.

Presenter: **Dr. Wayne Goodridge**
*Higher Education Consultant, Barbados Community College,
Barbados*

SESSION 22

**The Scholarship of Teaching and
Learning (SOTL)**

This paper looks at the efforts of the Instructional Development Unit (IDU) at the UWI St. Augustine Campus to institutionalize the scholarship of teaching and learning and also identifies the political constraints to administrative will and action and explores these from theoretical and practical perspectives

Presenter: **Dr. Godfrey Steele**
*Coordinator, Communications Section,
Department of Liberal Studies, The University of the West Indies,
St. Augustine Campus, Trinidad and Tobago*

2:00pm – 2:50pm

PLENARY SESSION
**Higher Education and Regional Human Resource
Development and Management**

Presenter: **Mr. Vincent Vanderpool-Wallace**
Secretary-General, Caribbean Tourism Organisation

3:00pm – 3:20pm

COFFEE BREAK



3:30pm – 4:30pm

CONCURRENT SESSIONS

SESSION 23

University – Industry Interaction: A look at the University of Trinidad and Tobago

The paper looks at UTT's policy and administrative practice in respect of its links with industry to drive curriculum reform and improved graduate outcomes.

Presenter: **Dr. Vashti Singh**
Lecturer, University of Trinidad and Tobago

SESSION 24

Smoothing the Transition from School to College

This paper reports on the challenges that students face in transitioning from school to college and the specific programmes, services and interventions that can be implemented to smooth this transition.

Presenters:
Ms. Janette Grayson, *Administrative Support*,
Ms. Tricia Osborne, *Student Affairs Assistant*,
Faculty and Engineering and Computing, University of Technology, Jamaica

SESSION 25

Physical Attraction: Facilities that Turn You On

Discusses outsourcing in educational facilities development projects as opposed to institutions building in-house capacity to ensure that the needs of the institution are met. Also looks at models that can be employed when institutions are setting up facilities management departments.

Presenter: **Mr. Derek Philip**
*Facilities Manager, College of Science,
Technology and Applied Arts of Trinidad and Tobago (COSTAATT)*



SESSION 26

**Student Development: Motivation,
Retention and Achievement**

Reports on research which looks at students' perspectives on psychosocial and conceptual factors impacting their learning motivation. Also suggest strategies that may be implemented within the wider academic community to enhance student motivation and preparation for the labour market.

Presenter: **Mrs. Gaunette Sinclair-Maragh**

Lecturer, School of Hospitality and Tourism, University of Technology, Jamaica

4:30pm – 6:00pm

ANNUAL GENERAL MEETING

7:30pm till

Gala Dinner and Awards Ceremony



SATURDAY JULY 7, 2007

8:30am – 9:20am

PLENARY PRESENTATION

Higher Education Administration and the 21st Century Student

Presenter: **Dr. Gillian Paul**

Vice President, Academic Affairs, College of Science, Technology and Applied Arts of Trinidad and Tobago (COSTAATT)

9:30am – 10:20am

CONCURRENT SESSIONS

SESSION 27

Student Consumerism and Higher Education: The UWI St. Augustine Response.

The paper explores the reasons for student consumerism and identifies and discusses some of the advantages and disadvantages of this type of consumerism. It looks at management implications for higher education institutions in general and the St. Augustine Campus in particular.

Presenter: **Mrs. Linda Steele**

Assistant Registrar, Human Resources, The University of the West Indies, St. Augustine Campus, Trinidad and Tobago

SESSION 28

Men: The Invisible Phenomenon in Tertiary Education in Trinidad and Tobago.

This presentation explores reasons for low levels of enrolment and academic achievement among males in tertiary education and Trinidad and Tobago. It also discusses institutional, pedagogical and societal responses to the challenge of reversing this trend.

Presenter: **Mr. Rodney Charles**

Chair, Department of English and Communications Studies, College of Science, Technology and Applied Arts of Trinidad and Tobago (COSTAATT)



SESSION 29

**Harnessing Technology for Service
Delivery: Best Practices in Academic Libraries**

A case study on the implementation of a new integrated library management system at the libraries of the three campuses of The University of the West Indies.

Presenter: **Ms. Jennifer Joseph**

*Deputy Campus Librarian, The University of the West Indies,
St. Augustine Campus, Trinidad and Tobago*

SESSION 30

**Ready or Not: An Analysis of UWI
Staff Perceptions of the Readiness of
Students for the Working World**

A paper reporting on research into the degree to which graduates of the St. Augustine Campus are perceived to be ready for entry into the labour market.

Presenter: **Mr. Chandar Gupta Supersad,**

*Careers & Placement Officer, Student Advisory Services,
The University of the West Indies, St. Augustine Campus*

10:30am – 10:50am

COFFEE BREAK

11:00am – 12:30pm

PANEL DISCUSSION

**Post Virginia Tech: Are there Lessons
for Caribbean Higher Education Administrators?**

12:30pm – 1:30pm

LUNCH

**PLENARY PRESENTATION
Higher Education Development:
Challenges for Small States**

Presenter: **Dr. Hassan Syed**

President, College of Cayman Islands

1:30pm – 2:00pm

CLOSING CEREMONY

ISLAND TOUR



APPLICATION FOR MEMBERSHIP

NAME: Prof/Dr/Mrs./Ms./Mr. _____

JOB TITLE: _____

GENDER: Male: Female:

TYPE OF INSTITUTION/ORGANIZATION:

University Teachers' College Community College
 Other Please specify _____

NAME & ADDRESS OF INSTITUTION: _____

TELEPHONE #: WORK: _____

MOBILE: _____

HOME: _____

EMAIL ADDRESS: _____

FAX#: _____

MEMBERSHIP TYPE: Individual (Full) Individual (Associate) Institutional

HOW DID YOU HEAR ABOUT ACHEA? Member Newsletter OTHER

Signature _____

Date _____

Period(Year) _____

I enclose a *cheque payable to ACHEA in the amount of

*USD cheques must be drawn on a United States bank. Please return completed form to the ACHEA Secretariat

FEES:

Full: BDS \$100 EC \$100 J\$2,500 TT\$300 US\$50 £40 Guy\$8,000 (equiv. of US\$40)

Assoc.: BDS \$60 EC\$60 J\$1,500 TT \$200 US\$30 £25 Guy\$5,000 (equiv. of US\$25)

Inst.: BDS \$350 EC\$350 J\$9,000 TT \$1,225 US\$175 £140 Guy\$28,000 (equiv. of US\$140)

FOR OFFICIAL USE ONLY

DATE APPLICATION RECEIVED: _____

APPLICATION ACCEPTED AND ACKNOWLEDGED

APPLICATION NOT ACCEPTED

DATE _____



RENEWAL OF MEMBERSHIP

Sections 1,2, 6,7 & 8 must be completed.
The other sections are to be completed only if the information
has changed since applying for membership

1. **NAME:** Prof/Dr/Mrs./Ms./Mr.

2. **JOB TITLE:**

3. **TYPE OF INSTITUTION/ORGANIZATION:**

- University Teachers' College Community College
 Other Please specify

4. **NAME & ADDRESS OF INSTITUTION:**

5. **TELEPHONE #:** WORK:

MOBILE:

HOME:

EMAIL ADDRESS:

FAX#:

6. **MEMBERSHIP TYPE:** Individual (Full) Individual (Associate) Institutional

7. **RENEWAL PERIOD**

8. **Signature**

Date

I enclose a *cheque payable to ACHEA in the amount of

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Please return completed form to the ACHEA Secretariat

