

## WHO WE ARE

The Accreditation Council of Trinidad and Tobago (ACTT) was established by Chapter 39:06, as the principal body in Trinidad and Tobago for conducting and advising on the accreditation and recognition of post-secondary and tertiary educational training institutions, programmes and awards, whether local or foreign and for the promotion of quality and standards for post-secondary and tertiary education and training in Trinidad and Tobago.

## WHAT WE DO

- ▶ Registration of higher education institutions
- ▶ Accreditation of institutions and programmes
- ▶ Recognition of foreign qualifications and awards
- ▶ Conferment of institutional titles
- ▶ Institutional development
- ▶ Programme approval

For a full list of our functions you can find a copy of our Act at [www.actt.org.tt](http://www.actt.org.tt)

## WHERE WE ARE LOCATED

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## ACTT Gets Ready For Quality Assurance Month 2010

The Accreditation Council of Trinidad and Tobago (ACTT) has indeed stepped up to take its place among the drivers of social and economic development since it was mandated by Government through Chapter 39:06 to be the principal authority to advise on the registration and accreditation of institutions and their awards and programmes. In this regard, anyone pursuing a course of study at a post-secondary or tertiary level institution can seek advice from the Council to ensure that the programme or award is of repute and can be favourably compared to any offered internationally at a recognised tertiary level institution.

**“Knowledge and advanced skills are critical determinants of a country’s economic growth and standard of living as learning outcomes are transformed into goods and services, greater institutional capacity, a more effective public sector, a stronger civil society, and a better investment climate” (The World Bank, 2003).**

In 2009, Quality Assurance Week aimed to develop a framework for the dissemination of good practice in Quality Assurance in Higher Education in Trinidad & Tobago, with all stakeholders through various workshops and panel discussions on issues related to the promotion of quality in higher education.

In November 2010 the Accreditation Council will be undertaking a monumental feat, *Quality Assurance Month*. This month of activities will focus on Quality Assurance; with public lectures, student forums and public displays in various parts of Trinidad and Tobago. Quality Assurance Month promises to be filled with activities designed to engage all stakeholders in

the tertiary education sector.

As part of our mandate to quality assure post secondary and tertiary education institutions, we continue to develop initiatives which create greater awareness of our role and functions and serve as catalysts for the creation of a quality culture in the higher education sector. For the month of November, ACTT will continue on its path of excellence, inspiring all our stakeholders to exceed the standards set. During the last week of November, ACTT will host the 7th Annual Conference and Meeting of the Caribbean Area Network for Quality Assurance in Tertiary Education (CANQATE). The CANQATE Conference and Meeting will be held on November 24-26, 2010 at the National Academy for the Performing Arts (NAPA), Port of Spain, Trinidad and Tobago. The theme of the conference is *‘Continuously Enhancing the Quality of Higher Education for Global Competitiveness’*.

A pre-conference workshop will be held on November 23, 2010 on “Effective Governance and Administration at Higher Education Institutions”.

## ACTT Welcomes New Minister

The Accreditation Council of Trinidad and Tobago congratulates and welcomes the new Minister Science, Technology and Tertiary Education, Senator the Honourable Fazal Karim. Senator Karim visited the Accreditation Council of Trinidad and Tobago on Tuesday June 8 to greet and meet with the staff and management of the Council. The Minister thanked staff for their service to the citizens of Trinidad and Tobago and also asked staff to continue protecting the interest of the public. Senator Karim stated that ACTT was a gatekeeper to tertiary education within this country and he was committed to the Council’s mandate.



BR: Ronald Brunton – Director, Qualifications and Recognition, Senator the Honourable Minister Fazal Karim (MSTTE), Michael Bradshaw - Executive Director (Ag.), Curtis Floyd – Director, Registration, Accreditation and Quality Enhancement, Denise Lewis – Human Resource Officer, Vonrick Knights – Information Technology Officer



Members of Staff introduce themselves to Senator the Honourable Fazal Karim (MSTTE) during his initial visit to ACTT on Tuesday June, 8, 2010.

FR: Margaret Richardson – Permanent Secretary (MSTTE), Karel Stephen – Corporate Communications Specialist, Emily Pascal – Director, Finance and Administration, Jane Murray – Corporate Secretary / Legal Officer

## THE IMPORTANCE OF REGISTRATION

There is often some confusion between the terms Registration and Accreditation. They are actually two different services offered by the Accreditation Council of Trinidad and Tobago. Accreditation can be described as both a status and a process. It is a status granted to an educational institution or programme that has been evaluated and found to meet or exceed certain criteria of educational quality. Accreditation is also the process used to evaluate and assist in institutional programme improvement. It is voluntary for all post-secondary or tertiary level institutions operating in Trinidad and Tobago.

### What is Registration?

Registration signifies that post secondary and tertiary educational and training institutions have met the minimum criteria (requirements) for the delivery of post secondary and tertiary education in Trinidad and Tobago. The criteria for registration focus on the evaluation of these institutions in seven (7) key areas:

- Legal, Policy and Regulatory Requirements
- Governance and Administration
- Quality Management System
- Resource Management
- Teaching-Learning Process
- Review
- Continuous Improvement

With the exception of conferment of title, registration is the gateway to accessing the other services provided by ACTT, which include accreditation of institutions and programmes, recognition of foreign qualifications, awarding bodies and institutions and programme approval.

Registration however should not be confused with:

### The Registration Process

ACTT's registration process involves an external evaluation which seeks to ensure that post secondary and tertiary education and training institutions establish and maintain a documented Quality Management System (QMS). The process is internationally comparable since it is informed by standards from the International Organisation for Standardisation, one of CARICOM's Quality Assurance Projects and guidance from the Higher Learning Commission of the North Central Association of Colleges and Schools.

The registration process is initiated by a Letter of Intent from an institution wishing to offer post secondary or tertiary level programmes.

Once ACTT verifies the institution is indeed offering programmes which fall within ACTT's purview, the institution is sent a registration package.

The institution then submits an application for registration providing evidence of how it satisfies ACTT's criteria for registration. A desktop review is conducted by ACTT's staff, followed by verification of the evidence by a team of external evaluators at a site visit to the institution. The evaluation team prepares a report and recommendation, which the Board of the Council adjudicates upon.

If the institution has met the requirements for registration, it is issued a Certificate of Registration by ACTT and it is placed on a National Register of Post Secondary and Tertiary Institutions in the Ministry of Science Technology and Tertiary Education (MSTTE). ACTT publishes the names of all registered institutions in the press and on its official website – [www.actt.org.tt](http://www.actt.org.tt). An institution can be registered for a period of up to three (3) years depending on the strength of its Quality Management System.

If the institution has not met the requirements for registration, the institution may be awarded an extension of its candidacy for registration and can request additional support from an ACTT Quality Enhancement Officer.

### Benefits of Registration Students

- Provides a legal framework for protecting the interests of students in the tertiary education sector.

- Provides a basis for students when selecting institutions, since registration signifies that the institution has met the minimum educational quality requirements to operate in Trinidad and Tobago.

- Ensures that students obtain value for their investment in post secondary and tertiary education, since the registration criteria requires institutions to provide suitably qualified lecturers, adequate learning resources and other forms of learner support.

- Although the Council has no direct responsibility for public financial aid to students, those enrolled at institutions that comply with mandatory registration are more likely to have access to state funding.

### Institutions

- Provides institutions with the recognition that they have met or exceeded minimum educational standards based on international best

practices.

- Assists institutions to establish, document, implement and maintain a robust Quality Management System (QMS). As a result, a working QMS ensures that the institution effectively delivers training at a consistently high level and this helps to raise the profile and status of the institution's qualifications awarded in Trinidad and Tobago.

- Provides the institutions with access to ACTT's various resources (workshops, publications, manuals and conferences) which can be used to strengthen the institution's QMS.

- Enhances the image of the institution which can impact on the institution's student recruitment efforts.

- Gives institutions the impetus to move beyond minimum standards and submit to the accreditation process, which demonstrates their commitment to excellence and continuous improvement.

### General Public

- Assures the general public that an institution has met the minimum standards to deliver post secondary and tertiary education in Trinidad and Tobago.

- Ensures that the minimum standards achieved by the registered institutions are being monitored, maintained and improved.

### Accomplishments of ACTT

ACTT registered its first institution, the University of the Southern Caribbean, on September 27, 2007. To date, ACTT has registered eighty-seven (87) institutions with a total student population of 69,683.

These eighty-seven (87) institutions include the four (4) indigenous institutions in Tobago:

- Tobago Institute of Literacy
- Tobago Hospitality and Tourism Institute
- Tobago Community College
- Tobago Technical School

Out of the four (4) institutions the Tobago Hospitality and Tourism Institute, is now a Candidate for Accreditation along with nine (9) other institutions.

ACTT continues to work with institutions whose registration status will be expiring and those that are now applying for re-registration. Additionally, on a monthly basis, ACTT continues to receive and process Letters of Intent from new institutions who are desirous of registering with ACTT to offer post-secondary and tertiary qualifications in Trinidad and Tobago.



From left: NTA's Chief Executive Officer - Elphege Joseph and ACTT's Executive Director (Ag.)- Michael Bradshaw shake hands in agreement while Senator the Honorable Minister Fazal Karim (MSTTE) looks on.

# ACTT and NTA

## Partnering for continuing quality in TETVET

(Tertiary Education and Technical and Vocational Education and Training)

Minister of Science, Technology and Tertiary Education, Senator the Honourable Fazal Karim's vision was realized, as he witnessed the auspicious occasion of the signing of the Memorandum of Understanding (MOU) between the Accreditation Council of Trinidad and Tobago (ACTT) and The National Training Agency (NTA) on July 14, 2010. The MOU allows for ACTT and the NTA to collaborate in several key areas towards the establishment and promotion of regional and international best practices in quality assurance systems governing education and training locally. For students, apprentices and trainees the MOU assures them that their qualifications will afford them the opportunity to make a seamless transition into tertiary level education. The ACTT/NTA partnership will also ensure wider international recognition of qualifications awarded by our local TVET

institutions.

The MOU seeks to establish inter-agency policy guidelines to govern the relationship between the ACTT and NTA to facilitate best practice throughout the quality assurance system governing education and training in Trinidad and Tobago in accordance with the jurisdictions of the respective agencies. The NTA is engaged in the coordination and regulation of Technical and Vocational Education and Training (TVET) throughout Trinidad and Tobago, promoting and facilitating a coherent system of governance and quality of TVET.

ACTT is the principal body in Trinidad and Tobago for conducting and advising on the accreditation and recognition of post secondary and tertiary educational and training institu-

tions and awards, whether local or foreign. In this regard, ACTT will collaborate with the NTA for the quality assurance of TVET institutions and programmes which fall under its purview. The MOU allows for ACTT and NTA to collaborate in several areas in order to protect and advance the public interest. Three of these areas include:

- Standardisation of Registration and Programme Approval Processes
- Qualifications and Workforce Development
- Research and Development Activities

The ACTT and NTA will together develop standards, policies and procedures in order to ensure consistency in the operations of both organisations.

## Considering Tertiary Education?

# Make the Right Decisions

ACTT's main clients include prospective students interested in the quality of institutions and qualifications available abroad, recent graduates of foreign institutions and employers seeking to ensure that their employees have graduated from recognised institutions. Government ministries and other state agencies also utilise the recognition capabilities of the Council to assess qualifications of potential employees.

The aim of ACTT's outreach programme is to promote ACTT as the governing body for the assurance of quality post-secondary and tertiary education locally, regionally and internationally. Moreover, the Council has set targeted objectives such as informing students and other target audiences of ACTT's role and services offered, strengthening relationships between ACTT and the other contributing/tertiary level agencies and increasing the level of awareness of ACTT's presence in the east-west corridor and Tobago which have all been met with significant success via the outreach drive.



Sharon Delochan, Assessment Officer, Qualification and Recognition Department, ACTT speaks with students at Bishops High School, Tobago.

From 2008 to present, ACTT participated in a number of public fora, workshops and stakeholder consultations. These activities were held in both Trinidad and Tobago, where representatives of post-secondary and tertiary institutions, government officials, educators, key stakeholders and the public were invited to learn about the role of ACTT and its services of Registration, Accreditation, Recognition, Conferment of Titles, and Equivalency Assessments. Thus far in 2010 in Tobago, ACTT has either provided information to or attended the Career Fairs of Scarborough Secondary School, Goodwill High School, Bishop's High School, Tobago Youth Council and the Roteract Club of Tobago. In Trinidad, ACTT has had a presence at Career Fairs hosted by the Arima Roteract Club, the University of the Southern Caribbean, Metal Industries Ltd and COSTAATT.

One of the many programmes employed by ACTT is the Student Quality Caravan. This major initiative was rolled-out as a mobile unit to inform students of the role and functions of ACTT with regard to the establishment of a quality assurance system for all post-secondary and tertiary level education and training institutions. ACTT's Quality Caravan informs students interested in pursuing local or foreign post-secondary or tertiary education of the importance of selecting a college or university that is fully accredited. Issues related to programme recognition for specialised qualifications, recognition of transnational programmes, open and distance learning qualifications, diploma mills and the equivalence of foreign qualifications with local qualifications were also addressed.

Institutions are encouraged to contact the Council's Corporate Communication Department to request a Student Caravan or ACTT representatives at Career Fairs or any type of informational session on ACTT.

Telephone: 623-2500 / 5282 for the Trinidad Office and 639-1333 for the Tobago Office.  
E-mail: [customerservice@actt.org.tt](mailto:customerservice@actt.org.tt)

## ACTT's Corporate Logo

ACTT's Corporate Logo and Registered Institution Logo are registered with the Intellectual Property Office as provided by the Trade Mark Act (Chapter 82:81). ACTT's application to register its Foreign Awarding Body Logo is currently being processed by the Intellectual Property Office. The Intellectual Property Office certified ACTT as proprietor of ACTT's Corporate Logo, bearing the caption "Established by Act No. 16 of 2004"

In 2006 the Law Revision Commission consolidated all the amendments to the ACTT Act and assigned the Act with a Chapter Number – Chapter 39:06.

As a result of this development, ACTT applied for and was successfully granted permission by the Intellectual Property Office to alter the logo. This alteration removed the caption "Established by Act No. 16 of 2004" and replaced it with "Established by Chapter 39:06."

ACTT is currently conducting a re-branding exercise to update the logo on all company documents and promotional items.

**The terms and conditions of the Trademark Licence Agreement between ACTT and registered post secondary and tertiary institutions prohibit post secondary and tertiary institutions from using ACTT's Corporate Logo.**

*The revised  
ACTT Logo*



**The Accreditation Council  
of Trinidad and Tobago**

*Established by Chapter 39:06*

*Quality is the Key*

## Agreements between ACTT and Registered Institutions

Upon successful completion of the registration process, registered institutions must enter into: A Trademark Licence Agreement with ACTT.

*Registered Institutions  
Logo*

## Trademark License Agreement

A registered institution entering into a Trademark Licence agreement with ACTT is granted the nonexclusive right to use ACTT's "Registered Institution Logo" solely in connection with the registered institution and the labelling, advertising and promotion of the registered institution. For the purpose of the registered institution advertising its programmes, this logo shall only be used in connection with the programmes listed during the registration process that complied with the standards of quality determined by ACTT.

The registered institution is prohibited under the agreement from using ACTT's "Registered Institution Logo" in its business name or on stationery, business cards or signs, certificates, building directories or telephone listings.

The registered institution does not have the right to assign, transfer or sublicense ACTT's "Registered Institution Logo" except upon the written consent of ACTT.



# A New Cohort of External Evaluators Ready to Serve



Participants at the External Evaluators Workshop role play as both Institution personnel and External Evaluators engaged in discussions on matters related to the site visit.

The Accreditation Council of Trinidad and Tobago hosted a 3 day External Evaluators Workshop for a new cohort in March 2010. This workshop was held at the Arthur Lok Jack Graduate School of Business.

The objectives of the workshop were to ensure that participants:

- Understand ACTT's criteria for Accreditation; the roles, responsibilities and expectations of an ACTT evaluator; and the process of Team evaluation for Accreditation;
- Be able to analyse documents pertaining to ACTT services

- Conduct site visits, write evidentiary statements and write site visit reports.

On behalf of the Council, the External Evaluators are responsible for site visits and conducting quality audits of the respective institutions. This process involves studying and verifying the documents provided by the institution, compiling a report and making a recommendation as to the status to be awarded to the respective institution. Additionally, External Evaluators are also responsible for the evaluation of local and transnational programmes and Awarding bodies, and provide recommendations on the status to be awarded.

After successful completion of the workshop participants names were added to the Registered Evaluators Corp – ACTT's in-house database of trained external evaluators.



A Focus Group Meeting was held in May 2010 with seven (7) of ACTT's Team Chairs representing a cross section of interests. The purpose of this meeting was to garner feedback on their experiences with the Registration Process and Criteria as well as to propose how the Process and Criteria for Re-registration should be addressed. The Team Chairs in attendance were:

- Dr. Stephen Joseph
- Dr. Vernon Andrews
- Rev. Dr. Errol Elton Joseph
- Mr. Michael Theodore
- Professor Jeanette Morris
- Ms. Avryl Mohammed
- Ms. Claudia Drakes

The objectives of the meeting were as follows:

- Conduct an evaluation of the recently concluded Registration exercise.

- Identify the strengths and weaknesses of the Registration Process, Criteria and Standards.
- Evaluate the suitability of the Registration Criteria, Standards and Examples of Evidence.
- Discuss Re-registration criteria and process.
- Examine the Evaluators' reporting process and procedures.

Valuable feedback was obtained from the Team Chairs and a report is being compiled on the contributions made at the meeting. The information will be used to improve upon the existing process and Criteria for Registration as well as inform the Re-registration process and Criteria. There are also plans to garner feedback from a cross section of the institutions via the use of a questionnaire.

## Five Paths... One Purpose



Training and Development Specialist, Ann Assing - Ahye illustrates to ACTT's staff members the importance of the Internal Customer and ways of interacting with them at the recently held "Excellence in Customer Service" Training.

ACTT is cognisant of the fact that all our stakeholders are valuable and contribute to the development of the country. The most important asset is the human resource of our organisation and ACTT believes in the development of staff in all areas of their lives, especially their financial future. In January, ACTT partnered with the Unit Trust Cooperation of Trinidad and Tobago (UTC) in educating staff in methods of financial management as it relates to money management, retirement planning, risk management and

investment. This seminar successfully promoted saving and investment of finances amongst staff. Following this initiative, ACTT in preparation of changing to the new accounting system Peach Tree accounting software, hosted a training session led by Mr. Steve Mootoo of ABAS Limited. This session focused on educating staff members on the use and benefits of Peach Tree accounting software. This training session was not only for members of the Finance and Administration Department but was extended to members of the Executive Leadership and Technical teams.

ACTT as a service provider is committed to the provision of quality customer service to all its stakeholders as is outlined in the organisation's core values. These values guide attitudes and behaviours as illustrated in the organisation's mission and vision. These include: Professionalism, Customer Focus, Commitment to quality work/products/services, Stakeholder Care, Integrity and Continuous Learning. ACTT's values form the foundation that guides the behaviours necessary to achieve the Council's goals and objectives and has been consistently communicated to all staff to elicit their commitment in executing ACTT's mandate. As such, the Council in its commitment to continuous quality and excellence hosted a "An Excellence in Customer Service" training workshop in April aimed at providing staff with the required skills to continue extend a high level of customer service to its clients. This was facilitated by Ann Assing-Ahye from The Trinidad & Tobago Hospitality and Tourism Institute (THTTI).

In its ongoing commitment to "Quality is the Key" ACTT hosted a Quality Management



Robin Kissoon, Quality Consultant listens intently as Accreditation Officer, Simone Primus, explains an Accreditation Procedure.

Workshop in March and May for members of staff, which ensures that members of ACTT uphold and reflect the mandate of professionalism and quality assurance in tertiary education. This workshop was facilitated by Mr. Robin Kissoon, Quality Consultant of Quality Quest Institute of Higher Learning. Further, in order to ensure all members of staff can assist in the planning and execution of national and international events, ACTT hosted Training in Protocol and Conference planning facilitated by Ms. Reita Toussaint, Chief of Protocol from the Ministry of Foreign Affairs. This training covered pertinent areas for the upcoming 7th Annual CANQATE Conference and Meeting hosted by the Council in November 2010.

In May 2010, ACTT has exceeded its own expectation on the number of staff training initiatives it has embarked upon. The Council continuously encourages and facilitates staff training initiatives to ensure that the service provided is of optimum quality, satisfies international standards and sets the bar both locally and regionally.

## Dr. Ruby S. Alleyne awarded the Annual Lifetime Award FOR QUALITY ASSURANCE IN HIGHER EDUCATION



The Annual Lifetime Award for Quality Assurance in Higher Education is given to deserving individuals for their outstanding contribution to the development of Quality Assurance in Trinidad and Tobago. In 2009, Dr. Ruby S. Alleyne was honoured with this prestigious award for her contribution to the development of higher education in Trinidad and Tobago. Due to circumstances outside of Dr. Alleyne's control, she was unable to receive the award last year; however she was presented with the award in February 2010.

From right:- Michael Bradshaw – Executive Director (Ag.) presents the 2009 Annual Lifetime Award for Quality Assurance in Higher Education to Dr. Ruby S. Alleyne – Vice President Quality Assurance and Institutional Advancement at the University of Trinidad and Tobago (UTT)

# Recognition of Transnational Qualifications and Awarding Bodies



Dr. Ronald Brunton (ACTT) provides guidance on the preparation of Institutional Annual Reports.

Chapter 39:06 empowers the Council “to recognise accredited programmes and awards of foreign institutions operating in Trinidad and Tobago” [Section 8 Subsection (2) (d)]. In fulfilling this mandate, the Council aims to assure the quality of delivery of transnational programmes in accordance with the academic standards of the foreign institution. The final award should be equivalent to similar awards offered in the country of origin, in terms of

accessing further study and employment. In the final analysis, transnational programmes should protect the interests of the students and other stakeholders.

To be able to effectively offer these services ACTT has had to undertake significant research on international best practice to develop appropriate processes, policies and criteria. Developmental work required to realise these services includes:

- Development of Criteria, Standards and Examples of Evidence
- Development of Application Forms
- Internal and External Processes for application and assessment
- Documentation of Policies and Operating Procedures
- Development of Guidance Materials
- Stakeholder meetings with institutions

Additionally, the following foreign Awarding Bodies/Institutions were evaluated and recognised by ACTT:

- Association of Chartered Certified Accountants (ACCA)
- Association of Business Executives (ABE)
- City and Guilds of London Institute
- Education Development International (EDI)
- University of London
- Gibran Learning Group
- Institute of Administrative Management
- EDEXCEL
- Certified Management Accountants

Recently, the Council, in keeping with its mandate of providing Quality Post-Secondary and Tertiary Level education in Trinidad and Tobago, hosted a forum on completing the Annual Report for Transnational Recognition. This forum was orchestrated specifically for institutional personnel directly involved in the completion of the Recognised Awarding Bodies Annual Report - Part 2. The session aimed at providing clarification and tips on sourcing the relevant information required to complete the annual reporting forms. Representatives from twenty-three institutions were present at the forum, facilitated by Dr. Ronald Brunton, Director of Qualifications and Recognition.

## ACTT around the Globe

In Namibia- INQAAHE Forum



**In Namibia**  
In Namibia From the Left Dr. David Woodhouse, President of INQAAHE, Valda Alleyne, Executive Director Barbados Accreditation Council, Dr. Ethley London, Executive Director University Council Jamaica and Michael Bradshaw, Executive Director Accreditation Council of Trinidad and Tobago.



**IN SCOTLAND**

From Left: Ms. Sharon Delochan- Assessment Officer, The Accreditation Council of Trinidad and Tobago, Saeed Mohamed-Research Associate University of Trinidad and Tobago, Professor Steve Chapman- Principal and Vice-Chancellor, Heriot-Watt University, Emmanuel Gonzales- President, COSTAAT, Professor Bob Craik- Deputy Principal Heriot Watt University

# Arthur Lok Jack Graduate School of Business Innovatus Ars Ducendi-Innovating the Art of Leadership



From Left: Michael Bradshaw - Executive Director (Ag.), Accreditation Council of Trinidad and Tobago, Professor Miguel Carrillo- Executive Director, Arthur Lok Jack Graduate School of Business, Kamla Mungal- Academic Director, Arthur Lok Jack Graduate School of Business, Karel Stephen- Corporate Communications Specialist, Accreditation Council of Trinidad and Tobago.

The Arthur Lok Jack Graduate School of Business, (ALJSB) was among the first top ten institutions to be registered by the Accreditation Council of Trinidad and Tobago. It is also one of the first tertiary level institutions applying for Institutional Accreditation. Founded in 1989, ALJSB was formerly known as the UWI Institute of Business. ACTT Now interviews Professor Miguel Carrillo, Executive Director and Ms. Kamla Mungal, Academic Director of the Arthur Lok Jack Graduate School of Business.

“Innovatus Ars Ducendi – Innovating the Art of Leadership which is our new motto, so in that way we’re combining the past which is our legacy of leadership with the future which is innovation” Professor Carrillo

**What does it mean for the Arthur Lok Jack Graduate School of Business to be a registered institution?**

**Kamla Mungal:** Registration means making a legal commitment not only to meeting ACTT’s standards but exceeding them. We want to be pioneers in the quest for quality in education. This means positioning our self for scrutiny by external agencies. In this regard we have adopted standards within the Registration process to ensure that the Arthur Lok Jack Graduate School of Business ranks highest in the country and continually redefines the standard of business education in Trinidad and Tobago.

**Miguel Carrillo:** In the twenty years of its existence, we have developed all aspects of our organization to ensure a transformation from a local institution into that of a world class graduate school of business. Registration and Accreditation add a level of legitimacy to the institution, and also help tertiary level institutions to understand where and in what areas they could improve. Moreover through such assessment processes, and with the help of a trained external

evaluator, institutions can improve their work practices.

**What is your experience so far with the accreditation process?**

**Kamla Mungal:** We have found it to be very insightful, as it caused us to be very reflective which has helped us to improve existing processes. For instance the institution introduced the ILEA process which is a new selection process used to assess competencies of applicants in innovation, leadership, ethics, entrepreneurship and other programme competencies that the institution deems important. This new system will be able to assess and understand all students and compare them, whether they come from Trinidad and Tobago, Guyana or any other territories.

**Miguel Carrillo:** This process will be an objective tool that will be able to help us assess continually over time, the quality of our intake. We still want to go global but we also want to remain a boutique school where we have specialised programmes for an international based student body; so we need to start from the beginning which is selecting the best students. When we recruit students for the EMBA Programme we assess them on what extent to which they can be teachers to their peers. So what we are really doing is recruiting professors.

**The evaluation exercise prior to becoming registered involved some costs. Do you think that the benefits of Registration outweigh the financial costs incurred?**

**Kamla Mungal:** There is always a cost for quality and for a person to do their job well, there must be some cost incurred and whatever is a reasonable price and a relevant price, should be included in that proposition. While going through the Registration process, Arthur Lok Jack Graduate School of Business opted for international external evaluators, however, this

time, for the Accreditation process we are going to use the local external evaluators.

**Is ALGSB involved in any direct research or initiatives regarding the need of the Human Resource base in Trinidad and Tobago to create a nexus between the kinds of programme that the school would like to introduce in the future?**

**Miguel Carrillo:** Our institution is taking part in several projects, the most important of which is the Global Entrepreneurship Monitor (GEM) programme. The GEM project was started by the Babson College in Boston and the London Business School about twenty years ago. The Arthur Lok Jack Graduate School of Business recently became a member of the Global Entrepreneurship Monitor Consortium and this will be the first time in Trinidad and Tobago that such an extensive study will be conducted on entrepreneurial activity. This project will facilitate the design of a curriculum for the Master of Science in International Business Development, an innovative and original programme that will be introduced by the Arthur Lok Jack Graduate School of Business in sixteen months. This will help to launch the next generation of leaders in charge of creating new ventures/companies for the region. This Master’s programme will assist in the education and development of the entrepreneurs in this country. Projects and activities, such as these undertaken by the Arthur Lok Jack Graduate School of Business, help not only to boost the image of the School of Business but add value to the entire country.

**Do you think that students are benefiting from the changes made as a result out your institution attaining Registration Status?**

**Kamla Mungal:** To answer your question directly the criteria of Registration and by extension Accreditation has benefited us or students and our faculty just by the way we think about things and the way we do things. For instance we recently changed our logo, and in doing that, with our communications plan in place, we advised our students and our faculty, sharing it with them. We don’t really make a distinction between our students and faculty in terms of the respect and care we give to them because they are all at the Master’s level, professionals in their fields and important contributors to the development of the business school.