

PRESIDENT'S ANNUAL REPORT 2015-2016







# 2015-2016

# **COLLEGE COUNCIL MEMBERS**

Dr. Earl Cash, Chairman

Dr. Rodney D. Smith, Ex-officio Member

Mr. Colin Higgs, Member

Mr. Arthur Jones, Member

Mrs. Anita Bain, Member

Mr. Lowell Mortimer, Member

Mrs. Rubie Nottage, Member

Mr. Mark Humes, Faculty Representative

Mr. Keyron Smith, Student Representative

Ms. Andrea Moultrie, Alumni Representative

Mr. Darvin Toussaint, Elected Staff Observer

# **SENIOR ADMINISTRATORS**

Dr. Rodney D. Smith, President

Dr. Pandora Johnson, Vice President, Academic Affairs (Interim)

Dr. Eslyn Jones, Vice President, Student Affairs

Mr. Ronnie Stevenson, Vice President, Operations

Mr Ryan Antonio, Vice President, Finance

Ms. Davinia Blair, Vice President, Advancement (Interim)

Dr. Coralee Kelly, Vice President, Northern Bahamas Campus (Interim)

Mr. Elgin Smith, Vice President, Chief Information Officer

Mr. Erald Thompson, Chief Internal Auditor

Ms. Renee Mayers, Associate Vice President, Human Resources

Mr. Michael Stevenson, Council Secretary

Ms. Maelynn Seymour-Major, Acting Executive Assistant to the President

# **SENIOR ACADEMIC ADMINISTRATORS** Dr. Christina Nwosa, Associate Vice President, Continuing Education & Extension Services Dr. Maria Oriakhi, Assistant Vice President, Academic Affairs Dr. Danny Davis, Project Manager, Institutional Strengthening Dr. Marcella Elliott-Ferguson, Registrar Dr. Berthamae Walker, College Librarian Dr. Ian Bethell-Bennett, Dean, Faculty of Liberal and Fine Arts Dr. Ruth Sumner, Dean, Faculty of Social and Educational Studies Mrs. Remelda Moxey, Acting Dean, Faculty of Business Dr. Carlton Watson, Dean, Faculty of Pure and Applied Sciences Dr. Sophia Rolle, Acting Executive Director, Culinary and Hospitality Management Institute

# STATEMENT OF THE COLLEGE OF THE BAHAMAS COUNCIL

ith plans underway this year to celebrate the establishment of the University of The Bahamas, an enormous amount of pride in The College of The Bahamas sweeps over all of us on the Council who have been connected with the project of seeing The College of The Bahamas combine excellence in teaching with an agenda committed to research, the deployment of its intellectual expertise in solving Bahamian problems, and the creation of new knowledge and service to the community. It is this matrix of university functions that will be essential to building sustainable national development for the Commonwealth of The Bahamas – the primary mission of the future University of The Bahamas.

Accordingly, over the past year, the Council has worked assiduously to ensure that the formal establishment of the University would take place this year. Its main task, in this regard, was to ensure that the College of The Bahamas did its part in ensuring that the Bill to establish the University, once introduced into Parliament, would move smoothly through the final stages of the law-making process.

To this end, in late 2014, an internal drafting team was appointed by the Council to work with the Office of the Attorney General to draft the University of The Bahamas Bill (the UB Bill), and in March of 2015, after consultation with stakeholders, the entire campus community was presented with an electronic version of a draft UB Bill.

The College Council then requested further consultative talks take place to elicit further feedback on the draft UB Bill. After further meetings with stakeholder groups, a third draft of the UB Bill was presented to Council and internal stakeholder groups in September 2015. On October 16th, 2015, the College Council was presented with a faculty union petition calling for further stakeholder consultations.

Following this petition, a special Council meeting, to begin deliberating the draft bill, was postponed and a general stakeholder meeting was convened on January 14th, 2016, to document further concerns. This meeting was then followed by a Council retreat on January 30th, 2016, at which the Council received presentations from representatives of all of the internal stakeholders on various aspects of the UB Bill.

In February and March of 2016, the College Council began its deliberations to finalize the draft University of The Bahamas Bill. During these months, the internal drafting committee appointed by Council worked closely with the Law Revision and Reform Commission to complete the final draft of the Bill that would be sent to the Minister of Education.

On April 4th, 2016, the Bill was presented to the Minister of Education and then released to the internal stakeholders on April 7th. Minister Fitzgerald, on April 26th, 2016 - with the assistance of Chairman Alfred Sears, President Rodney Smith, Council Secretary Michael Stevenson, and other members of Council - presented the Bill and supporting Cabinet Paper to the Cabinet, which resulted in a Cabinet conclusion being issued on May 6th authorizing the Minister of Education, Science and Technology, the Honourable Jerome Fitzgerald, to table the Bill in Parliament at the earliest opportunity.

n May 25th, 2016, elated members of the senior administration and the Council of The College watched and listened from the gallery in the House of Assembly, as a Bill to establish the University of The Bahamas was tabled in Parliament. Assent to the Bill was given on August 15th, 2016 and then it was set that the new legislation would come into force on November 10th, 2016.

It will be a happy day for the nation with the establishment of the University in November of this year. However, the university-transition process does not come to an end with Charter Day. The College Council is acutely aware that the long-term university-transition involves a continuous process of improving the quality of services for our students and enhancing the student-life experience.

Indeed, the College Council shares with the senior administration of The College the belief that there is much room for improvement, and that much of this improvement must take place on the side of (1) enhancing and developing the facilities at the university so that a greater sense of place on campus is generated amongst faculty, students and staff in order to create a greater sense of belonging on campus within a living and learning environment and (2) boosting administrative efficiency through the strengthening of administrative capacity at the University.

And the College Council understands the deep connection between creating a sense of belonging on the campus and levels of student, faculty and staff productivity; thus, the need to ensure that the attention that is paid to human-resource development at the future University is met with a concomitant commitment to improving the facilities of the University.

Accordingly, we will be overseeing the development of an aggressive quality-assurance programme to ensure that the future University, as it advances, meets accreditation standards - standards that require the University to demonstrate its commitment to continuous improvement. Furthermore, because funds will be needed to facilitate the process of ongoing development, we are pleased to note that The College has begun to implement financial sustainability plans directed at diversifying revenue sources through university entrepreneurial activity, advisory services, and expanding university endowments and research grant funding.

The College's transition towards university status has been an organic, evolutionary process. Planning for the university and building the human resource capacity of the institution, in preparation for The College to become a university, started a long time ago. There were those former decision-makers at COB and in the Government, who saw the wisdom of funding faculty members to gain terminal degrees and who had the vision of the university they wanted to create. There was Harry C. Moore's decision to help fund the construction of the Harry C. Moore Library and Information Centre because a university needs an excellent library and because COB university-transition planning called for it.

The generosity of His Excellency Mr. Mortimer and The Freedom Foundation and Sir Franklyn Wilson and family in funding key signature capital projects are also examples of decisions, amongst many others, made to advance university-transition strategic plans made long ago. The construction of the new entrance for the University is a more recent example of an advancement that has been made consistent with the Master Plan (2013-2025) for the University of The Bahamas. And consistent with that Master Plan and strategic planning are the plans to construct residence halls at the College's Northern Bahamas Campus and at its campus in Oakes Field.

The academy is not a static object. It is a dynamic setting that demands intellectual responsiveness, care and ongoing development. The College Council wishes to thank all of you in the community who have contributed in ways big and small to the continuing unfolding story of The College of The Bahamas as it takes its next big step.



his year will go down in history as the last academic year of The College of The Bahamas. In Fall 2016 we will officially transition to university status and begin a new mission to "advance and expand access to higher education, promote academic freedom, drive national development and build character through teaching, learning, research, scholarship and service."

This last year at COB has been extremely rewarding, as we have seen all College constituents – administration, faculty, staff, students and alumni, come together to significantly contribute towards the building of the new university. In particular, I am proud of our students who have worked with us on critical elements of the new University of The Bahamas Bill and who have been diligently working to create the constitution for a new Student Government Association.

We are committed to improving our campus facilities and broke ground for the new GTR Campbell Small Island Sustainability Research Complex. This new building will house new science labs, classroom spaces and offices for the Faculty of Pure and Applied Sciences. This building will be a hub for student and faculty research. Our programme is a flagship programme and the research that we produce, if implemented, will help to change our country in myriad ways for the better.

This year, we worked with the Government on the launch of the State of the Nation Report in April, which outlined the areas that will be addressed in the National Development Plan. We are excited to be involved in the creation of a National Development Plan, as many of our future academic programmes will align with the needs articulated in the plan, ensuring that we educate and produce citizens who will fill roles necessary for the growth and development of The Bahamas.

I look forward to the 2016-2017 Academic Year, when we will usher in a new era for the institution, as the University of The Bahamas.

Rodney D. Smith, Ed.D. President The College of The Bahamas

# ENROLMENT AND GRADUATION

Developing human capital and growing capacity is what fuels the education, research, innovation and service that happens at College of the Bahamas' campuses and centres throughout the Bahamian archipelago.

In the 2015-2016 academic year, 4,652 students were enrolled at the Oakes Field and Northern Bahamas campuses. The majority of those students (90%) were enrolled at the Oakes Field Campus in New Providence. Females represented 73% (3,383) of the total number of students enrolled.

# Spring 2016 Graduation

The College graduated 617 persons in 2015-2016 academic year, including those persons who completed programmes in Summer 2015, Fall 2015 and Spring 2016. As is traditionally the case, graduates from the Spring semester constituted the largest group (64%) of the 2016 Commencement Class.



### **Enrolment by Campus**

Campus	Enrolment
OFC	4197
NBC	455
Total	4652

### **Enrolment by Academic Unit**

Academic Units	OFC-Fall 2015	NBC-Fall 2015
Centre for Continuing	497	108
Education and Extension		1574
Services		
School of Chemistry,	658	63
Environmental & Life	1 n	
Sciences		
Culinary & Hospitality	287	6
Management Institute		
School of Business Studies	925	121
School of Communication &	115	2
Creative Arts		Diego 1
School of English Studies	37	2
School of Mathematics,	366	42
Physics & Technology		W
School of Nursing & Allied	563	15
Health Professions		
School of Social Sciences	328	24
School of Education	421	72
Total number of students	4197	455
enrolled by programme		

FIGURES	
35	
190	
392	
617	
	35 190 392

OFC is the Oakes Field Campus on New Providence. NBC is the Northern Bahamas Campus on Grand Bahama.



# AUGUST 2015



# SCHOLARS AWARDED COVETED NATIONAL BURSARY AWARDS

Four hundred and thirty-three high school and college students awarded the Ministry of Education's bursary to attend the College of The Bahamas were recognized during a formal ceremony held at the Performing Arts Centre. The total number of students represented a 15% increase in scholarship awards over the previous year, according to the Minister of Education Hon. Jerome Fitzgerald. Minister Fitzgerald encouraged the students to make the most of their opportunities and contribute to the College's legacy of excellence.

# AUGUST 2015



# PRESIDENT URGES FACULTY TO PLAN FOR FUTURE SUCCESSES

COB commenced its final academic year before transitioning to a university with a charge from President Dr. Rodney D. Smith to faculty to plan for future successes. President Smith revealed how the institution was preparing for its university charter and the infrastructural upgrades that were in the pipeline inclusive of a \$2.6 million technology upgrade and the construction of the new formal entrance at the Oakes Field Campus. Eleven new faculty members joined COB in Fall 2015 – eight of whom possessed terminal degrees – while approximately 1,500 new students were accepted at both the Oakes Field and Northern Bahamas campuses.

# OCTOBER 2015



# PRESIDENT SMITH SHARES VISION FOR UB

Anticipation and planning were heightened in the months leading to the establishment of University of The Bahamas. President Dr. Rodney D. Smith met with community and business leaders, members of civil society and other stakeholders to explain the vision for UB, how it would drive national development and increase access to tertiary education. He was the guest speaker at the Rotary Club of East Nassau and explained the plans for the creation of centres of excellence throughout the country, attracting local and international students.

# NOVEMBER 2015





# Homecoming 2015 Forges Connections

Homecoming events held in November were centered on the theme "Connecting Across Time and Space" and featured a week of activities which included a church service, official opening ceremony, induction of the Homecoming King and Queen, Alumni Homecoming Annual Fund reception and a pep rally. The week culminated with the exciting Homecoming 2015 "Battle Against Cancer" basketball games that featured the Florida Memorial University Lions against The College of The Bahamas Caribs on November 6th and 7th at the Kendal G.L. Isaacs Gymnasium.

# NOVEMBER 2015



# CARIBBEAN HISTORIAN ADDRESSES SPIRITUALITY IN THE AFRICAN DIASPORA

Regional scholar Dr. Erna Brodber, a sociologist and social historian, was the keynote speaker at the tenth Anatol Rodgers Memorial Lecture at the College of The Bahamas. In a presentation that focused on "Hands Across the African Diaspora: The Case of The Church of God and Saints of Christ," she examined the development of The Church of God and Saints of Christ and the work of Prophet Crowdy. Organized by the School of English Studies and sponsored by the Rodgers Family, the lecture was held in the auditorium of the Harry C. Moore Library and Information Centre in November.

# DECEMBER 2015



# MYLES MUNROE JR. URGES STUDENTS TO SERVE THEIR GENERATION

If there was ever any doubt, Myles Munroe Jr. sought to rid them of it. "Greatness is in each and every one of you," he told COB students at the inaugural Myles Munroe Leadership Lecture. Following in his late father's footsteps of motivating Bahamians and citizens of the world to strive for excellence, Myles Jr. also asserted that each person is called to serve his or her generation by using the specific gift "that allows us to be great in our own areas of gifting and leadership". The lecture is held to inspire students to see themselves as leaders and make positive contributions to their communities, society and the world.

### SEPTEMBER 2015



Mervin C. Sweeting Jr., Founder & CEO, Switcha Bahamas Ltd. addresses the crowd.

# BUSINESS AND THOUGHT LEADERS INSPIRE STUDENTS

Students embraced the opportunity to learn from and be inspired by leading business, entrepreneurial and thought leaders during the 2015 Careers Symposium, held under the theme "Create Your Career, Determine Your Destiny." The annual event was coordinated by the COB Job Placement Advisory Committee, hosted by the Counselling and Health Services Department and sponsored by the Bahamas Financial Services Board. Speakers encouraged students to plan for their future, take advantage of available opportunities and use innovation to drive further creation. Among the speakers were Dr. Selima Campbell-Hauber, Owner of Field to Fork Community Farm; Raymond L. Winder, Managing Partner at Deloitte and Touche; Joy Jibrilu, Director General of the Ministry of Tourism and Mervin C. Sweeting Jr., Founder & CEO of Switcha Bahamas Ltd.

# OCTOBER 2015



# GOV'T COLLABORATES WITH COB TO STRENGTHEN FOREIGN POLICY

The School of Social Sciences, in collaboration with the Ministry of Foreign Affairs and Immigration, hosted a lecture entitled "The Relationship Between International Diplomacy and National Governance." The commencement of the education initiative was key as academia and the government work together to provide viable solutions for foreign policy and national development challenges. The College has proposed the implementation of a Government and Public Policy Institute (GPPI) along with a degree programme in international diplomacy.

# JANUARY 2016



### COB AND PMU SIGN FIVE-YEAR CONTRACT

The College of The Bahamas and the Public Managers Union signed a five-year contract, retroactive to 2013 which signatories acknowledged observed the foundational principle of shared governance. Council Chair Mr. Alfred Sears noted that unions are critical partners in the governance of the institution. COB President Dr. Rodney D. Smith called the signing a momentous occasion.

# FEBRUARY 2016



### FOSTERING THE DEVELOPMENT OF PEACE LEADERS

Youth leaders from COB, the ministries of Education, Youth and Foreign Affairs and Young Marine Explorers discussed the important matter of Peace and Citizenship Education during a forum held in February and facilitated by the Department of Human Development, Education and Employment of the Organization of American States (OAS). It was part of a series implemented for the Caribbean region in collaboration with tertiary institutions. Participants developed ideas for community engagement and learned how to develop civic and citizenship education programmes aimed at building a culture of peace.

**MARCH 2016** 



### CULINARY PARTNERSHIP WITH KENDALL COLLEGE

COB's Culinary and Hospitality Management Institute established a partnership to become an official affiliate institution of Kendall College's School of Hospitality Management and Culinary Arts. The agreement paved the way for COB to benefit from the extensive expertise of Kendall's faculty and the quality of its world-class curriculum to enhance Bridge Programmes and Associate and Bachelor's Degree offerings. Both institutions held a town meeting to announce the collaboration and invite prospective students to explore the hospitality and culinary arts industries through the programmes offered.

# **APRIL 2016**



### BIS Photo/Patrick Hanna

# PM DELIVERS HIGHLY ANTICIPATED STATE OF THE NATION REPORT

Asserting that the College of The Bahamas is a direct participant in shaping the future of The Bahamas, Prime Minister Rt. Hon. Perry Christie delivered a highly anticipated report on the state of the nation at COB's Oakes Field Campus. Civil society, students, Members of Parliament, members of the diplomatic corps, the Secretary-General of the International Telecommunications Union of the United Nations, Inter-American Development Bank (IDB) executives, and the raft of other distinguished guests were present. The report was branded as "the first milestone" on the path to a National Development Plan for The Bahamas. Chair of the National Development Plan Steering Committee Felix Stubbs told the nation that improvements in the country must begin with human capital.

MAY 2016



# STANLEY WILSON AWARD FOR EXCELLENCE IN RESEARCH SCHOLAR 2016

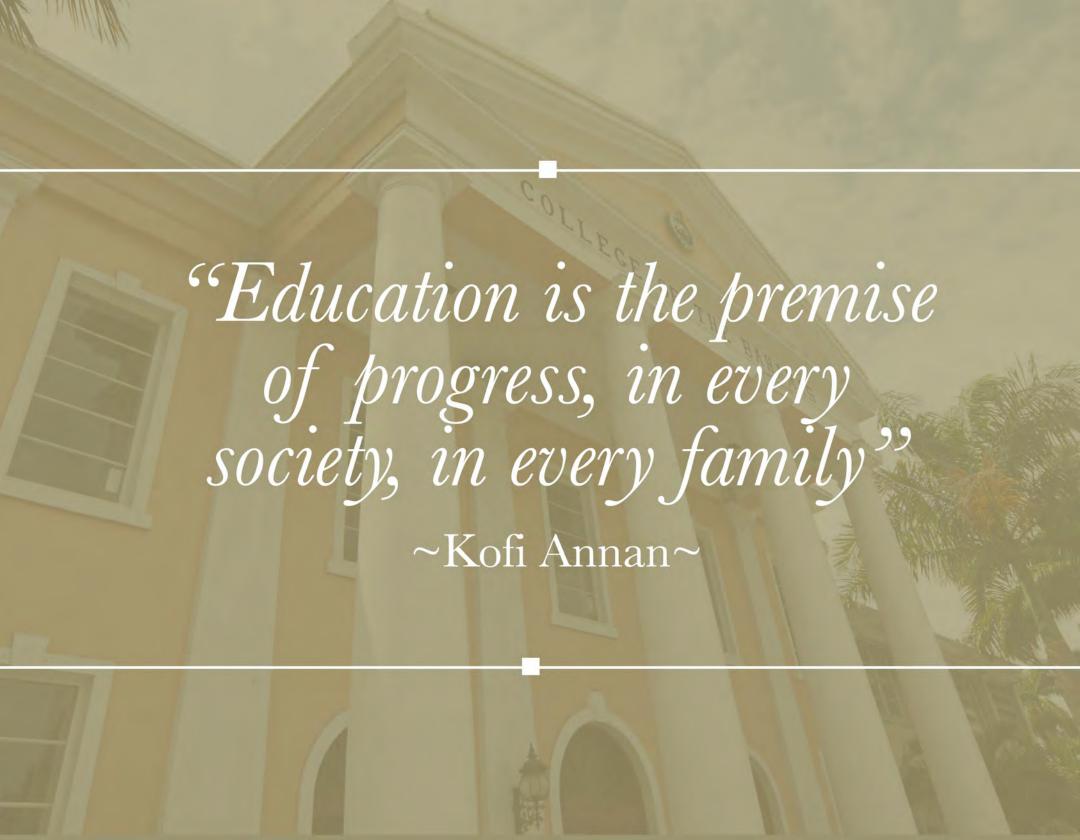
Dr. Raymond Oenbring, Assistant Professor, School of English Studies, was the recipient of the coveted Stanley Wilson Award for Excellence in Research honoured. He was at the Spring 2016 Commencement Ceremony held on Thursday, 26th May, 2016 under the theme, "Sharing the National Vision: Shaping the Future". In June, 2003, on the occasion of the annual Commencement Exercise, the then Council Chairman Sir Franklyn R. Wilson, announced the establishment of an endowment fund in support of an award for excellence in research. Named in honour of his late brother, the Stanley R. Wilson Award for Excellence in Research recognizes completed research by faculty published in peer-reviewed journals or by academic publishers. The criteria for the Stanley R. Wilson Award for Excellence in Research reflect UB's overarching mission to be the nation's primary resource for research and innovation. Dr. Oenbring's research was entitled, "Using Web 2.0 Technologies in a College Composition Classrooms in the Caribbean".





# PROGRAMME LAUNCHED TO GIVE STUDENTS A "FIGHTING CHANCE" AT COLLEGE

Intended to give students a "fighting chance" at a successful college career, The College of The Bahamas' Summer Bridging Programme was launched in June at an inaugural orientation session held at the Harry C. Moore Library and Information Centre. Students enrolled in the programme participated in a six-week, academically intensive enrichment experience and studied Math, English and Biology while also taking counseling seminars to best prepare them for their matriculation at The College. Family Island students were among the first cohort. The Ministry of Education supported the programme with an initial sum to fund scholarships. Students who successfully completed the programme gained direct admission into The College and were honoured during a ceremony held at the Harry C. Moore Library and Information Centre.





# STAFF PROFILE

# Dr. Brianne Jaquette

"...I am looking forward to the potential to develop the hemispheric scope of my scholarship and add to the recognition of COB."

Sometimes, finding the voice that is not there, hearing the words that have not been recorded and trying to determine why is vital, says Dr. Brianne Jaquette, Assistant Professor in the School of English Studies.

An accomplished researcher, Dr. Jaquette studies nineteenth-century American literature and culture with a focus on the literature of place and women writers.

"My research focuses on both marginalized places and marginalized voices, and while my research is mostly historical, finding places of silence and uncovering them is important work that has ramifications for contemporary society in terms of learning to recognize who has access to being heard and why," she says.

Her priority is to ensure that students are well informed and that the kind of writing, researching, and critical thinking skills inspired in her class stay with her students for the rest of their lives.

Dr. Jaquette is particularly pleased to be a member of faculty as the institution prepares for its transition to university and strengthens its own voice in the international academic community.

"In my research I also value the production of knowledge, and I am looking forward to the potential to develop the hemispheric scope of my scholarship and add to the recognition of COB as an institution on a larger scale."

Dr. Jaquette has an MA from Boston College and a PhD in American Literature from the University of Missouri. She studies nineteenth-century American literature and specifically focuses on the circulation of print culture in regional networks.

Dr. Jaquette's article, "Written for the National Labor Tribune': Community Formation through Poetry in Pittsburgh's Labor Newspaper" is forthcoming in the Journal of the Midwest Modern Language Association.

She is currently working on a project that traces the poetry submitted by readers to the National Labor Tribune, which was founded and headquartered in Pittsburgh, Pennsylvania but reached a much wider audience of workers concerned with the labor movement.



# STAFF PROFILE SAMARA SAUNDERS-HEPBURN

"We need to work towards changing the way that our young girls think about STEM so that they can be prepared and we can narrow the gender gap."

Moment by moment. It seems simple enough, but for Samara Saunders-Hepburn this is where some of the biggest opportunities lie for persons to make a life-changing impact on themselves and those around them. For her, it has become a cherished guiding principle.

Nurtured by a family where hard work was never undervalued and education was paramount, Samara aspired to tertiary education as a secondary school student. She eventually earned a Bachelor of Arts in Computer Science from St. Thomas University and Master is Public Administration from Florida International University. Along the way, she forged relationships with persons who became her biggest champions, mentors and role models. She is now pouring into others, as her role models poured into her.

"My grandmother and my mentor Dr. Deryl Hunt, Sr. were my biggest inspirations. No matter my situation, he had faith that I would do well and everything was going to be ok, even when I was challenged with funding in trying to complete my masters' degree. He pushed me into Public Administration because it was a broader field and it was more about helping people. Even though I am in technology, I really have a strong desire to help people and my grandmother was like that as well," she shared.

As a former employee of United Way of America and Florida International University, Samara treasures these experiences because of the new knowledge and exposure she gained.

Today, as the Human Resource Information Systems Analyst at UB and a certified IT Security Specialist and Project manager, she works in a profession where women are underrepresented. Yet there is a national and international effort to encourage girls to aspire to careers in Science Technology Engineering and Math (STEM). Experts have asserted that the Caribbean region can no longer afford to ignore the low rate at which its nationals are participating in STEM. Innovation in science and technology is a key component of economic stimulus.

"I've always felt that women need to be encouraged more. We need to work towards changing the way that our young girls think about STEM so that they can be prepared and we can narrow the gender gap. One of the things they talk about in STEM is overcoming the anxiety of calculus so we have to change our mindset and push women more towards this field," she noted.

The dynamic nature of technology has given Samara a constant challenge over the years which has, in turn, fueled her passion for it. Working yet again at a higher education institution, she appreciates the infinite opportunities that can be created to make the workforce more resilient and adept.

"I want to see UB have a greater influence in the community in terms of service; providing business process analysis, IT risk assessments, vulnerability testing, and digitization services, disaster recovery planning. There is much potential for us to grow and become self-sufficient."



As a young child, Meghann Carroll never imagined attending The College of The Bahamas, but that all changed when she realized how unhappy she was at another institution abroad.

Meaghan enrolled at COB in Fall 2011 after abruptly ending her educational journey at a university in Canada. She realized that she had been pursuing an academic discipline in which she had little interest and decided to take a year off to work.

Coming to COB, she admits, was one of the best decisions she has ever made. She has been a peer tutor and travelled to communities throughout Exuma, completing a transcription project on locals who spoke Bahamian Creole English.

Her interactions with faculty have been particularly life-changing.

"I have had so many amazing lecturers over the years. However, there are two professors that really stand out; Dr. Ian Strachan and Professor Anne Lawlor have both inspired and impacted me tremendously because of their research on various topics in The Bahamas, and they are also some of the best lecturers I have ever encountered," she shares.

COB is well known for its rigorous academic instruction. Meaghan agrees and even recalls a class that transformed her thinking.

"The first linguistics course I took during my first year at COB, ENG 121: Elementary English Structure completely changed the way I thought. Before taking this course I had no idea using "Bahamian Dialect" was not "bad grammar." In this class I learnt the historical origins of this language and this course made me want to pursue a Minor in Linguistics," she says.

After earning her BA in English with a Minor in Linguistics, Meaghan intends to pursue a Master's degree in Applied Linguistics at the University of the West Indies (Cave Hill) and eventually earning her PhD. She is interested in studying second language acquisition in Bahamian Creole (Bahamian Dialect) speakers and creoles in Education.

She shares the one thing she would not change about COB, based on her experience.

"I wouldn't change the level of attention students are able to get from their lecturers, and the close relationships we are able to have with them because of small class sizes. I have really gotten to know many of my lecturers over the years and I think this is one of the unique things about COB that enhances the academic experience," she says.

The Athletics department continued to develop its national and international programmes and solidified key partnerships to help meet critical priorities. Student-athletes have benefited from the addition of the institution's first full-time, board certified Athletics Trainer and new specialized equipment in the Wellness Centre for training and injury management.

Additionally, members of the department contributed to national sports development through their appointments to the Bahamas National Sports Academy and the Healthy Bahamas Coalition.

Other celebrated achievements included the men's basketball team earning their place in the New Providence Basketball Association's playoffs for the first time. The association named athlete Kemsy Sylvestre Co-MVP of the season and men's basketball coach Bacchus Rolle Coach of the Year.





The women's volleyball team also made it to the New Providence Volleyball Association's playoffs. Athletes Gabrielle Ferguson and Francheska McBride were named Best Receiver and Best Digger respectively for the 2015-2016 Volleyball Season.



STUDENT ENGAGEMENT 2015-2016 President's Annual Report

# COLLABORATION WITH AIBT

On September 17, 2015 Campus Life partnered with the Association of International Banks and Trust (AIBT) Companies to facilitate the participation of approximately 40 COB students in the Nassau Conference on Wednesday, September 23, 2015 at the British Colonial Hilton hotel. The students were were also extended the opportunity to participate in the summer Student Internship and Spanish Immersion programme.



Photo courtesy of AIBT

STUDENT ENGAGEMENT 2015-2016 President's Annual Report



# RESPONDING TO A NATIONAL NEED FOLLOWING HURRICANE JOAQUIN

The tenth named storm, third hurricane, and second major hurricane of the 2015 Atlantic hurricane season, Hurricane Joaquin barreled through The Bahamas as a category four storm in October 2015. Many islands suffered considerable devastation as a result. In the aftermath, despite the fact that some were themselves impacted by Hurricane Joaquin, students joined the Campus Life department to organize a Hurricane Relief depot in the foyer of Harry C. Moore Library and Information Centre and coordinated the receipt, packaging and storage of donations from students, staff and faculty. In November, students also participated in a bell ringing drive at the Oakes Field Campus to raise cash donations. In February 2016, a cheque for hurricane relief totaling \$1,363.95 was presented to the National Emergency Management Agency.



# NATIONAL YOUTH AWARD HONOURS

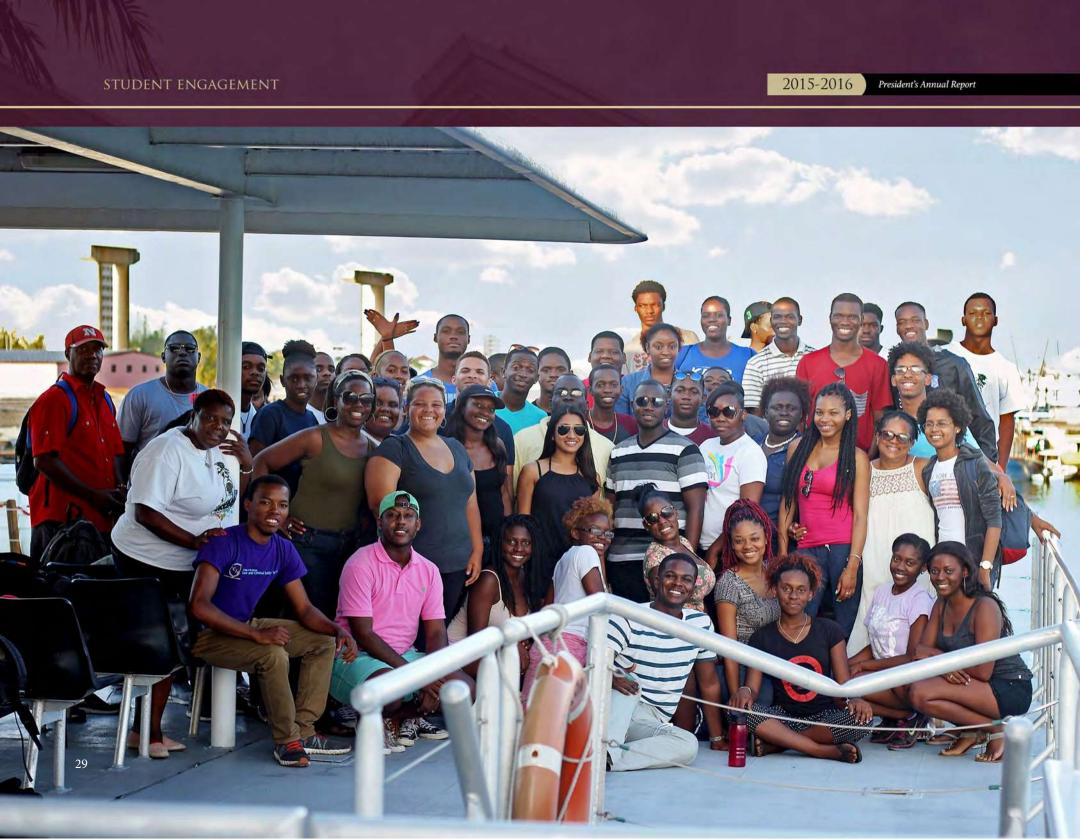
A number of College of The Bahamas students received top honours in the Ministry of Youth's National Youth Awards, demonstrating the breadth of commitment evident in leadership, volunteerism and civic responsibility. The awards were presented at a ceremony held in October at Melia Nassau Beach Resort. The awards programme, a highlight of National Youth Month, celebrates the positive contributions of youth to community building and upliftment. Among the honourees were COBUS President Mr. Keyron Smith, who won the Prime Minister's Cup and the Youth Leadership awards and COB student Phylicia Babb, who won the Volunteerism in the Community Award.

2015-2016 President's Annual Report STUDENT ENGAGEMENT



# STRENGTHENING STUDENT LEADERSHIP

Approximately 50 students participated in the annual Student Leadership Retreat held May 2016 at Camp Bahamas in Tarpum Bay, Eleuthera. The retreat is an opportunity for students to learn about leadership attributes, strengthen relationships with colleagues and commit themselves to personal growth and development. They also give back to the community by participating collectively in a service learning experience. The departments of Campus Life and Student Leadership & International Relations organized the retreat which was held under the theme, SCREAM 2 (Student Leaders: Creative, Relatable, Engaged and Authentic Motivators).



# CAMPUS FEST 2016

A faith-based social experience that attracted broad student participation at the Oakes Field Campus, the inaugural Campusfest 2016 was held in January 2016 in collaboration with FAM Fest and Living Waters Kingdom Ministries. The event was held in the Performing Arts Centre where there was barely standing room. Apostle Raymond Wells delivered the message. More than 500 students participated in Campusfest 2016 which was aired on Cable 12.















Located in East Grand Bahama, the Northern Bahamas Campus represents an opportunity to serve the higher education needs of the island and also of the northern Bahamas including Bimini, Abaco and the Berry Islands. During the academic year, there was substantial effort made to embrace the campus' residential vision as a result of the continued generosity of the Grand Bahama Port Authority. The Port's donation of \$3 million for the construction of the first residential multi-purpose facility served to reinvigorate a national mandate to extend access to higher education throughout the archipelago. Currently, NBC's physical footprint comprises administrative, academic and student services, but as time progresses the campus will have greater autonomy as a centre of excellence that helps to improve the economic development and social prospects on the island.

### NATIONAL DEVELOPMENT PLAN

The College of The Bahamas continued to play a critical role in the governance structure of the National Development Plan (NDP) process as President Dr. Rodney Smith served as Co-Chair of the Steering Committee. COB faculty completed the research primers that served as valuable resource documents for the State of he Nation report that Prime Minister Rt. Hon. Perry Christie delivered in April 2016. Most significantly, the College agreed to be a long-term partner with the government in monitoring the implementation of the Plan through an anticipated Government and Public Policy Institute which will collect and evaluate national key performance indicators.

### The NDP process consists of three phases:

- 1. A diagnostic of the four key pillars: Human Capital, Governance, the Environment and the Economy, the output of which was the State of the Nation Report;
- 2. National consultations; and
- 3. Drafting of the NDP document inclusive of National Vision, National Goals, Strategies to meet each of those Goals and Action Plans for each of the Strategies.



- A comprehensive analysis of the current state of The Bahamas
- Socio-Economic Physical and Environmental Assessment
- Institutional and Governance Assessment
- THE STATE OF THE NATION REPORT

- Visioning & Strategy Workshops
- Family Island Engagements
- Stakeholder Meetings
- Ministerial & National Surveys
- · National Youth Conference
- Engagement Through the Arts
- THESE WILL SERVE AS ROUTES THROUGH WHICH TO RECEIVE STAKEHOLDER INPUT
- Creation of national vision and strategy documents, using the inputs and ideas of the Bahamian stakeholders and people
- COLLATING IDEAS AND INPUTS
   INTO A COMPREHENSIVE
   DOCUMENT THAT WILL BECOME
   THE NATIONAL DEVELOPMENT PLAN



#### GERACE RESEARCH CENTRE

Formerly the Bahamian Field Station, the Gerace Research Centre (GRC) has been in operation for over 40 years on the island of San Salvador and is a beacon for ecological, archaeological and environmental studies conducted by both local and visiting student and faculty researchers. GRC supports field research and teaching and provides separate housing for undergraduate and graduate students, faculty and researchers.

# INCOME

Sundry Sales and Rentals
Room and Board
729,460.47
Snack Bar
25,593.66
Donations
36,423.14
Interest Income
555.35
Miscellaneous income
55.73
Total Income
833,303.85

# **EXPENSES**

Payroll Expenses	448,364.73		
Food and Cleaning Supplies	225,095.00		
Insurances	15,400.00		
Vehicle Maintenance & Fuel	50,356.32		
Maintenance	18,711.01		
Travel	10,840.58		
Other	191,441.67		
Total Expenses	960,209.31		
Profit Earned/(Loss)	(126,905.46)		

### **ACADEMIC DEVELOPMENTS**

Academic developments form the bedrock of the institution's operations as it responds to the needs of the Bahamian community. In the area of Pure and Applied Sciences, a Memorandum of Understanding was entered into with the Bahamas Agricultural and Marine Science Institute (BAMSI) for the development of academic degree programmes. Also, the first cadre of locally educated Pharmacy majors graduated from the BPharm programme offered through a franchise agreement with the University of Technology – Jamaica. Otherwise, academic programme reviews continued in earnest in all academic disciplines, in accordance with international best practices and internal policies.

## RESEARCH

For 21 years, The College has published its research journal which has become an established resource for Bahamian-centered research. Volume 21 of the International Journal of Bahamian Studies, featured seven major research articles on a variety of topics related to The Bahamas, including citizenship and national identity; the DNA of Bahamian mixed-breed dogs, or "potcakes"; and the role that slaves have played in protesting inequities and other injustices in the years leading up to Emancipation. The research work of COB faculty and international scholars are contained in this volume.

Research Titles	Authors
Citizenship as a Fundamental Right	Stephen B. Aranha
Nervous Shock: Time and Space	Bernadette Bain
Using DNA to Locate the Ancestry of Today's Island Dogs	William J. Fielding
of the Caribbean: The Case of the Bahamian Potcake	Marcia Mundle
	Sarah K. Brown Benjamin Sacks
A Cross-cultural Comparison of Interpersonal Violence in	William J. Fielding
the Lives of College Students from Two Colleges from The	Christina Risley-Curtiss
Bahamas and the United States of America	Travis W. Cronin
Do Age and Education Matter? Organizational	Yvonne Hunter-Johnson
Demography as an Influential Factor on Perceptions of a	The second secon
Learning Organization in Law Enforcement	
Striking for Freedom: The 1831 Uprising at Golden Grove	Allan D. Meyers
Plantation, Cat Island	TOTAL STATE OF THE
Curating the Nation: The Politics of Recognition in a	Maria A. Lee
Bahamian National Museum	

The following are other select research publications by faculty included in local and international peer reviewed journals.

Research Titles	Authors	
Bahamian Men's Masculine Ideology and Safer Sex Practices: Papa was no Rolling Stone	Theresa Adderley	
Bahamianness as an Exclusive Good: Attempting to Change the Constitution, 2002.	Stephen B. Aranha	
Equal Protection of the Law: The Persons with Disabilities (Equal Opportunities) Act, 2014, Bahamas.	Bain, Bernadette	
The Responsibilities of Carbon Major Companies: Are they (and is the law) Doing Enough?	Lisa Benjamin	
Rearing Violence: Violence Toward Children at Home	Marie Carroll William Fielding Stephanie Hutcheson	
Finding Extrema of Rational Quadratics without Calculus	Kenneth Cartwright	
Erechthis Katydids (Tettigoniidae: Conocephalinae) in the	Paul De Luca	
Caribbean: New species from The Bahamas and Hispaniola	Glenn Morris	
Violence in the Life of an Inmate Prior to Conviction	William Fielding	
First Year English at the College of The Bahamas: Student Perceptions	Raymond Oenbring Brianne Jaquette Christine Kozikowski Ivy Higgins	
"I Too Grew Up Poor:" Economic Discourse and Criminality	Michael Stevenson	
Applying Task-based Language Teaching in Introductory Level Mandarin Language Classes at the College of The Bahamas	Zhou Youhua	

#### CONTINUING EDUCATION AND EXTENSION SERVICES

A critical facilitator of lifelong learning, the Centre for Continuing Education and Extension Services (CEES) experienced key advancements during the 2015-2016 academic year.

During the review period, the Academic Board approved the Policy for Open and Distance Learning, a significant development considering the anticipated positive impact on increasing access to tertiary education. In September 2015, the Distance Education Advisory Board was convened.

Also among the growth highlights were the phasing out of the Pre-Requisite to College Preparatory and the College Preparatory programmes; the launch of the Summer Bridging and the Academic Enhancement programmes and continued collaboration with external partners in to offer new professional development and career institute courses and programmes.

In order to meet pressing needs in the civil service, CEES worked with the Ministry of Public Service to offer these programmes in Fall 2016: Accounting, Human Resource Development, Records Management and Secretarial Science. Working with relevant subject experts and professionals, these programmes were also offered: Leadership for Women in Decision Making Course; Athletics Injury Management Course; Patient Care Technician Programme; Phlebotomy Programme.

#### FACILITIES AND INFRASTRUCTURE DEVELOPMENT

Following the completion of a comprehensive Master Plan, which proposed the infrastructure for an anticipated 25% growth in student enrollment over a ten-year period, the institution moved decisively to prepare the Oakes Field Campus in New Providence and the Northern Bahamas Campus in Grand Bahama for capital development in key areas.



#### **UB FORMAL ENTRANCE**

In August 2015, the Diamond Consultant Group completed drawings for the construction of a new formal entrance for UB's Oakes Field Campus. The following month, Island Site Development was awarded the construction contract and embarked on the nine-month project which was completed in June 2016. Envisioned to bring cohesion to the southwest quadrant of the campus, the new formal entrance was designed to create a distinctively welcoming and monumental feature to define the university's presence. Four new facilities were expected to border the entrance driveway: the Franklyn R. Wilson Graduate Centre; G. T. R. Campbell Small Island Sustainability Research Complex; a new museum and fine arts building, and a new science building.

#### Franklyn R. Wilson Graduate Centre



Phase I of the project, encompassing the installation of structural components including foundations, substructures, interior/exterior load bearing walls, roofing and exterior doors and windows, was completed in December 2015. Work also continued on the exterior façade to maintain uniformity with the rest of the campus facilities. Once completed, the centre will serve as a beacon for higher education and graduate scholarship in the country.

#### G. T. R. CAMPBELL SMALL ISLAND SUSTAINABILITY COMPLEX



Following a formal groundbreaking ceremony held in May 2016, construction of the G. T. R. Campbell Small Island Sustainability Research Complex commenced that same month. Capital works for the first phase of the parking area began in February 2016 and included creating a new access road. Intended to be a living laboratory, the building is being constructed in accordance with the criteria required for Sustainable or 'Green' buildings and will be the country's first Leadership in Energy and Environmental Design (LEED) facility.

# COLLEGE APPOINTMENTS

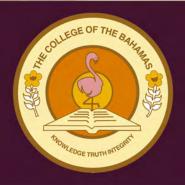


# Ms. Davinia Blair

was appointed Vice President of Advancement (Interim), with responsibility for The College's fund-raising activities including annual giving, planned giving, major gifts, capital campaigns and corporate and foundation fund-raising, communications, alumni relations, external and government relations. Ms. Blair previously held the position of Director of Development at The College of The Bahamas. In this capacity, she facilitated major fundraising initiatives and increased The College's Endowment from \$600K to \$2 Million dollars.



# COLLEGE APPOINTMENTS



# Ryan Antonio

A member of the American Institute of Certified Public Accountants since 1992, Mr. Ryan Antonio was appointed Vice President, Finance, effective 1st June, 2016 for a period of three years. Mr. Antonio graduated from The College of The Bahamas in 1986 with an Associate of Arts (AA) degree in Accounting. As the Vice President of Finance, Mr. Antonio will be responsible for ensuring that The College's financial operations are administered in accordance with institutional policies, regulatory requirements and International Financial Reporting Standards (IFRS).



# COLLEGE COUNCIL DECISIONS

#### November 18, 2015

- Approval of Candidates for Graduation Summer 2015 and Addendum to Spring(April) 2015/Fall 2014
- Approval of Portia Smith Roof Contract (Atlantic Roofing)
- Approval of Memorandum of Understanding (MOU) for American Corner

#### March 9, 2016

- Approval of Archives Collection Policy
- Approval of Candidates for Graduation Fall (December) 2015

#### April 13, 2016

- Approval of Student Accidental Insurance Waiver Policy
- Approval of Commencement Participation

#### May 18, 2016

- Approval of Candidates for Graduation (Spring) 2016
- Approval of MBA Students to Participate in Commencement Ceremony
- Approval of COB-BAMSI Agreement
- Approval of 2016 Stanley Wilson Award for Excellence in Research: Dr. Raymond Oenbring
- Approval of J.A.N. Builders to be awarded NBC Dorms Foundation Contract

#### June 22, 2016

- Approval of Authorized Signatories
- Approval of Talent Management Learning University (TMLU) Development Consultant
- Approval of KPMG as external auditors for the auditing period 2016-2018
- Approval of University of The Bahamas (UB) Organizational Chart



# IL Cares Foundation Funds Half-Million Dollar Education Endowment

College of The Bahamas (COB) President Dr. Rodney D. Smith welcomed the partnership between the national tertiary institution and the IL Cares Foundation (ILCF) as the seven winners of the foundation's "Own Your Bahamas" programme were announced at the launch of the half million dollar ILFC Endowed Education Fund. Those winners cover a range of businesses from an organic farm to small retail outlets. The endowment will play an important role in extending access to dynamic tertiary education. COB and ILCF are partnering to provide scholarships for students pursuing business oriented degrees.

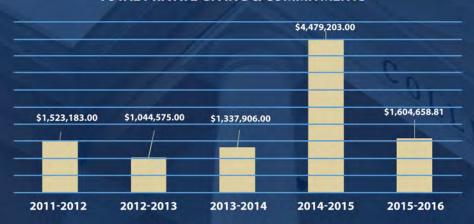


# FAMILY GUARDIAN SUPPORTS STUDENT SCHOLARSHIPS

In keeping with its long tradition of supporting Bahamian students since 1988, Family Guardian recently presented a cheque of \$25,000 to The College for its Family Guardian Scholars Programme. The scholarship will assist six Bahamian students attending COB. On hand to accept the cheque on behalf of The College was Ms. Davinia Blair, Vice President, Advancement (Interim).

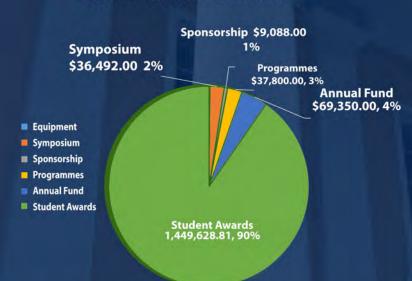
From left: Dr. Kerry Higgs, Senior Vice President, Administration Family Guardian Insurance Company Limited; Mr. L. Edgar Moxey Deputy Chairman FamGuard Corporation Limited and Ms. Davinia Blair, VP Advancement (Interim).

#### **TOTAL PRIVATE GIVING & COMMITMENTS**



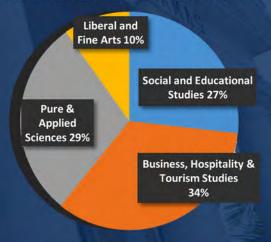
Compared to 2014 -2015, the 2015 -2016 Private Giving and Commitments decreased due to the \$3Million Residential Hall Donation by Grand Bahama Port Authority in the previous year.

### **PRIVATE GIVING BY PURPOSE**



Student Awards continued to account for the largest giving purpose, representing 90% of total giving and commitments.

#### **DIRECT PRIVATE GIVING STUDENT AWARDS**



Business, Hospitality and Tourism Studies (34%) remains at the forefront for Student Awards despite its allocation decrease compared to the previous year 2014 – 2015 (44%). A notable change was the increase in Social & Educational Studies (27%) compared to 2014 – 2015 (18%).

# THE ANNUAL FUND



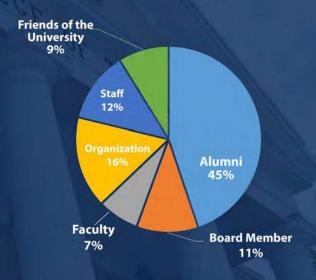
Annual Fund Purpose	\$Value	%
Athletics	\$1,705	2.5%
Culinary and Hospitality Management Institute	\$851	1.2%
Faculty of Liberal and Fine Arts	\$2,000	2.9%
Faculty of Pure and Applied Sciences	\$6,152	8.9%
Faculty of Social and Educational Studies	\$2,484	3.6%
Libraries and Instructional Media Services	\$2,450	3.5%
Northern Bahamas Campus	\$660	1.0%
Scholarships/Student Aid	\$4,294	6.2%
School of Architecture	\$100	0.1%
School of Business	\$3,446	5.0%
The College's Greatest Needs	\$45,208	65.1%
Grand Total	\$69,350	

The BSD\$27,000 increase in Annual Fund donations in 2015-2016 over 2014-2015 was the result of the highly subscribed Flamingo Ball. Funds raised from this event were allocated for The College's Greatest Needs.

## **ANNUAL FUND DONORS BY COUNT**

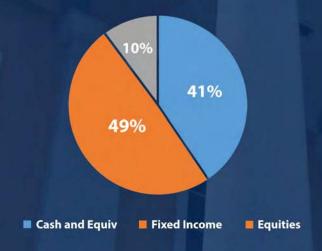


## **ANNUAL FUND DONORS BY VALUE**



Alumni account for 78% of Annual Fund donors and 45% of the donors by value, with an average donation of BSD\$80.

# UNIVERSITY ENDOWMENT PORTFOLIO ALLOCATION



## **UNIVERSITY ENDOWMENT MARKET VALUE**



# **COLLEGE OF THE BAHAMAS**

Statement of Comprehensive Loss For the year ended June 30, 2016 (Expressed in Bahamian dollars)

	2016	2015
REVENUE		2010
Government grants	18,504,725	18,270,826
Tuition and fees	18,166,336	18,194,704
Sales	1,138,968	1,391,213
Income - Capital Facility Fees	1,212,214	403,350
General donations	75,742	179,568
Amortization of deferred grants	3,286,902	2,797,219
Interest Income	1,806	4,126
	42,386,694	41,241,006
OPERATING EXPENSES		
Payroll and payroll related expense	32,177,332	32,274,593
General operating	5,772,127	6,036,952
Depreciation	5,462,459	5,913,983
Cost of sales	559,226	543,452
Educational expenses	955,786	960,188
Maintenance and repairs	2,550,817	1,797,535
Allowance for doubtful accounts	459,232	417,484
Amortization	1,597	
Bank charges	97,696	83,507
	48,036,273	48,027,695
Loss before other income and expenses	(5,649,579)	(6,786,688)
OTHER INCOME AND (EXPENSES)		
Government grant - debt servicing	4,007,786	4,245,536
Subscriptions BS domain	210,871	257,483
Rental of facilities	161,365	153,556
Others	711,795	529,610
Finance Cost	(1,743,500)	(1,907,194)
	3,348,317	3,278,990
Total Comprehensive loss	(2,301,262)	(3,507,698)

