



THE PRESIDENTIAL OPPORTUNITY AT UNIVERSITY OF THE BAHAMAS



INTRODUCTION

The Board of Trustees of University of The Bahamas (UB) invites nominations and applications for the position of President. UB seeks an accomplished leader who is also an effective and inclusive team player. The new President will possess the experience, skills, and drive required to shape the future of this innovative and forward-looking institution, while exemplifying

the character and ethics expected in a highly visible and trusted university and community leader. The President will have a deep understanding of and appreciation for the culture of The Bahamas and will position the university for continued growth and success.



UNIVERSITY OF THE BAHAMAS

University of The Bahamas (UB) is a multi-campus institution in the Commonwealth of The Bahamas whose mission and mandate are deeply rooted in national development. Since its transition from a college to university in 2016, UB has strengthened its reputation as an institution of academic rigour and excellence.

The university is grounded in a rich legacy of academic integrity. Faculty deliver outstanding teaching, and engage in meaningful research and service; while staff contribute to the quality of academic and administrative services for the benefit of students. In addition to its campuses and centres on the islands of New Providence, Grand Bahama and San Salvador, UB Open Learning is a critical conduit for university access.

The institution's legacy reflects a distinct commitment to responding to national needs. The UB Mingoës community comprises engaged faculty and staff who serve approximately 5,000 students, an alumni base of 20,000 and a national and international network of donors and friends.





UNIVERSITY VISION AND MISSION

Vision

University of The Bahamas (UB) will be the nation's primary resource for research and innovation and community engagement. It will meet the educational aspirations of its students and nurture their creativity. It will promote the values of learning, leadership and service.

Mission

The mission of University of The Bahamas (UB) is to advance and expand access to higher education, promote academic freedom, drive national development and build character through teaching, learning, research, scholarship and service.

STRATEGIC IMPERATIVES

The University of The Bahamas Strategic Plan 2020-2024 outlines the following goals:

1. Improve Internal Controls and Accountability;
2. Increase and Diversify Revenue and Funding Sources;
3. Improve Operational Efficiencies/Customer Service for a Culture of Excellence;
4. Increase Student Enrolment;
5. Improve Student Engagement;
6. Increase Graduation Rate;
7. Grow a Culture of Research;
8. Increase Community Engagement; and
9. Increase and Enhance the University Profile.

The strategic goals identified for University of The Bahamas-North in Grand Bahama are:

1. Increase Campus Autonomy and Operational Efficiency;
2. Increase Community Engagement and Enhance the University Profile;
3. Increase Enrolment, Retention and Graduation Rates;
4. Develop a Culture of Research;
5. Increase and Diversify Revenue and Funding Sources; and
6. Improve the Student Experience.



HISTORY

Chartered on 10th November 2016 through an Act of Parliament, UB had its genesis in the College of The Bahamas which came into effect in 1974 through the amalgamation of four institutions: The Bahamas Teachers' College, San Salvador Teachers' College, C.R. Walker Technical College and the sixth form programme of the Government High School.

In February 1977, the Rt. Hon. Lynden O. Pindling, Prime Minister of the Commonwealth of The Bahamas, officially opened the College of The Bahamas, foreshadowing that the institution would eventually become University of The Bahamas. The institution's initial academic offerings were limited to associate degrees, certificates and diplomas. Compelled by the mandate to help to develop the human capital necessary to build a more prosperous and competitive Bahamas, the College accelerated its undergraduate programme development and, in the early 1990s, introduced baccalaureate degree programmes in a variety of disciplines including Business, Education, Science and Nursing. At the time of its transition to university, five bachelor degrees were being offered in approximately 55 majors.

In June 1995, landmark legislation brought an expanded mandate. The institution became a corporate entity under the governance of an 11-member College Council. The extended mandate and responsibilities necessitated a new organisational structure and gave greater autonomy in the management of operations and finances. It also empowered the institution to seek and receive private funding and changed its financial system from public to private accounting.

In order to develop the infrastructure needed to support university status, new offices and departments were established

and, in 1998, academic departments were restructured into three faculties covering nine schools with each faculty headed by a Dean. Opportunities for generous paid study leave enabled Bahamian faculty and staff to upgrade their credentials and a three-year development plan for the College, which included the government's commitment to facilitate the transition of the College into a University, was presented in Parliament.

In August 2000, The Bahamas Hotel Training College was incorporated with the institution, producing the School of Hospitality and Tourism Studies, later known as the Culinary and Hospitality Management Institute. In the same year, a Bachelor of Laws in conjunction with the University of the West Indies was offered; a Bachelor of Pharmacy in conjunction with the University of Technology, Jamaica, was later added to programme offerings.

In an expansion of academic offerings in 2001 the first graduate programme, Master of Education in School Counselling with Kent State University, was launched. Graduate programmes continued to be offered with other international partners such as the Master of Arts in Teaching and Learning with Technology with the Iowa-based Ashford University and a Master of Science in Library and Information Science by the University of South Florida. Kent State University's Master of Education degrees in Special Education and Educational Administration, and Massachusetts-based Wheelock College's Master of Science degree in Early Childhood and Elementary Teaching have also been facilitated. The College's first independent graduate degree, a Master of Business Administration, was offered Fall 2010; a Master of Science in Reading with a concentration in Inclusive Education was later added.



ACADEMICS

UB offers graduate, baccalaureate and associate degrees in approximately 60 majors under four faculties:

- Business, Hospitality and Tourism Studies;
- Pure and Applied Sciences;
- Liberal and Fine Arts; and
- Social and Educational Studies.

The institution also offers diploma and certificate programmes.

Students who complete studies at UB have seamlessly furthered their educational pursuits at top tertiary institutions around the world including in the United States, the United Kingdom, Canada and the Caribbean.



UNIVERSITY GOVERNANCE AND SENIOR ADMINISTRATION

The Board of Trustees governs the University and is responsible for the general direction and control over its affairs. The Board's responsibilities include determining the strategic direction and policy matters affecting the University; approving an annual business plan, budget and annual audited accounts; tuition and room and board fees; a risk management strategy; and reviewing and monitoring the management of the University and its performance.

The President serves as the chief executive officer of the University and leads the Administrative Council comprising the following:

- Executive Vice President;
- Vice President of Academic Affairs;
- Vice President of Human Resources;
- Vice President of Finance and Business Enterprise;
- Vice President of Institutional Advancement and Alumni Affairs;

- Vice President of Operations;
- Vice President of Administrative Services;
- Vice President and Chief Information Officer;
- Dean of Students; and
- Chief of Staff.

Elected members of staff, faculty, students and administration comprise the Academic Senate which serves as the academic authority of the University. The Senate has responsibility for maintaining the academic standards of the University and for the regulation and superintendence of the education of students prescribed in the Statutes. It is also charged with exercising direct control over academic matters of central importance to the University: determining academic policy, setting conditions for admission and the granting of degrees, authorising and supervising courses and curricula.

STUDENT ENROLMENT

The student body of UB, numbering approximately 5,000, comprises 19 nationalities including The Bahamas and other countries across the Caribbean, North America, Africa, Central and South America, Europe and Asia.

Enrolled Students (Fall 2020)

Total: 4,575
Males: 1,201 (26%)
Females: 3,374 (74%)

First-Generation Students (Fall 2020)

Yes: 1,630 (31%)
No: 2,411 (45%)
No Data: 534 (24%)



STUDENT LIFE

UB is committed to a student-centred philosophy that embraces a vibrant and diverse academic and social community where developing good character is central to the institution's mission. Student development programmes are socially relevant and nurture students who are committed to volunteerism and community- and nation- building.

The Student Government Association (SGA) is the official voice of University of The Bahamas students. The goal of SGA is to serve and protect the rights of UB students, to advocate for and promote the welfare and interests of the UB student body, to represent the student body on University committees, administrative and academic bodies and to keep members informed of matters related to their common interests. SGA also strives to foster within students a sense of responsibility and pride.



RESEARCH

Emphasising the distinction placed on the creation of new knowledge, the University has, over the years, been systematically building a sound research base and has strengthened both expertise and capacity.

Research work has involved collaborations with international and regional agencies such as the United Nations Development Fund for Women (UNIFEM), the Pan American Health Organisation (PAHO), the United Nations Educational, Scientific, and Cultural Organisation (UNESCO), the International Labour Organisation (ILO), the International Organisation for Migration (IOM), the United States Environmental Protection Agency (USEPA), the Economic Commission for Latin America & the Caribbean (ECLAC) and the Caribbean Agricultural Research and Development Institute (CARDI). In the national context, research partners have included government ministries and public and private agencies. Internationally, University of The Bahamas has articulation and exchange agreements with countries around the world.

A leading research publication of the University, the International Journal of Bahamian Studies (IJBS) is a scholarly peer-reviewed journal published annually. The IJBS commemorated its 20-year research legacy in 2020. The journal features original research on The Bahamas or with significant Bahamian content as well as research of regional or comparative interest. Each volume includes a mix of articles, based on scientific and sustained analytic inquiry, book or media reviews of scholarly interest and advocacy papers.

Climate Change Adaptation and Resilience Research Centre

Established in November 2019, the Climate Change Adaptation and Resilience Research (CCARR) Centre is a hub for research on the human dimensions of climate change from a small island developing state (SIDS) perspective. The centre was established after Hurricane Dorian, one of the most destructive storms on record, which caused massive devastation on the islands of Grand Bahama and Abaco.

A fundamental part of its work is collaborations with public and private sector agencies on effective policy development as well as education and outreach with public and international organisations. The CCARR Centre's research focuses on adaptation, loss and damage, and comprehensive disaster risk management.

Government and Public Policy Institute

The Government and Public Policy Institute (GPPI) serves as a linchpin for UB in the development of sound public policy and rigorous research. The Institute promotes critical discourse, inquiry and engagement on national governance, constitutional reform, human rights, equality and democratisation. It also monitors and provides advice on the National Development Plan and The Bahamas' implementation of the Sustainable Development Goals. A critical part of GPPI's work involves collating and disseminating Key National Economic Performance Indicators (KNEPI) as well as producing annual forecasts in collaboration with the Department of Statistics and the Central Bank of The Bahamas.



CAMPUSES AND CENTRES

From its inception, the University has deliberately extended its capacity to increase access to higher learning and continuing education throughout the Bahamian archipelago and beyond. Consequently, the institution has expanded its territory and reach.

The principal location in New Providence is the urbanised, 63-acre Oakes Field Campus where the majority of the student population is enrolled. A much smaller enclave, the Grosvenor Close Centre is located on Shirley Street near to downtown Nassau and houses the Nursing and Allied Health Professions academic unit. In Grand Bahama, University of The Bahamas-North serves as a critically important higher education access point for the northern Bahamas in particular. Since Hurricane Dorian ravaged the former UB-North campus in East Grand Bahama in September 2019, operations have been temporarily relocated to the University's Continuing Education and Lifelong Learning (CELEARN) premises in Freeport, Grand Bahama. The Gerace Research Institute on San Salvador is a nucleus for the academic and research activities of faculty and students from

around The Bahamas and the world. Visiting groups from the United States, Canada, the United Kingdom, and the European Union conduct field education in geology, archaeology, and marine biology.

Over the years, the institution has expanded and upgraded its infrastructure to adequately meet the growing and dynamic needs of the University community. The physical footprint of the Oakes Field Campus has changed tremendously in recent years. The campus now features a formal entrance and driveway off the renamed University Drive leading to several of the university's newest facilities including the Franklyn R. Wilson Graduate Centre and G.T.R. Campbell Small Island Sustainability Research Complex. Ground was broken in January 2020 for the University's Residence and Multipurpose Complex, a projected \$95 million project being advanced through a public-private partnership. In Fall 2020, the Government of The Bahamas transferred a nearby three-acre parcel of land to the University's possession, further expanding the Oakes Field Campus.



ATHLETICS

The UB Mingo's Athletics programme has grown remarkably over the years, producing a number of world-class athletes. It comprises the following internationally competitive, varsity teams:

- Men's and Women's Track and Field Indoor/Outdoor;
- Men's and Women's Cross Country;
- Women's Volleyball;
- Women's Softball;
- Men's Basketball;
- Men's Soccer; and
- Men's and Women's Judo.

UB was home to The Bahamas' top heptathlon record holder Ken Mullings Jr., an education major, who earned the title in January 2020. Mullings is also ranked number two in the world while UB student-athlete Kendrick Thompson is ranked number three in this discipline globally.



INDUSTRIAL RELATIONS

There are three registered trade unions which represent the interests of employees within their bargaining unit. The Union of Tertiary Educators of The Bahamas (UTEB) serves the faculty, the Bahamas Public Services Union (BPSU) serves the staff and the Public Managers Union (PMU) serves the middle managers, excluding senior staff.

FINANCE

The University's operating expenditure for the 2020/2021 fiscal year is budgeted at \$60.1 million. Among the revenue items are a subvention from the Government of the Commonwealth of The Bahamas (\$31.2 million); tuition including the Government Tertiary Grant (\$20.7 million); fees (\$3.1 million) and other income (\$1.2 million).

INSTITUTIONAL ADVANCEMENT AND ALUMNI AFFAIRS

For the fiscal year ending 30th June 2020, UB secured over \$4,862,903.03 in cash, pledges, payments on previous pledges and in-kind donations, a 148% increase over the previous fiscal year. This is a remarkable achievement in a country where the culture of personal giving and gift stewardship for university education is relatively new.

UB faculty, staff and alumni also contribute regularly to the Annual Fund. As of 30th June 2020, the University Endowment totalled \$3.8 million and continues to grow. A strong endowment is vitally important to further developing a robust University.



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Priorities

The university's major priorities for its continued development under the leadership of its next President revolve around continued progress in its strategic planning to fully execute the UB Act of 2016, assess and prepare for a post-COVID-19 world, and build a university community united around its efforts at nation building. The devastation to the nation and to the university of Hurricane Dorian, followed by the economic impact to central economic drivers of COVID-19 require serious, immediate, and focused attention to these priorities.

- Key to the immediate and long-term future of University of The Bahamas is a dramatic and focused increase in fundraising to meet critical needs and move measurably toward independence.
- As COVID-19 has simultaneously driven the university to online and remote instruction, the pandemic has also revealed major shortcomings in the university's technological infrastructure and the nation's cyber access. The next President must move swiftly to address these matters in collaboration with government and well-resourced partners.
- The next President must continue to work toward building a more inclusive community of its faculty, students, staff, and alumni focused on enabling the university to play its full role as a major component of Bahamian nation-building.

- Building consensus around the university's strategic plan and the Board of Trustees' vision to achieve accreditation and enhance its international presence is critical in the next era of the university's life.
- The next President must enable the university's curricula and programmes to become more aligned with the needs of current and anticipated future business and to be more responsive to internationalisation and the global disruptions in higher education.

Opportunities

More so than any other institution of higher education in the Caribbean, University of The Bahamas occupies a strategic physical and cultural location at the gateway to the Americas and to the Caribbean. As such, there are many opportunities for the university to become the institution of choice in the larger region and an attractive alternative to the Americas, both north and south. These opportunities, in turn, enhance the capabilities for national development and growth.

- Championing the strategic plan can be the point around which a new President can build community and create universally focused work. Advancing the strategic outcomes will lead to resource improvements for all stakeholder groups.

- An addition to the strategic plan can be the development of a plan for rebuilding other campuses and establishing centres on additional islands.
- The next President has an opportunity to systematically change the public narrative for the university from one focused only on teaching to one that includes research and development.
- Systematic development of research and development capacity is a necessity.
- Development to international university status has been a long-term quest for The Bahamas. The next President can enhance understanding of the mission by elucidating that history.
- The next President can work to align the curriculum with global and local job demand, evolve the curriculum, and address gaps related to national needs.
- The university must systematically continue accreditation pursuits as a barometer of its rise to strong international status.
- The next President must continue engineering major improvements in all student services and student serving facilities and infrastructure.
- The next President should assure that the leadership team has full capacity to operate the major components of the university, enabling the President to become a more visible leader in the community and available as well for engagement in economic development with business and government partners.
- The President should immediately seek to build partnerships with organisations and businesses that can enable an expanded curriculum with practical components.
- The university must become able to connect strategies to results, particularly to graduation rates and job market and advanced study entry.
- The curriculum must be structured to take the nation beyond tourism and the current configuration of financial services. Developing a broader economic footprint is an essential aspect of national growth.
- The next President must better engage alumni and see initial student entry as the beginning of the development of consciousness and responsibility as an alumni(ae).
- The next President must take the opportunity to build the university as the central developer, purveyor, and preserver of Bahamian culture.
- The university must place students as the central point of importance in all that the university does, with this focal point galvanising faculty, staff, and alumni to unified purpose.
- The next President must carefully manage expectations that tend to outweigh resources and work with great transparency and open communication to avoid unnecessary rifts in the community.
- The President must make the public, intellectual voice of UB heard and in this light continue to increase the recognition and utilisation of the talents and capability of the faculty, staff, and students for building national capacity.

Qualifications and Attributes

The next President will preferably possess a terminal degree and present a record of success as a leader in a higher education setting.

In addition, the following qualities and attributes are desired:

Leadership

- Direct experience fostering a learning environment in which academic rigour leads to successful learning outcomes, particularly in a smaller, multi-campus university setting where hands-on Presidential leadership is essential;
- A collaborative leadership style, demonstrated through the ability to function as a team builder and a team player; a unifier and convener;
- The style and experience of a planner and a doer; someone who takes pride in assembling the right team, setting clear, measurable goals, and achieving success;
- The ability to champion and lead “smart” growth; ingenuity and creativity to support education that aligns with market demands;
- Experience building and motivating—the capacity to inspire;
- Demonstrated record of strategic, student-centric thinking and innovation;
- Ability to foster consensus and also be decisive when appropriate;
- A deep appreciation for and understanding of Bahamian culture, with a clear sense of how business is conducted in this environment and how education can be delivered effectively across the archipelago;
- Courageous leadership and the ability to balance competing priorities and constituent needs.

Relationship Building

- The ability to build trust and respect across multiple constituencies (students, parents, alumni, faculty, administration, unions, trustees, community, and strategic partners);
- The ability to develop and nurture partnerships with external leaders and organisations;
- Diplomacy and political savvy that advances the university’s goals both internally and externally; and
- A style that is engaging both locally and globally and that draws key partners to partner with the university.

Fundraising

- Demonstrated successful experience in significant institutional fundraising;
- Energy and vitality to convey the UB vision to inspire transformative gifts and the ability to positively influence various donor constituencies; and
- Experience building and supporting a robust Advancement function at the university level.

Business Acumen

- Experience operating a complex, educational organisation;
- Experience in leading data-informed decision-making;
- Transparent oversight and strategic leadership of budgets and financials to build and sustain financial stability and resilience;
- Successful management of human resource issues, including succession planning, in higher education;
- Understanding of marketing and enrolment management functions in a highly competitive education marketplace;

- Strategic planning/implementation experience at an academic institution;
- Mastery of marshalling resources, organisational structure, and technology to optimise delivery of programmes and services;
- Experience with facilities/infrastructure development and refurbishment, particularly in the aftermath of 2019's Hurricane Dorian; and
- The ability to build the university's research capacity to support economic development and nation-building for The Bahamas.

Communication Skills

- The ability to comfortably interact with faculty, staff, students, and partners in a variety of settings, respectfully and appropriately engaging in the processes of teaching, learning, and research;
- Strong interpersonal skills;
- A genuine desire to be a visible leader and engage people where they are; and
- Outstanding verbal and written communication skills.

The Application Process

To assure best consideration, applications and nominations should be received by April 19, 2021. The application should include:

- Letter of interest describing relevant experience;
- Complete CV or resume; and
- Names and contact information (telephone and e-mail) for five professional references, none of whom will be contacted until a later stage of the search or without the formal permission of the candidate.

All inquiries, nominations, and applications will be held in the strictest confidence. Following campus visits by finalists, if circumstances permit given the pandemic, the University of The Bahamas Presidential Search Committee will conduct interviews and make the final selection.

The search is being assisted by AGB Search. Inquiries and nominations should be directed to:

- Dr. Melissa Trotta, Associate Managing Principal
melissa.trotta@agbsearch.com or (202) 380-8927
- Dr. Carlton Brown, Executive Search Consultant
carlton.brown@agbsearch.com or (912) 247-8661

Candidates are invited to speak with the consultants before submitting an application. Applications should be submitted electronically in Word or PDF format to:

UBPresident@agbsearch.com. For more information about University of The Bahamas, go to <https://www.ub.edu.bs/>.

