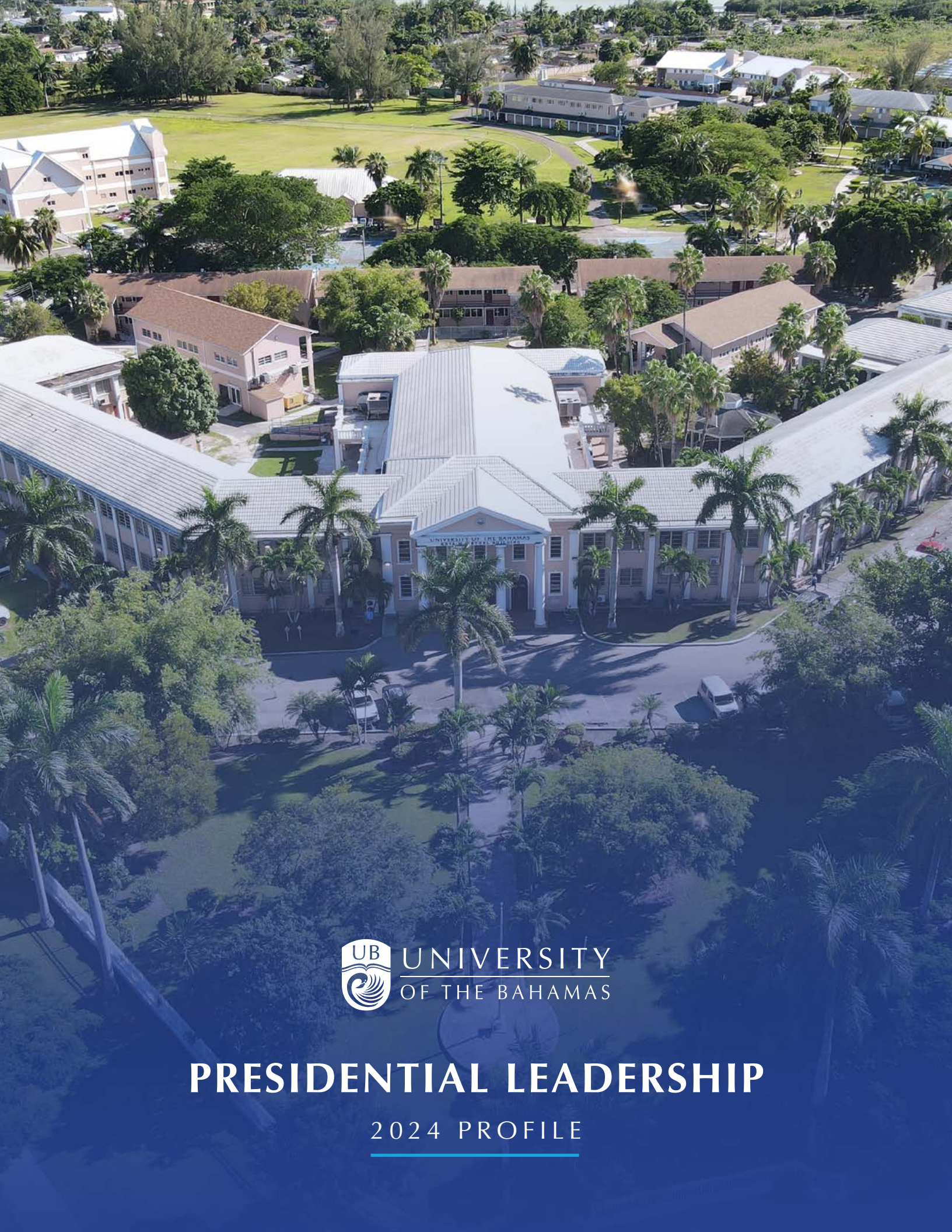


UNIVERSITY OF THE BAHAMAS

PRESIDENTIAL LEADERSHIP

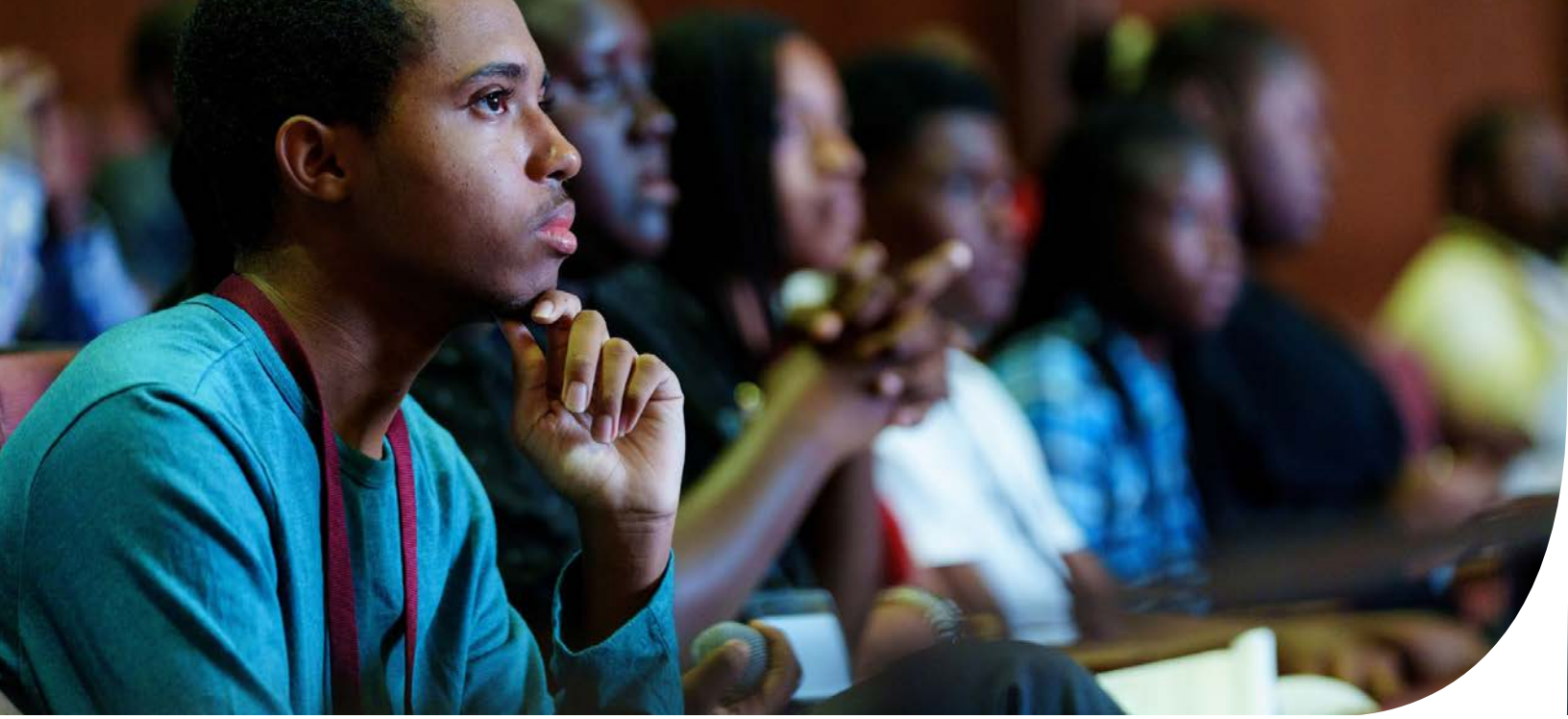
2024 PROFILE

UB graduates of the School of Tourism, Hospitality, Culinary Arts and Leisure Management at the Spring 2024 Commencement Ceremony.

Introduction

The Board of Trustees of University of The Bahamas (UB) announces an intensive search for the next President of UB, inviting applications and nominations for this exceptional leadership opportunity. As UB celebrates its remarkable 50th anniversary this year, the university is poised for extraordinary growth.

The Board seeks a transformational leader who can build upon the university's strengths, execute its strategic priorities and deliver results critical to the nation. The new President will be engaged across multiple stakeholders, both internal and external, and will be expected to advance the university's mission of supporting and driving national development.



Institutional Overview

University of The Bahamas is the national university of the Commonwealth of The Bahamas. It is a publicly funded university with a mission deeply rooted in national development. UB delivers education, research and service aimed at driving national transformation, enhancing global competitiveness, and generating innovation.

In its 50th year, the university has expanded its focus to include continuous quality improvement, demonstrated by its commitment to achieving national and international accreditation.

VISION

University of The Bahamas will be the nation's primary resource for research & 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 the university 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.

nearly
4,500
students enrolled

over
22,000
alumni

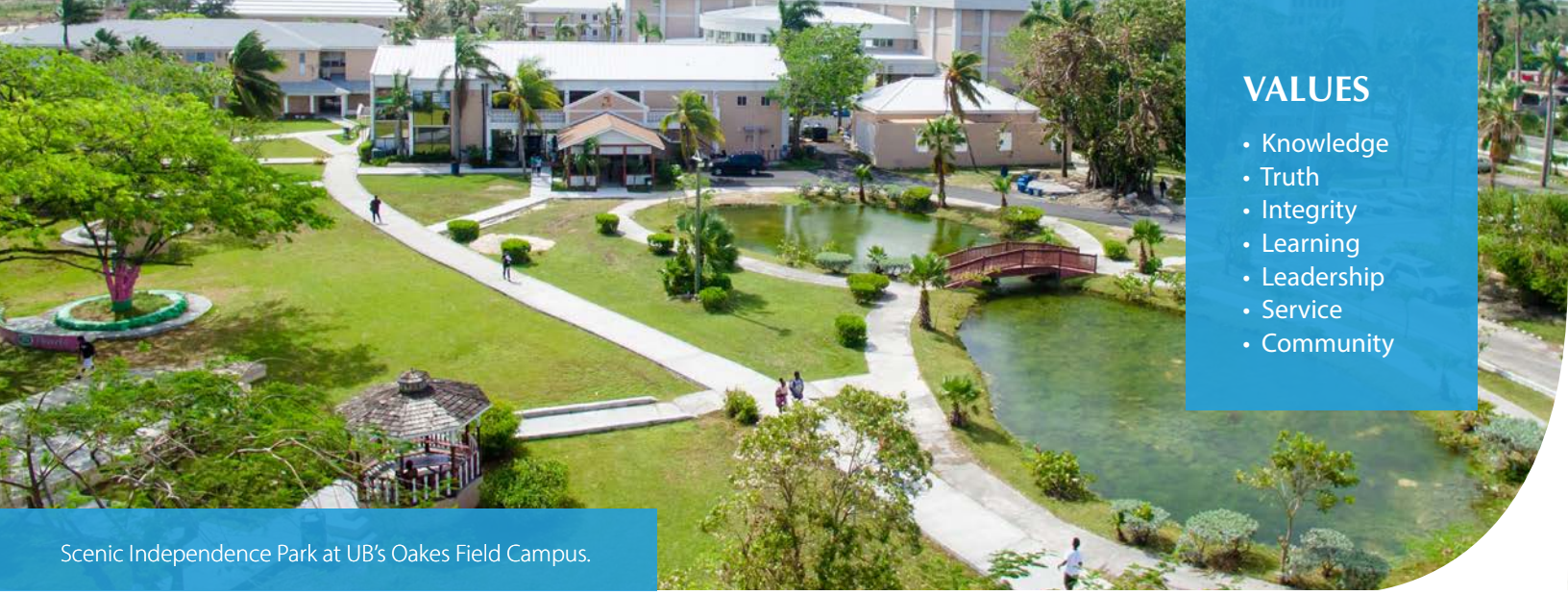
415
faculty (full-time and part-time)

407
staff

approximately
60
academic programmes

4
locations

Fall 2023 data*



Scenic Independence Park at UB's Oakes Field Campus.

VALUES

- Knowledge
- Truth
- Integrity
- Learning
- Leadership
- Service
- Community

STRATEGIC PRIORITIES

1 EXPANDING EXCELLENCE
Achieving new horizons in quality.

2 COMMUNITY AND ECONOMIC IMPACT
Responding to national need through public sector, civic and industry engagement.

3 SUPPORTING STUDENT SUCCESS
A holistic approach to serving our students.

4 INTERNATIONALISATION
Engagement in the global higher education community.

5 RESEARCH AND INNOVATION
Advancing The Bahamas through robust data collection, inquiry, and visioning for the future.

6 INSTITUTIONAL TALENT GROWTH
Leadership cultivation and optimisation.

LOCATIONS

The Commonwealth of The Bahamas is an English-speaking archipelagic nation, comprising approximately 30 inhabited islands spread over about 100,000 square miles of the Atlantic Ocean, just north of the Caribbean Sea.

Oakes Field Campus
University of The Bahamas' main campus, the Oakes Field Campus, is located in Nassau on the island of New Providence. UB also offers services at three other sites.

Grosvenor Close Centre
UB offers nursing education at the Grosvenor Close Centre, located next to the Princess Margaret Hospital, also in Nassau.

UB North
UB delivers education and research at UB North, located in Freeport on the island of Grand Bahama. UB North itself is divided on two sites, one is the primary instructional site in downtown Freeport and the other is a research field station located further away.

Gerace Research Institute
Finally, UB also operates the Gerace Research Institute, a field-based educational and research operation on the island of San Salvador. This institute attracts scholars from around the world to study archaeology, biology, geology, and marine science.

Official opening ceremony for the College of The Bahamas held in January 1977.

History

Esablished in 1974. University charter in 2016.

UB stands at the forefront of nation-building in The Bahamas. Fifty years ago, The Bahamas gained independence and established UB's predecessor, The College of The Bahamas (COB), by merging the Government High School's sixth form, the Bahamas Teachers' College, the San Salvador Teachers' College, and the C.R. Walker Technical College through an act of parliament in 1974. COB was always intended to become University of The Bahamas. By 1976, a presence was established in Grand Bahama to address the higher education needs of the island and the Northern Bahamas.

Initially focused on A-level instruction, the institution expanded to offer associate degrees in science, social sciences, and humanities. Teacher education evolved from diplomas and certificates to baccalaureate degrees in collaboration with the University of The West Indies (UWI). An Associate of Arts in Nursing was introduced in the early 1980s. In 2000, the Bahamas Hotel Training College merged with the institution, forming the School of Hospitality and Tourism Studies, now the College of Tourism, Hospitality, Culinary Arts, and Leisure Management. That same year, a Bachelor of Laws in conjunction with UWI and a Bachelor of Pharmacy with the University of Technology, Jamaica, were introduced. The university now offers a baccalaureate degree in nursing and its own law programme among a broad range of more than 60 others.

In 2001, the first graduate programme, a Master of Education in School Counseling, was launched in collaboration with Kent State University. Graduate programmes expanded with international partners to include teaching, library and information science, special education, educational administration, and early childhood and elementary teaching. The first independent graduate degree, a Master of Business Administration (MBA), was introduced in 2010, followed by a Master of Science in Reading with a concentration in Inclusive Education. Today, UB offers graduate degrees in six MBA concentrations, counseling, and reading with inclusive education.

The University of The Bahamas Act, 2016, marked the institution's transition from COB to UB, a long-anticipated vision. While publicly funded, UB is an independent and autonomous institution, combining a rich history with an unwavering commitment to excellence.

Academics

Developing and delivering academic programmes of national relevance and global significance as a nationally- and internationally- accredited university is one of the highest priorities. Initially, the institution offered mainly certificate and associate degree programmes, but today, the majority of graduates are earning baccalaureate degrees, while the range and number of post-graduate certification opportunities are steadily increasing. In the 2024 Commencement Class of 654 persons, 82% (538) earned bachelor degrees.

Academic programmes are intended to enhance national capacity in crucial areas, foster innovation, and support sustainable development. Further, UB North is poised to become a centre of excellence in STEM (Science, Technology, Engineering and Math) and the hub for the future College of Marine and Environmental Sustainability. At UB, academic programmes are organised under the following:

COLLEGES AND SCHOOLS:

Business
- School of Business

Liberal and Fine Arts
- School of English Studies
- School of Communication and Creative Arts

Pure and Applied Sciences
- School of Chemistry, Environmental and Life Sciences
- School of Mathematics, Physics and Technology
- School of Nursing and Allied Health Professions

Social and Educational Studies
- School of Education
- School of Social Sciences

Tourism, Hospitality, Culinary Arts and Leisure Management
- School of Tourism, Hospitality, Culinary Arts and Leisure Management

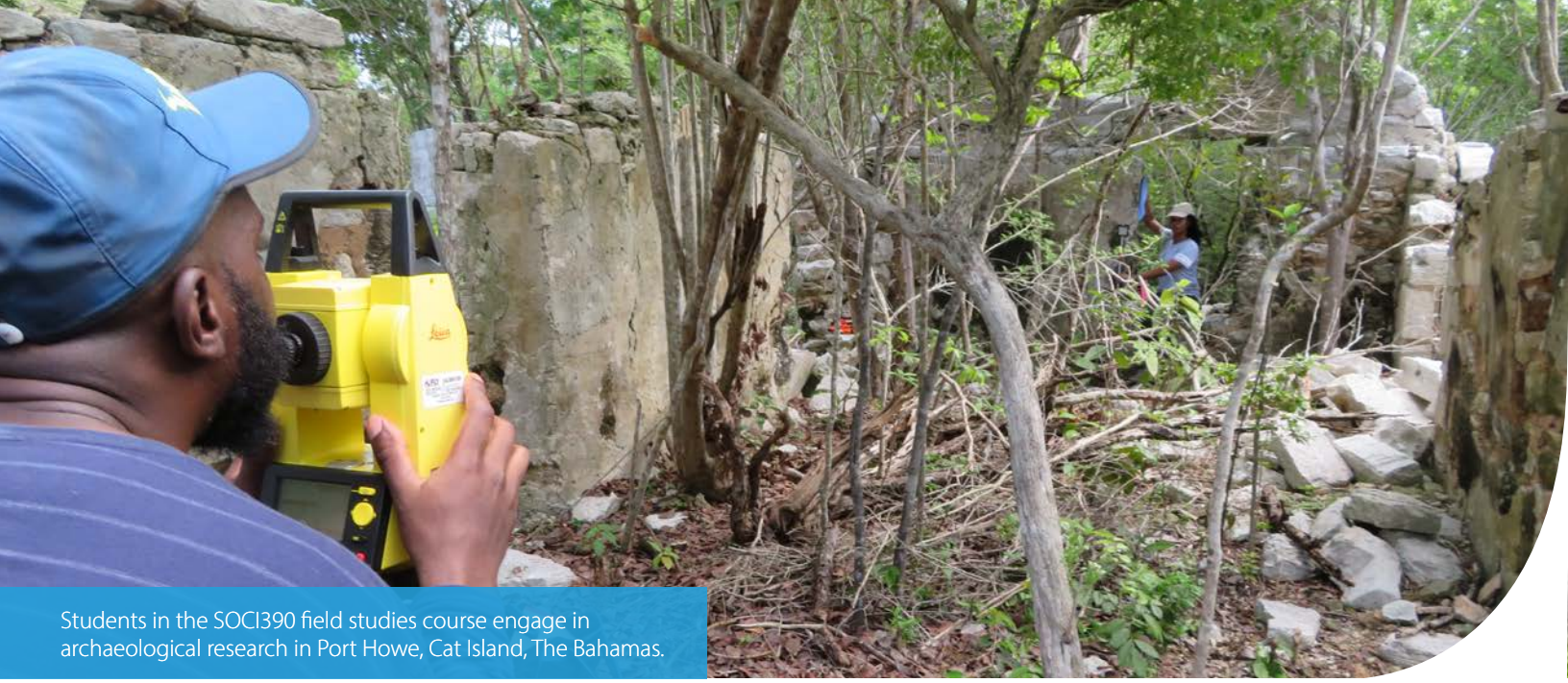
GRADUATE PROGRAMMES

Upcoming graduate programmes in law, nursing and teaching will join the current offerings of graduate degree programmes delivered under the College of Graduate Studies and Research. These include:

Master of Business Administration with concentrations in:
- Accounting
- Leadership
- Entrepreneurship and Innovation
- Financial Decision-Making
- Event Management
- Hospitality Management

Master of Science in Reading with a concentration in:
- Inclusive Education

Master of Science in Counselling with concentrations in:
- Mental Health Counselling
- School Counselling



Students in the SOCI390 field studies course engage in archaeological research in Port Howe, Cat Island, The Bahamas.

Research

Research has enduring implications for national development and innovation. Over the years, UB has been systematically building a sound research base that involves students and faculty working independently and collaboratively with partners.

For instance, the Government and Public Policy Institute (GPPI) has a national mandate to bolster sound public policy and research through critical discourse, inquiry and engagement on national governance, constitutional reform, human rights, equality and democratisation. GPPI also monitors and provides advice on national development policy and planning, and The Bahamas' implementation of the United Nations Sustainable Development Goals.

The International Journal of Bahamian Studies, an annual publication with 30 volumes, is UB's scholarly, peer-reviewed journal which features original research on The Bahamas or with significant Bahamian content as well as research of regional or comparative interest. Faculty and students are also widely published in other international journals, expanding new knowledge for the benefit of mankind.

Since 1971, the Gerace Research Institute in San Salvador has been an epicentre for scientists from all over the world to conduct varied research in archaeology, geology, ecology and biology.

Research studies in East Grand Bahama, The Bahamas.

Some of the senior administrators on the Executive Leadership Team.

University Governance

and Senior Administration

UB embraces a collaborative governance structure where the Board of Trustees plays a pivotal role. The Board is entrusted with the general direction and oversight of the university's affairs, ensuring its mission and vision are realised. Its responsibilities encompass determining the strategic direction and setting policies that shape UB's future. The Board also approves the annual business plan, budget, and audited accounts, sets tuition and room and board fees, devises a comprehensive risk management strategy, and rigorously reviews and monitors the university's management and performance.

The President, who reports to the Board of Trustees, serves as the Chief Executive Officer of the university and heads the Executive Leadership Team comprising the following:

- Executive Vice President and Vice President, UB North
- Provost and Vice President, Academic Affairs
- Vice President, Human Resources
- Vice President, Finance and Chief Financial Officer
- Vice President, Advancement and Alumni Services
- Vice President, Enrolment Management and University Athletics
- Vice President, Technology Services
- Vice President, Student Services

Elected members of staff, faculty, students and administration make up the Academic Senate, 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. This shared governance structure ensures that UB remains dynamic, resilient, and forward-thinking.

Students of the Classical Cuisine course and faculty in the School of Tourism, Hospitality, Culinary Arts and Leisure Management following a cooking demonstration by celebrity Chef Marcus Samuelsson and UB alum chefs.

Our Students

STUDENT ENROLMENT

UB has a diverse and vibrant student body of nearly 4,500 students (Fall 2023), with a female to male ratio of 3:1. This number includes students from 22 countries, reflecting the university's global reach. The vast majority of students (71%) are enrolled in baccalaureate degree programmes versus 8% in associate degree programmes, a testament of the evolution from a two-year, degree-granting institution. Of the total student enrolment, 37% are first-generation university students. Further, 4,083 students are enrolled at the Oakes Field Campus in New Providence while 388 are enrolled at UB North in Grand Bahama.

The UB alumni network is a powerful force, with over 22,000 graduates making significant contributions across various sectors. UB alumni are trailblazers in industries and both the public and private sectors, driving socio-economic progress in The Bahamas and beyond. Notably, 36% of the Members of Parliament and Senators in the legislative branch of the Bahamian government are UB alumni. Furthermore, 67% of the Executive Leadership Team at UB are proud graduates of the institution, underscoring the university's role in shaping the nation's leaders.

STUDENT LIFE

At the heart of UB is a dedication to nurturing the wellbeing of our students and a desire to see them reach their fullest potential in a dynamic global society. Our operations are student-centred aimed at providing the best support to help them succeed, graduate and pursue their dreams.

Student life complements academic programmes so that strong leadership and responsible citizenship is cultivated in our students and a critical aspect of national development is achieved by imbuing our students with a clear sense of Bahamian history and future possibilities.

From day one, students are cultivated as proud UB Mingoes; scholars who put their best foot forward and aspire for excellence. Students are a part of the collective governance of UB as representatives sit on the Board of Trustees and are in the Academic Senate. The Student Government Association (SGA) is the official voice of the student body, advocating for and promoting the welfare and interests of students. Student leadership is also nurtured through a diverse range of clubs and organisations plus community outreach and engagement. Greek life is also vibrant at UB and fosters camaraderie and volunteerism.

Student housing is available only at the Oakes Field Campus for roughly 50 students, and there are plans to expand the residential capacity. To build community, various intramural sports programmes are also offered.

The student experience is varied and although UB offers national access, students are afforded global experiences. Since 2007, students have been able to study abroad at other universities in North America, Central America, and Europe, thus expanding their global horizons.

The Government of the Commonwealth of The Bahamas offers excellent scholarship support for students, supplemented by additional private scholarship opportunities to facilitate enrolment and degree completion.

ATHLETICS

With a rising national and international profile, the UB Mingoes Athletics programme has become a powerhouse in intercollegiate athletics. The programme attracts top student-athletes, quite a number of whom have represented the university and The Bahamas in national, regional and international competitions. With anticipated improvements like increasing the complement of full-time coaches and increased international competition, UB aims to make application for the National Association of Intercollegiate Athletics.

Internationally competitive, varsity teams include:

- Men's and Women's Track and Field (Indoor/Outdoor)
- Men's and Women's Cross Country
- Men's and Women's Golf
- Men's Basketball
- Men's Soccer
- Women's Volleyball

Operations

LABOUR 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 administrators.

FINANCE

The university's operating expenditure for the 2023-2024 fiscal year is budgeted at $64.4 million. Among the revenue items are a subvention from the Government of the Commonwealth of The Bahamas ($31 million); tuition including the Government Tertiary Grant ($17.3 million); budgeted fees ($5.9 million); and other income ($3.6 million).

ADVANCEMENT AND ALUMNI SERVICES

For the fiscal year ending 30th June 2023, UB had secured over $5.8 million in cash, pledges, payments on previous pledges and in-kind donations within a steadily growing culture of philanthropy. This generous private giving from individuals, companies, corporations, and foundations goes beyond merely supporting student scholarships; it addresses crucial needs such as books, meal plans, technology, and educational supplies, including instruments and culinary kits.

The dedication of UB faculty, staff, alumni, and other donors to the Annual Fund underscores their commitment to the University's mission. As of July 30, 2023, the university's Restricted Endowment totaled approximately $4.5 million.

UB alumni continue to give back in multifaceted ways, from providing mentorship and participating in collaborative outreach initiatives to corporate and private donations. Their steadfast moral support and contributions are a testament to their enduring loyalty and dedication to their beloved alma mater, ensuring UB's legacy of excellence continues to thrive.

Presidential Opportunity at University of The Bahamas

This presidential opportunity arrives at a pivotal moment in the history of the Commonwealth of The Bahamas and the development of University of The Bahamas as the nation celebrates 51 years of exceptional post-colonial progress and the 50-year legacy of the former College of The Bahamas, now University of The Bahamas. This transformation reflects the vision of the nation's founders, who envisioned a beacon of higher learning and progress.

UB plays a central role in the nation's continued development. This includes providing educational opportunities that elevate economic, civil, governance, intellectual, and cultural advancements. Additionally, the university must offer research and policy leadership to inform progressive decision-making in government, cultural and civil growth, economic development, and international relations. It is also expected to lead national dialogues on identity, history, and global positioning. The institution must embody the aspirations and unspoken longings of the Bahamian people to reach the pinnacle of their potential and thrive, acknowledging the nation's history from the slave trade and colonialism to independence.

Thus, UB seeks an exceptional leader who can shape and realise these aspirations. This visionary leader must understand the culture and workings of both the nation and the university, positioning its actions and growth to fulfill the dreams of its founders. This role requires a blend of practical and spiritual insight, capable of guiding the university in its mission to advance the nation's progress.

EXPECTATIONS

As the national university, UB serves every citizen of the Commonwealth of The Bahamas, spanning all social strata, islands, government levels, businesses, civil/social organisations, and educational institutions. The expectations for leadership reflect the diverse needs and aspirations of these stakeholder groups. The successful candidate for the presidency must demonstrate the ability to articulate a clear vision aligned with the university's strategic priorities and national development goals. This leader must have a proven track record of transformational leadership and innovative approaches to institutional work, alongside a deep appreciation for Bahamian progress and the historical vision that established the College of The Bahamas and subsequently University of The Bahamas.

The next president must foster synergies between the university, academia, businesses, and the nation's developmental needs. This role demands responsiveness to global trends, balanced with the unique challenges of small island development and climate change.

The president must quickly acclimatise to Bahamian and university cultures to craft effective engagement and change strategies. Articulating and implementing strategies for greater stability, accountability, transparency, and efficiency is essential. The University of The Bahamas Act, 2016 enshrines the university charter, but it is imperative that the president exercises strong leadership to fully realise and chart a path to operationalise the university.

PRIORITIES

The Board of Trustees and stakeholders have articulated a clear vision for the future, setting forth absolute priorities that the incoming president of UB must be prepared and capable of addressing immediately. These priorities are critical to the growth of a national university and its role in national development.

Aggressive pursuit of national accreditation by the National Accreditation and Equivalency Council of The Bahamas (NAECOB) and international accreditation by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC): Achieving this accreditation is essential as SACS represents the most rigorous and relevant accrediting body in the Americas. International validation will significantly bolster the university's capacity to develop more effective global partnerships, access greater external funding, and solidify the university's place in the community of research institutions.

Under the leadership of its president, UB will play a more

active role in national development: The institution is committed to providing programmes that will drive the continued growth of the archipelago's workforce at all levels. This involves equipping students with the necessary skills and knowledge, engaging in research, data analysis, and the practical application of findings to address the nation's most pressing issues. The university will serve as a critical source for policy development, advocacy, and a forum for national deliberation on key economic and civil society matters.

Pursue greater compatibility and correspondence between the workforce needs of the nation and the programmes, degrees, certificates, and licensure preparation provided by the university: The Commonwealth of The Bahamas seeks to build a more indigenous workforce and create sustainable job and business opportunities for its citizens. Therefore, the university must ensure that its offerings are aligned with the evolving demands of the job market, empowering Bahamians to thrive in a competitive global economy.

Create greater gender balance in university enrollments and in schooling outcomes generally: This effort is vital for ensuring equal opportunities, harnessing the full potential of the nation's human capital and contributing to a more inclusive society.

Enable UB to provide maximal and reliable learning opportunities to all Bahamians from all locations: This will ensure that high-quality education is accessible to everyone in the archipelago. This inclusive approach is fundamental to the university's national development mission.

OPPORTUNITIES

In addition to the definitive and critical priorities that the Board of Trustees has established for the university and its incoming president, there are several other very important opportunities for success. These opportunities are crucial for economic development, supporting and preserving Bahamian culture, student welfare, accountability, and faculty development.

Addressing the Consequences of Rapid Growth and Siloed Structures: The rapid growth of the university, coupled with the unprecedented challenges of climate change and evolving demands, has led to a sense of disconnection among persons and entities. The incoming president has the opportunity to develop a unifying vision that can galvanise faculty and staff across campus units towards common strategic goals.

Revitalising University of The Bahamas North: The devastation of UB North in East Grand Bahama by Hurricane Dorian in 2019 left a significant gap in the university's presence on that island. While reconstruction is currently underway in a new downtown location, the incoming president's engagement will be essential to driving increased enrolment and stabilising the academic and research programme of UB North.

Initiating a Comprehensive Programme Review: The incoming president should consider initiating a broad-scale review of academic and practical offerings to achieve several key objectives:

1. Assuring that all programmes meet rigorous standards, that they are efficiently and effectively managed and are academically and financially sustainable.
2. Determining responsiveness to workforce needs.
3. Identifying workforce needs not currently met by university programmes.
4. Expanding programme offerings beyond the traditional baccalaureate and master's levels to include shorter, more skill-based offerings.

Increasing Research Performance: The university has been successful at offering quality university education at both the undergraduate and graduate levels; it now needs to expand its research capacity and output.

Expanding Educational Access: The demand for education in the Commonwealth of The Bahamas exceeds the university's current capacity. The next president should explore ways to expand the university's presence throughout the archipelago and develop a stronger online programme for degree and certificate offerings.

Engaging with Governmental and Business Entities: Addressing the talent and youth drain currently affecting the nation is a pressing concern. The incoming president can engage with governmental and business entities to create initiatives that retain young talent within the country by fostering partnerships and developing programmes that align with national needs.

QUALIFICATIONS AND ATTRIBUTES

The successful candidate for the position of President of UB must exhibit and provide evidence of the following key skills, talents, experiences, and capabilities. While many more can be listed, the ones listed here are critical and absolute.

Leadership

- Experience leading and managing complex organisations, such as multi-campus systems, multi-site, or diverse setting organisations.
- Demonstrated success in inclusive and collaborative change management.
- Evidence of vision articulation and implementation that galvanise faculty, staff, and student engagement and commitment.
- Example(s) of utilising process review and renewal processes for service and efficiency improvements.
- Experience as policy advisor and advocate to government, boards, and civil society.
- Demonstrated success in building and leading high-performing teams.
- Demonstrated success in fiscal management and oversight in complex organisations.
- Evidence of successful engagement with accreditation processes and/or other external organisation validation structures.

- Evidence of capacity to assess and improve institutional infrastructure and systems including digital platforms.

Fundraising and Fund Management

- Experience raising funds and securing other resources from external sources to address both the core and evolving needs of the institution.
- Demonstrated success in managing and developing organisational or institutional budgets for increased efficiency and sustainability.
- Evidence of the capacity to develop and maintain effective partnerships for the benefit of the institution with government, civil organisations, and businesses.
- Demonstrated ability to develop or discover new sources of revenue within the institution's programmes, resources, and capabilities.
- Capacity to find new sources of revenue in the provision of new services and training to local and regional business and civic entities.
- Evidence of experience successfully leading capital or other major funding campaigns.

Relationships and Partnership Development

- Demonstrated ability to develop and maintain effective and successful partnerships beneficial to the university across government, business, and civic sectors.
- Experience in developing relationships that strengthen the university's impact on economic development.
- Proven capacity to grow more effective relationships with alumni and alumni organisations, including alumni in the Bahamian diaspora.
- Demonstrated ability to engage effectively and participate in leadership in economic development for the nation.

Institutional Development and Business Management

- Experience in driving institutional growth through increased enrolment and expansion of core activities
- Capacity to engage faculty in the growth of research and service activity.
- Experience establishing and monitoring effective and transparent accountability standards for all institutional sectors.
- Evidence that candidate has been able to streamline and simplify student-facing processes and systems, enabling faster and more responsive services.

Communication

- The next president of UB must determine the means to increase its capacity to communicate its work, vision, and purposes to the nation at large.
- The next president must facilitate ongoing, mutual dialogue between the university and key stakeholders in the economic sector, fostering a deeper understanding and alignment of national development needs.
- Internally, the university needs to establish better and more effective two-way communication with faculty and staff to create greater cultural and programmatic synergy in its work.
- The next president of the university should arrive with a network of appropriate and supportive entities around the world to enable greater growth for the university through funding, partnerships, and resource development.
- The incoming president should establish regular interactions with students, faculty, staff, and feeder entities (schools) to build a cohesive community focused on shared goals and national purpose.

THE APPLICATION PROCESS

This search is being assisted by AGB Search. To assure best consideration, applications and nominations should be received by **September 19, 2024**. All inquiries, nominations, and applications will be held in the strictest confidence.

Interested applicants should submit:

- 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 and without the formal permission of the candidate.

Candidates are invited to speak with the search consultant before submitting an application.

Submit to:
All application materials should be in PDF format and submitted through the AGB Search portal system at:
University of The Bahamas - President

Questions regarding the application process should be directed to UBahamasPresident@agbsearch.com. All inquiries, nominations, and applications will be held in the strictest confidence.

Nominations and inquiries should be directed to:

Dr. Carlton Brown
Executive Search Consultant
AGB Search
carlton.brown@agbsearch.com
(912) 247-8661

For more information about University of The Bahamas, go to www.ub.edu.bs.

www.ub.edu.bs