



UNIVERSITY OF THE BAHAMAS

President's Annual Report

2020-2021

A low-angle photograph of the University of the Bahamas building, showing its classical architecture with white columns and a pediment. The building is orange-colored. A large palm tree is visible on the left side of the frame.

UNIVERSITY OF THE BAHAMAS
KEVA M. BETHEL BUILDING



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MESSAGE FROM THE CHAIR

As in the previous year, the 2020-2021 academic year continued to experience the aftermath of two major shocks: the near destruction of the East Grand Bahama UB-North campus in the wake of Hurricane Dorian, followed by the need to focus on rebuilding; and the health calamity and associated economic fall-out from the COVID-19 pandemic. An added dimension to the 2020-2021 academic year was the need to conduct a search for the new president of the University to take office in 2022.

Despite various challenges, the Board, administration, faculty and staff continued to move forward with implementation of the 2019-2024 Strategic Plan for the University. The Board held several meetings with the appropriate authorities to address the institution's financial challenges. These meetings proved to be most fruitful and significant progress was made. In addition, significant progress was made toward completion of back audits along with the digitalization of all financial records, thus ensuring that all future audits will be current. The final stages of implementing the Banner Data Management System was timely, in that University personnel experienced a smooth transition to emergency remote operations and teaching, as a result of the global pandemic.

There were also transitions in the senior leadership. In the 2020-21 academic year, after successful searches, the positions of Vice President for Human Resources and Vice President for Finance and Business Enterprises were filled by Vochelle Ferguson and Arlington Hunter respectively.

Having learned many lessons from the need to teach and operate the University remotely, key decisions were made regarding the provision of access to education for students from anywhere in the world. For the first time, faculty were teaching remotely from five continents. Students were taking classes from all family islands and two international locations, Canada and France. The University made the decision to pursue the use of artificial intelligence to expand the teaching/learning modalities for faculty and students. Beginning in 2022, the University intends to implement the use of Virtual Reality and Augmented Virtual Reality in the delivery of teaching and learning modalities; thus, joining the vast majority of global academic approaches to the use of Alternative Learning Pathways.

As the outgoing Chair of the Board of Trustees, I am proud of the fact that we have moved the University through some of the most difficult of the foundation-building years of the University. This first Board of Trustees, approved the implementation of the University's first strategic plan, had oversight for the creation of the Board By-laws, and the First Academic Senate and also employed the first Ombudsman and General Counsel, among other initiatives.

On behalf of my colleagues, we thank the Bahamian people, faculty, staff and students, for the opportunity to be of service. We wish the new Board leadership every success, as we continue building University of The Bahamas.

Dr Jonathan Rodgers, MD

Chair

Board of Trustees



MESSAGE FROM THE PRESIDENT

As the University continues to adapt and respond to changes brought about by the COVID-19 pandemic, we have been thriving. We successfully graduated 575 students this year and recognized them in virtual and hybrid ceremonies. We hosted another thoughtful Sustainability Conference virtually, led by our UB-North campus. And, with donor support, we provided laptops to those students and members of faculty in need, an initiative that we will continue as long as there is need and essential partnerships with our donors and friends.

In 2020, I also started From the President's Desk, a short, weekly message to communicate my support to the University family, as we work, learn and live in these new times. The message I have been pushing the strongest is that we will not return to what the world was pre-COVID; we will grow into something better. We will not simply pick up where we left off; we will build on the innovation and new knowledge we gained and create a world that surpasses what we left behind in 2019.

Certainly, at UB we have changed the way we educate and do business. We have also continued in the vein of excellence that was established on our Charter Day. Some of our other accomplishments this year include:

- Being awarded Ellucian's 2020 Impact Award in the category associated with addressing students' needs. A \$25,000 grant came with the award, which we used to provide laptops and tablets to students in need.
- The Student Affairs Division of UB launched the UB App. This locally designed app allows faculty, staff and students to access information about UB and announcements.
- We officially launched E-Transcripts. Students and alumni can now go online, order official transcripts and have them sent to anywhere in the world.
- We welcomed Dr. Sarim Al-Zubaidy as our Executive Vice President. An officer of the University mandated in the University of The Bahamas Act, 2016, the EVP serves as the Chief Operating Officer of the UB system.

Our progress and accomplishments, as always, were made possible by University administration, faculty, staff and donors who are working hard and investing in the University, especially as we live in the fluid conditions of the pandemic.

I am looking forward to the 2021-2022 Academic Year, confident that we will continue to grow and improve.

Rodney D. Smith, Ed.D

President

University of The Bahamas

BOARD OF TRUSTEES

Dr. K. Jonathan Rodgers, M.B.E., Chairman
Ms. Alessandra Holowesko, Vice-Chair
Dr. Rodney D. Smith, President and CEO, Ex-officio
Ms. Alexandra T. Hall, Trustee
Mr. Raymond Rolle, Trustee
Mr. Philip Stubbs, Trustee
Mr. Peter Whitehead, Trustee
Mr. Brian Jones, Trustee
Mr. Henry St. George, Trustee
Mr. Barry Rassin, Trustee
Mr. D'Arcy Rahming, Trustee
Ms. Kristie Powell, Trustee
Professor Bridget Hogg, Faculty Trustee
Camille Lady Barnett, Retired Faculty Trustee
Mrs. Jazmine Romer-Rolle, Alumni Trustee
Ms. Arthurnique Jones, Student Trustee
Ms. Jeannie Gibson, Staff Trustee

STAFF SUPPORT

Mrs. Tracy Ferguson-Johnson, General Counsel and University Secretary
Mr. Erald Thompson, Chief Internal Auditor
Mrs. Marissa Mason-Smith, Ombudsman

ADMINISTRATIVE COUNCIL

Dr. Rodney D. Smith, President and CEO
Dr. Sarim Al-Zubaidy, Executive Vice President
Dr. Ian Strachan, Campus President, University of The Bahamas-North
Dr. Maria Woodside-Oriakhi, VP Academic Affairs
Mr. Arlington Hunter, VP Finance and Business Enterprise
Ms. Vochelle Ferguson, VP Human Resources
Dr. Marcella Elliott-Ferguson, VP Administrative Services

Mr. Dino Hernandez, VP Institutional Advancement & Alumni Affairs
Mr. Joe W. Stubbs, Dean of Students
Mrs. Vernice Williams, VP, Chief Information Officer
Mr. Ronnie Stevenson, VP Operations
Ms. Maelynn Seymour-Major, Chief of Staff

DEANS AND SENIOR ACADEMIC ADMINISTRATORS

Dr. Douglas Barkey, Dean, Liberal & Fine Arts
Dr. Carlton Watson, Dean, Pure & Applied Sciences
Dr. Peter McWilliam, Dean, Faculty (UB-North)
Mrs. Remelda Moxey, Dean, Business, Hospitality & Tourism Studies
Dr. Vikneswaran Nair, Dean, Graduate Studies and Research
Dr. Ruth Sumner, Dean, Social and Educational Studies
Dr. Berthamae Walker, University Librarian
Dr. Pandora Johnson, Special Projects & Initiatives



ENROLMENT AND GRADUATION

Higher education has a transformative impact on the lives of students and the wider community. High achieving students throughout The Bahamas and around the world are attracted to and enrol in University of The Bahamas (UB). UB supports their matriculation for the best student success outcomes and to prepare them to make myriad contributions to a dynamic workforce and world.

As was the experience of higher education institutions around the world, the COVID-19 pandemic caused a marginal decline in enrolment during the 2020-2021 academic year. In The Bahamas, the lingering effects of Hurricane Dorian in 2019 exacerbated the situation as students and their families struggled to bridge the gap in educational costs. A preliminary report from the National Student Clearinghouse Research Center indicated that undergraduate enrolment among U.S. colleges and universities have collectively experienced a 2.5% drop compared to the previous year, citing COVID-19 disruptions as the primary factor¹.

At UB, 4,575 students in total were enrolled during the year compared to 4,671 students in the previous year, a decline of 2.06%. The total comprised 3,415 females (73.11%) and 1,256 males (26.89%) Of the 4,575 enrolled students 35.63% of them were recorded as first-generation university students. The student population included residents of 15 islands in The Bahamas and 22 countries around the world.

Enrolment and eligibility in the Bahamas Government Tertiary Grant (BGTG) saw major increases as well. Roughly 7 in 9 students are recipients of the BGTG. Student enrolment in the BGTG rose 23.4% over last year, and the overall total funds disbursed to date rose 27.4%. Such an increase in the BGTG has spurred increases in other areas as well. Full-time enrolment has increased by 11.5% to 3,790 students. Likewise, the percentage of students pursuing undergraduate degree programmes, another requirement of the BGTG, rose 2.8%.

The second cadre of graduates to complete their academic programmes in a pandemic, the Spring 2021 Commencement Class comprised 534 graduates, the majority of whom hailed from the Business and Hospitality Management (133) and Education (110) schools. Bachelor of Business Administration, Bachelor of Science and Bachelor of Education degrees led the academic designations.

National Student Clearinghouse Research Center. (n.d.). First Look Fall 2020 Enrolment (As of Sept 10). Retrieved from <https://nscresearchcenter.org/stay-informed/>

Who are our students?

Gender

Gender	Fall 2019		Fall 2020		
	N	%	N	%	% Change
Female	3,415	73.11%	3,374	73.75%	-1.20%
Male	1,256	26.89%	1,201	26.25%	-4.38%
Grand Total	4,671	100.00%	4,575	100.00%	-2.06%

Age

Age Range	Main - Oakes Field		UB-North		Total N	Total %
	N	%	N	%		
<18	470	10.27%	58	1.27%	528	11.54%
18-19	1,132	24.74%	117	2.56%	1,249	27.30%
20-21	877	19.17%	71	1.55%	948	20.72%
22-24	685	14.97%	52	1.14%	737	16.11%
25-29	521	11.39%	35	0.77%	556	12.15%
30-34	219	4.79%	14	0.31%	233	5.09%
35-39	130	2.84%	16	0.35%	146	3.19%
40-49	119	2.60%	11	0.24%	130	2.84%
50-64	36	0.79%	2	0.04%	38	0.83%
Unknown	1	0.02%	9	0.20%	10	0.22%
Grand Total	4,190	91.58%	385	8.42%	4,575	100.00%

Generation

Generation	Main - Oakes Field		UB-North		Total N	Total %
	N	%	N	%		
Baby Boomers	9	0.20%	1	0.02%	10	0.22%
Gen X	154	3.37%	14	0.31%	168	3.67%
Gen Y (Millennials)	898	19.63%	65	1.42%	963	21.05%
Gen Z	3,128	68.37%	296	6.47%	3,424	74.84%
Unknown	1	0.02%	9	0.20%	10	0.22%
Grand Total	4,190	91.58%	385	8.42%	4,575	100.00%

First Generation Status

First Generation	Fall 2019		Fall 2020		% Change
	N	%	N	%	
No	2,097	44.89%	2,411	52.70%	14.97%
Yes	1,455	31.15%	1,630	35.63%	12.03%
No Data	1,119	23.96%	534	11.67%	-52.28%
Grand Total	4,671	100.00%	4,575	100.00%	-2.06%

Class Standing²

Class Standing	Fall 2019		Fall 2020		% Change
	N	%	N	%	
Freshman	1,411	37.36%	1,404	36.15%	-0.50%
Sophomore	810	21.45%	773	19.90%	-4.57%
Junior	594	15.73%	655	16.86%	10.27%
Senior	962	25.47%	1,052	27.09%	9.36%
Grand Total	3,777	100.00%	3,884	100.00%	2.83%

Course Load

Course Load	Fall 2019		Fall 2020		% Change
	N	%	N	%	
Full-Time	3,399	72.77%	3,790	82.84%	11.50%
Part-Time	1,272	27.23%	785	17.16%	-38.29%
Grand Total	4,671	100.00%	4,575	100.00%	-2.06%

From where do our students come?

Nationalities	Fall 2019		Fall 2020		
Nationalities	N	%	N	%	% Change
Barbados	0	0.00%	1	0.02%	
Bolivia	0	0.00%	1	0.02%	
Brazil	1	0.02%	0	0.00%	-100.00%
Cambodia	2	0.04%	1	0.02%	-50.00%
Canada	0	0.00%	1	0.02%	
Colombia	1	0.02%	0	0.00%	-100.00%
Dominica	3	0.06%	3	0.07%	0.00%
France	1	0.02%	1	0.02%	0.00%
Guyana	20	0.43%	21	0.46%	5.00%
Haiti	34	0.73%	38	0.83%	11.76%
India	1	0.02%	1	0.02%	0.00%
Jamaica	59	1.26%	48	1.05%	-18.64%
Kenya	2	0.04%	2	0.04%	0.00%
Nigeria	3	0.06%	4	0.09%	33.33%
Peru	1	0.02%	1	0.02%	0.00%
Philippines	1	0.02%	1	0.02%	0.00%
Saint Kitts And Nevis	0	0.00%	1	0.02%	
Saint Lucia	1	0.02%	1	0.02%	0.00%
The Bahamas	4,523	96.83%	4,432	96.87%	-2.01%
Trinidad And Tobago	1	0.02%	0	0.00%	-100.00%
Turks And Caicos Islands	2	0.04%	3	0.07%	50.00%
United States	15	0.32%	14	0.31%	-6.67%
Grand Total	4,671	100.00%	4,575	100.00%	-2.06%

Islands	Fall 2019		Fall 2020		
Islands	N	%	N	%	Change
Abaco	120	2.57%	104	2.27%	-13.33%
Acklins	2	0.04%	1	0.02%	-50.00%
Andros	75	1.61%	75	1.64%	0.00%
Berry Island	10	0.21%	8	0.17%	-20.00%
Bimini	6	0.13%	11	0.24%	83.33%
Cat Island	18	0.39%	15	0.33%	-16.67%
Crooked Island	1	0.02%	2	0.04%	100.00%
Eleuthera	151	3.23%	144	3.15%	-4.64%
Exuma	35	0.75%	46	1.01%	31.43%
Grand Bahama	714	15.29%	614	13.42%	-14.01%
Inagua	10	0.21%	10	0.22%	0.00%
Long Island	52	1.11%	41	0.90%	-21.15%
Mayaguana	3	0.06%	2	0.04%	-33.33%
New Providence	3,445	73.75%	3,479	76.04%	0.99%
San Salvador	13	0.28%	11	0.24%	-15.38%
Foreign	8	0.17%	12	0.26%	50.00%
Unknown	8	0.17%	0	0.00%	100.00%
Grand Total	4,671	100.00%	4,575	100.00%	-2.06%

What type of degrees do our students pursue?

Programmes

Programmes	Fall 2019		Fall 2020		% Change
	N	%	N	%	
Certificate Programmes	64	1.37%	27	0.59%	-57.81%
Diploma	76	1.63%	64	1.40%	-15.79%
Undeclared	754	16.14%	600	13.11%	-20.42%
Undergraduate - Associate	440	9.42%	451	9.86%	2.50%
Undergraduate - Bachelor	3,337	71.44%	3,433	75.04%	2.88%
Grand Total	4,671	100.00%	4,575	100.00%	-2.06%

Schools	N	%	N	%	% Change
Business & Hospitality Management	1,191	25.50%	1,245	27.21%	4.53%
CELEARN	346	7.41%	163	3.56%	-52.89%
Chemistry, Environmental & Life Sciences	595	12.74%	611	13.36%	2.69%
Communications & Creative Arts	138	2.95%	161	3.52%	16.67%
Counselling Services	1	0.02%	8	0.17%	700.00%
Culinary Arts & Tourism Studies	158	3.38%	119	2.60%	-24.68%
Education	626	13.40%	589	12.87%	-5.91%
English Studies	25	0.54%	25	0.55%	0.00%
Mathematics, Physics & Technology	377	8.07%	369	8.07%	-2.12%
No School Designated	16	0.34%	7	0.15%	-56.25%
Nursing & Allied Health Professions	753	16.12%	781	17.07%	3.72%
Social Sciences	445	9.53%	497	10.86%	11.69%
Grand Total	4,671	100.00%	4,575	100.00%	-2.06%

SCHOOLS

Schools	2020-2021	2019-2020
Business & Hospitality Management	133	134
Chemistry, Environmental & Life Sciences	45	67
Communication & Creative Arts	32	24
Culinary Arts & Tourism Studies	26	40
Education	110	101
English Studies	5	4
Mathematics, Physics & Technology	27	21
Nursing & Allied Health Professions	76	85
Social Sciences	80	69
Grand Total	534	545

DEGREES

Degree	2020-2021	2019-2020
Associate of Applied Science	18	29
Associate of Arts	43	40
Associate of Business Administration	3	1
Associate of Science	15	15
Bachelor of Architecture	8	0
Bachelor of Arts	57	37
Bachelor of Business Administration	126	121
Bachelor of Education	94	90
Bachelor of Laws	18	17
Bachelor of Science	104	157
Bachelor of Science Engineering Technology	3	6
Certificate Programmes	3	13
Diploma	37	12
Intermediate Proficiency Certificate	0	1
Undeclared	5	6
Grand Total	534	545

PROGRAMMES

Programmes	2020-2021	2019-2020
Accounting	41	43
Adult, Workforce Education & Training	3	0
Advanced Proficiency In Spanish	0	1
Apprentice Cook	0	3
Architecture	10	6
Art	11	5
Banking & Finance with Foreign Language	1	3
Banking & Finance Private Bank/Trust	9	4
Banking & Finance W Foreign Language	0	2
Biology Minor in Chemistry	16	55
Biology with Chemistry	21	2
Chemistry	1	0
CIS opt B Applications Programming	3	3
CIS: Management Information	4	4
CIS: Network Systems	2	3
Civil Engineering Technology	2	1
Computer Information Systems	11	4
Culinary Arts	3	19
Culinary Bridging	2	5
Culinary Studies	20	13
Early Childhood Education	3	0
Early Childhood K3-G3	10	7
Economics	3	1
Economics & Finance	1	3
Economics and Finance	1	9
Electrical Engineering Tech	3	6
Engineering	5	4
English	5	4
Finance	6	9
History	3	1
Hospitality & Tourism Skills	1	1
Hospitality Bridging	0	1
Hospitality Management	0	6
Human Resource Management	13	11
Intermediate Prof in Spanish	0	1
Kindergarten-Grade 12	6	4
Law & Criminal Justice Studies	26	28
Law and Criminal Justice	1	1
Laws	18	17
Management	25	14
Marketing	10	10
Mathematics	2	0
Mechanical Engineering Technology	3	3
Mechanical Engineering Technology	2	1
Media Journalism	12	6
Midwifery	21	0
Music	6	5
Nursing	55	80

Programmes	2020-2021	2019-2020
Prim Cert/4 Yr Opt A: General	20	28
Prim Cert/4 yr Opt C: Special Education	6	5
Primary Education	8	0
Psychology	24	12
Public Administration	3	4
Registered Nurse-Bachelor of Science in Nursing	0	1
Religious Studies	0	1
Sec 4yr: Business Studies	2	1
Sec 4yr: Mathematics	1	5
Sec 4yr: Music (K12)	0	1
Sec Cert/4 yr: English Language & Literature	2	6
Sec Cert/4yr: Religion	2	1
Sec Ed: Business Studies	1	1
Sec4yrCompStudiesNetwork Sys	1	3
Sec4yrHistory/Geography	2	3
Sec Cert FCS. B - Tour & Hosp.	0	2
Sec Cert. Fam Con Sci A Gen Stud	5	4
SecCert4yrsSpanish	1	0
Secondary Certification	25	20
Secondary Ed: Biology	0	1
Secondary Ed: Chemistry	0	1
Secondary Education	12	8
SIS: Environ and Ecosys: Marin	1	10
Small Island Studies	6	0
Social Work	5	5
Spanish	3	6
Tourism Management	3	3
Trained Clinical Nursing	0	4
Grand Total	534	545

FACULTY AT-A-GLANCE

Active full-time faculty (including non-instructional faculty) – 203

Part-time faculty – 199

Non-instructional faculty – 18

New hires – 2

Retirees – 15

Total number of faculty (full-time, part-time & non-instructional faculty) – 402

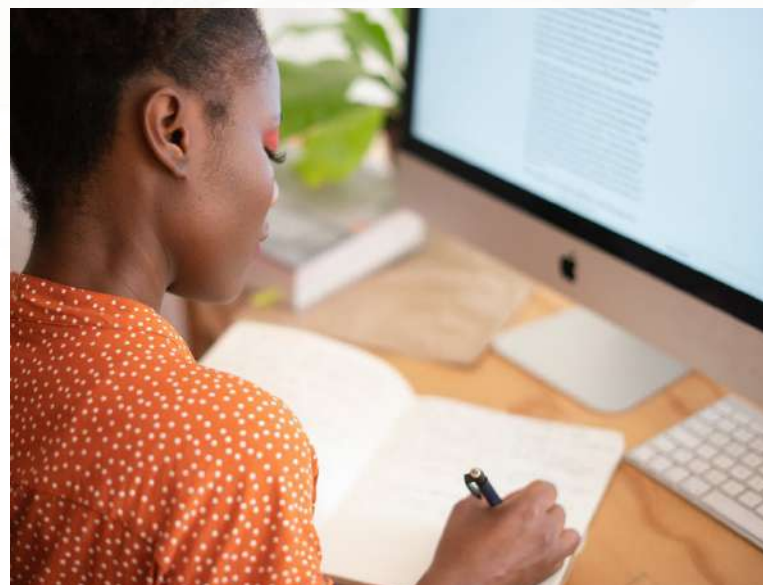
Year In Review

2020

JULY

CLASSES AND STUDENT SERVICES CONTINUE TRANSITION TO HYBRID MODE

In July, as the COVID-19 pandemic lingered, University of The Bahamas confirmed that it would continue its blended hybrid teaching and learning as well as operational services. Further transitioning into a new normal, UB announced that the Fall 2020 semester would include on-site, online and virtual academic instruction, with modifications where necessary. Classes with 15 and under students were permitted to be held in-person under stringent health protocols. It was a continuation of the University's evolution which encompassed embracing technology and digital applications to extend access as COVID-19 health restrictions remained in place.



AUGUST

TOURISM, DEVELOPMENT, GOVERNANCE AND SUSTAINABILITY EXPLORED IN SCHOLARLY PUBLICATION

The sustainability of the hospitality and tourism sector has long been a top priority. A University of The Bahamas team published a collection of scholarly works entitled "Tourism, Development, Governance and Sustainability in The Bahamas" which explored factors affecting the sector's resilience. UB professors Ms. Jessica Minnis and Dr. Ian Bethel-Bennett, and former UB faculty member Dr. Sophia A. Rolle, compiled the analysis which is useful for scholars in the field of tourism research. The publication covers the complexities of tourism development, governance and sustainability in The Bahamas by examining the impacts of mass tourism development. It also explores the intersection of development, governance and sustainability in the aftermath of a natural disaster.



SEPTEMBER

FROM THE HEART – GRAND BAHAMA COMMUNITIES ARE GROUND ZERO FOR HOPE AND RESILIENCE

Hope and resilience were at the heart of a partnership to train Grand Bahamians to help their compatriots who had been struggling to complete repairs to their homes battered by Hurricane Dorian. Healing Emergency Aid Response Team (HEART) 9/11, a non-profit disaster response organization comprised of police officers, fire fighters, and union construction workers, forged a partnership with the Bahamas Hope Foundation, University of The Bahamas-North, Templeton Religion Trust, Revelation Faith Apostolic Ministries and community champions to teach carpentry skills.

An initial cohort of 17 persons in the UB-North Pre-Apprentice Carpentry Programme repaired a number of damaged roofs and were certified as pre-apprentice carpenters in the process. As a further incentive, each person received \$325 per week for the eight-week duration of the programme.



Participants in the programme complete their on-site training.

LEGAL PANEL ADDRESSES ROOTS OF 'BLACK LIVES MATTER' AND NEED FOR JUDICIAL REFORM

A panel of legal experts dissected the global 'Black Lives Matter' movement, delving into its historical roots and calling for reforms in the justice system and the way in which power is exercised. The discussion was facilitated by University of The Bahamas in partnership with the Commonwealth Lawyers Association (CLA).

'Black Lives Matter' is a political and social movement aimed at highlighting the racism, discrimination, and inequality experienced by black people. Dr. Jewel Amoah, Human Rights Commissioner and the Halton (Canada) District School Board's Human Rights & Equity Advisor, explained that the movement is not the beginning of the conversation, but rather the "midpoint in an unbalanced, dictatorial dialogue on racial equality that was rooted in colonization and continues to this day." Dr. Amoah was one of several speakers on the virtual panel which also included Dr. Lloyd Barnett, Founding Member of the Jamaican Bar Association, Canadian attorney Zilla Jones and President of the Ontario Bar Association Charlene Theodore.



OCTOBER

UNIVERSITY OF THE BAHAMAS WINS DIGITAL TRANSFORMATION AWARD

University of The Bahamas' (UB's) digital revolution earned the institution the 2020 Ellucian Impact Award, an international award which recognizes higher education institutions that best harness the power of technology to solve challenges, operate more efficiently and enhance the student experience.

The award from Ellucian, a leading provider of software and services for higher education systems around the globe, acknowledges the transformation brought about with the implementation of the Banner system at UB. Five other institutions also received the Ellucian Impact Award, announced during the Ellucian Live Online event held on Tuesday, 6th October. In addition to the award, each institution received a \$25,000 grant. In the aftermath of Hurricane Dorian in 2019 and the massive damage to the UB-North campus in East Grand Bahama, operations resumed one month later as the university was able to maintain access to critical



information and continue to serve the needs of students. Such efficiency was made possible due to UB's efforts at digitization even before the storm.

The institution transitioned student processes into a cloud-based model, establishing an online process from application to registration and beyond. That move to the cloud allowed UB to adjust quickly to the global COVID-19 pandemic by not only enabling 90% of courses to be taught virtually, but allowing for university operations to move online and staff to work remotely.

NEW LEADERS AND SENATORS ELECTED FOR ACADEMIC SENATE

University of The Bahamas' (UB's) Academic Senate elected new leadership and Senators comprising faculty, staff, students and administrators. Elections were held on 29th September 2020. Students are elected to serve for one year and all others serve a two-year period.

Associate Professor in Education Dr. Faith Butler was elected Chair, while Assistant Professor in Communication and Creative Arts Dr. Walteria Tucker-Rolle was elected Vice-Chair. Director of Institutional Strengthening Mr. William Fielding and Associate Professor in English Studies Dr. Marie Sairsingh were also elected Secretary and Assistant Secretary respectively.

Director of UB Open Learning Dr. Edward Bethel and Librarian Dr. Antoinette Pinder-Darling were elected Parliamentarians. The Academic Senate is a primary organ of shared governance at UB and the academic authority of the institution.



Dr. Faith Butler, Academic Senate Chair.



Dr. Walteria Tucker-Rolle, Academic Senate Vice-Chair.

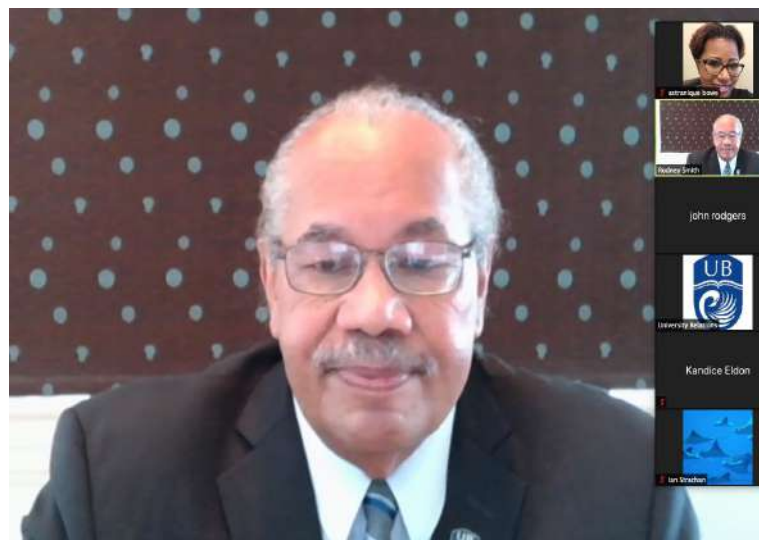
UNIVERSITY OF THE BAHAMAS PUBLISHES VOLUME 26 OF INTERNATIONAL JOURNAL OF BAHAMIAN STUDIES

One of the largest editions in the 26-year history of UB's International Journal of Bahamian Studies (IJBS) was officially published on Friday, 23rd October, 2020. The 26th volume contained 11 articles from 18 authors. International scholars also contributed to the robust edition, namely Dr. Andrew Jones of Kennesaw State University, who examined the relationships between the Scottish community and the Afro-Caribbean and Anglican populations of New Providence during the first half of the 19th century; Dr. Charmane M. Perry of the University of Alabama at Birmingham, who conducted a study on the experiences of stigmatization and acts of resistance amongst the Haitian diaspora in The Bahamas; and Dr. Javier Francisco-Ortega of Florida International University (FIU), who, along with several co-authors, studied the first expedition of the United States Department of Agriculture (USDA) to The Bahamas nearly 90 years ago.

NOVEMBER

UNIVERSITY OF THE BAHAMAS EYES STRATEGIC PRIORITIES IN NEW NORM

University of The Bahamas (UB) hosted its inaugural Media P.A.S.S. (Plan for Achieving Strategic Success) virtual event, a platform to share UB's achievements, milestones and strategic priorities. Held under the theme "Accessing, Adapting and Advancing Higher Education in a New Norm", senior administrators noted that while the 2019-2020 academic year brought daunting challenges for UB, some successes were still achieved. Chairman of the Board of Trustees, Dr. K. Jonathan Rodgers, noted that while UB had experienced a very tough period, it was tough enough to handle challenges. UB President Dr. Rodney D. Smith attributed the achievement of recent milestones to a culture of collaboration and shared governance. He celebrated the contributions of faculty, staff, students and administrators as well as donors and other supporters of the University.



COLLABORATION FORGED TO EXTEND ACCESS TO AT-RISK YOUTH

Hundreds of at-risk youth are benefitting from a collaboration involving the Ministry of National Security, University of The Bahamas (UB) and the Bahamas Technical and Vocational Institute (BTVI). In November, a contract was signed to increase literacy and numeracy skills under the Citizen Security and Justice Programme (CSJP). The CSJP materialized through a \$20 million loan facility funded by the Inter-American Development Bank (IDB) to facilitate the continued reduction of crime and violence in The Bahamas. Under the programme UB is focusing primarily on numeracy and literacy training to increase the learners' basic mathematical, reading, and writing competencies – core skills that are essential for optimal performance in the workplace. The instruction is being delivered through face-to-face and virtual modes to four cohorts in total under the Revive Academy brand.

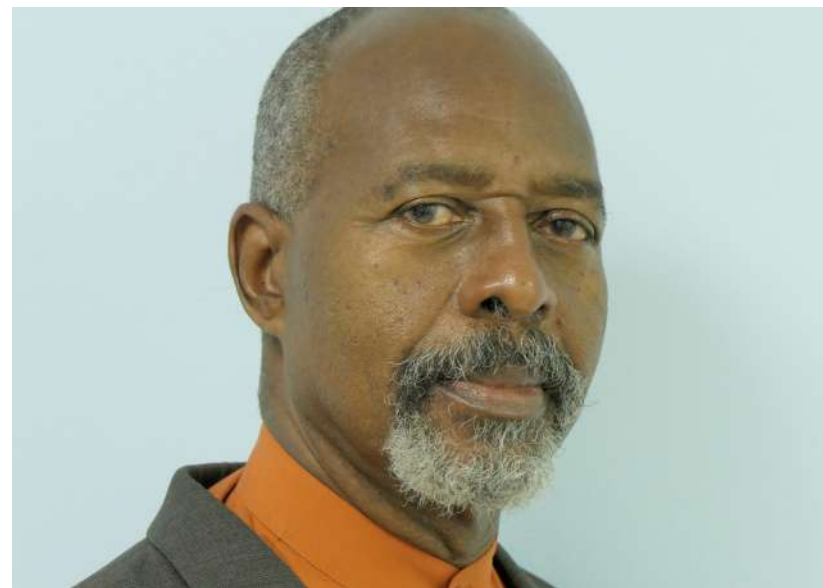
DECEMBER

ROYAL INSTITUTE OF BRITISH ARCHITECTS NAMES UB PROFESSOR A NEW FELLOW

The Royal Institute of British Architects (RIBA) named Associate Professor of Architecture at University of The Bahamas and noted professional architect Mr. Henry Hepburn as a Fellow for 2021, an accomplishment that recognizes the contributions of architects to their communities, the profession, and those who seek to follow in their footsteps. In making the announcement, RIBA noted that its Fellow Members are inspirational Chartered Members who have made real contributions to architecture and the community. Founded in 1834 for the advancement of architecture, the institute is the oldest professional, architecture body in the world. In order to become eligible for Fellow Membership, prospective candidates must have demonstrated that they led or played a proactive role in a project that has had a positive social or environmental impact at a local, regional, national or international level; contributed to the advancement or thought leadership of the profession through education, research or technology; and made a significant contribution to architecture through local, regional, national or international initiatives and activities, among others. Mr. Hepburn unequivocally satisfied all of the criteria.



Announcement of the CSJP held at the Ministry of National Security.



Mr. Henry Hepburn, Associate Professor of Architecture.

UNIVERSITY OF THE BAHAMAS COMMEMORATES 20 YEARS OF RESEARCH AS A NATIONAL IMPERATIVE

University of The Bahamas (UB) commemorated the 20th anniversary of Research Edge in a virtual presentation which paid homage to the legacy research platform. Research Edge is the brainchild of Higher Education and Development Policy Specialist the late Dr. Joan Vanderpool and was initiated in 2000 at the then College of The Bahamas. Dr. Vanderpool's vision for Research Edge was for it to be a forum that would showcase and promote scholarly, Bahamas-based research. Over the years, of the 141 research presentations delivered, the majority has focused on education and social science. Other research studies have centered on the environment, health, technology, tourism, sustainability and business. Research Edge has evolved to a hallmark UB forum that provides a dynamic environment for the scholarly exchange of ideas; encourages a lively and interdisciplinary culture supporting research, learning and innovative achievements; and recognizes and promotes the inherent value of research in academia as well as the common good.



2021

JANUARY

EXPERT URGES HOLISTIC INTERVENTIONS AGAINST CLIMATE CHANGE RISKS

Dr. Adelle Thomas, Senior Fellow of the Climate Change Adaptation and Resilience Research (CCARR) Centre at University of The Bahamas told a national audience that The Bahamas is already experiencing the impacts of climate change and warned that it was approximately 30 years away from irreversible effects if holistic interventions are not taken. Dr. Thomas, a human environment geographer, made her remarks during a panel discussion on "National Emergency Management Perspectives and Options" at the 2021 Bahamas Business Outlook (BBO) held in January. She cautioned that The Bahamas' current efforts to address climate change are far from sufficient, and further warned that if left unchecked, the impact of climate change could mean hundreds of millions of dollars in losses and other detrimental human impacts for a country that would literally be fighting to keep its head above water.



Dr. Adelle Thomas

FEBRUARY

BOARD OF TRUSTEES LAUNCHES LEADERSHIP PROFILE FOR THE NEXT PRESIDENT

University of The Bahamas' (UB) Board of Trustees (BOT) officially announced the launch of the recruitment phase of the search for a new president by releasing a leadership profile for the position entitled, "The Presidential Opportunity at University of The Bahamas". The BOT-appointed Presidential Search Committee (PSC) is mounting a national and international search in order to attract the most qualified, competent and suitable candidate to lead UB through the next phase of its transformation. Feedback gleaned from listening sessions with faculty, students, staff, alumni, and the wider community was integral in shaping the profile which outlines the competencies, qualifications and attributes of the next president. The profile noted that the next president of UB will be a dynamic and inclusive leader embodying a commitment to the values and traditions of the University.



UB Oakes Field Campus.

MARCH

UB EXECUTIVE VICE PRESIDENT AWARDED PRESTIGIOUS GLOBAL ENGINEERING AWARD

University of Colorado Boulder's Mortenson Center in Global Engineering awarded University of The Bahamas (UB) Executive Vice President Professor Sarim Al-Zubaidy, PhD, the 2021 Global Engineering Humanitarian Award, in recognition of his contributions to ensuring access to basic services such as water, sanitation, energy, shelter and infrastructure. That award followed Professor Al-Zubaidy being announced as the recipient of the 2021 ASME Ben C. Sparks Medal. Both awards are crowning career achievements to date for Professor Al-Zubaidy; his career in education and in the practical application of science and engineering spans 40 years. Professor Al-Zubaidy's career experience has enabled him to benefit from the perspectives of a myriad of higher education institutions in countries around the world. He has worked and interacted with colleagues in the United Kingdom, Europe, the Middle East, South East Asia, Central Asia, New Zealand, Australia, Jamaica and Trinidad and Tobago, and has benefitted from their diverse perspectives.



Dr. Sarim Al-Zubaidy.

C. W. SAWYER PRIMARY SCHOOL TEMPORARILY RELOCATED TO UB'S OAKES FIELD CAMPUS

The Ministry of Education (MOE) and University of The Bahamas (UB) forged a pivotal partnership which facilitated the resumption of face-to-face classes for students of the C. W. Sawyer Primary School. Under the arrangement, students were afforded the opportunity to learn in a university environment. Effective Monday, 15th March 2021, the school's campus was relocated to UB's Oakes Field Campus. Students, teachers and administrators used the C, D, E, F, G, and S blocks until the end of the academic year in June 2021. To aid their productivity, school personnel had access UB's Wi-Fi, and supervised access to open spaces and other facilities to support their educational and operational objectives.



UB mascot, Blu, greets C. W. Sawyer Primary School students.

CLIMATE CHANGE CENTRE AND CAPE ELEUTHERA INSTITUTE PRODUCE RESEARCH PUBLICATION

University of The Bahamas' (UB) Climate Change Adaptation and Resilience Research Centre (CCARR) and the Cape Eleuthera Institute (CEI) produced a publication on the climate change challenges confronting The Bahamas and the anticipated effects on the archipelago. The information brief, titled, "Climate Change & The Bahamas Information Brief", was published in March 2021. It gives a concise breakdown of the country's current state of affairs, as well as projected climate change patterns and impacts on both The Bahamas' physical and social environments. Former Director of CCARR, Dr. Adelle Thomas and CCARR Centre researcher Tatjana Nicolls, as well as Cape Eleuthera Institute (CEI) Research Scientist Marjahn Finlayson, contributed to the new publication.



APRIL

UB AND VERIZON MEDIA GROUP LAUNCH GENERAL ELECTION NATIONAL DEBATE SERIES

University of The Bahamas (UB) announced its collaboration in April with Verizon Media Group (VMG) through a Memorandum of Understanding to host several political debates in the lead up to the 2021 General Election. The collaboration to facilitate the historic debate series was being governed by a Memorandum of Understanding.

Via a press conference announcement, Co-Chair of the Planning Committee and Associate Professor of History Dr. Christopher Curry asserted that UB was hosting the debate series because universities are traditionally incubators of grand ideas, conflicting points of view, and disparate schools of thought.

Four political debates were scheduled to be held at UB's Performing Arts Centre at its Oakes Field Campus on 4th and 18th May, and 3rd and 15th of June, featuring representatives from various political parties. The questions related to the diverse array of issues related to national development and resilience.



*Planning Committee
Co-Chair Ava Turnquest.*



*Planning Committee Co-Chair
Dr. Christopher Curry.*



*Verizon Media Group
CEO Gershan Major.*



UB President Dr. Rodney D. Smith.

MAY

CHIEF MAGISTRATE DELIVERS MESSAGE OF ENCOURAGEMENT TO STUDENTS SEEKING A SECOND CHANCE

College of The Bahamas (COB) alumna, Chief Magistrate Joyann Ferguson-Pratt, spent time with and encouraged students enrolled at Revive Academy at University of The Bahamas— an initiative under the Citizen Security and Justice Programme (CSJP) of the Ministry of National Security— to embrace positive behaviour and make good choices for better lives as their participation in the academy is a transformative opportunity. As the guest speaker at the CSJP Goal Development Seminar, held on 30th April, Chief Magistrate Ferguson-Pratt lauded the Revive Academy initiative.

The Revive Academy is a component of the CSJP, which combines preventative strategies with institutional strengthening activities aimed at addressing some of the root causes of crime and criminal behavior. The programme is for students between the ages of 15 and 29. The CSJP is being funded by a loan from the Inter-American Development Bank (IDB).

PACT PROMOTES CONVERSATION OF SARGASSO SEA BIODIVERSITY

The Sargasso Sea Commission formally signed a Memorandum of Understanding (MoU) with University of The Bahamas (UB) on 1st May enhance the effectiveness of research and educational pursuits for the governance and conservation of high seas areas. The MoU also designated UB as a Collaborating Partner of the Commission. A vast area of biodiversity in the Atlantic, the Sargasso Sea plays a crucial role in the wider ecosystem ranging from the Atlantic to the Caribbean and the Gulf of Mexico.

UB President Dr. Rodney D. Smith said the collaboration will expand the university's capacity to develop new knowledge. The Government of The Bahamas became one of the Signatories to the Hamilton Declaration on Collaboration for the Conservation of the Sargasso Sea in 2016. As a Caribbean nation whose coastline faces the Sargasso Sea, the local Bahamian ecosystem is closely connected to and influenced by it.



Orientation for students of Revive Academy at the Oakes Field Campus.

JUNE

DEBATE SERIES BUCKS TRADITION AMID CALLS FOR CHANGE IN POLITICAL CULTURE

University of The Bahamas (UB) and Verizon Media Group (VMG) hosted the COVID-19 and Climate Change debate at UB's Performing Arts Centre at the Oakes Field Campus. The debate – which was televised and live streamed – was also the first of three thematic debates. In response to questions – some provided in advance and other asked spontaneously via a focus group in Grand Bahama – debaters shared their respective party's policies and initiatives to create new opportunities in the green economy, whether they supported the establishment of an oil industry in The Bahamas, how they would address the unique challenges that the poor and vulnerable face in accessing health services, and how they would reduce the cost of healthy food items.

During rebuttals, the accountability record of successive administrations, budgetary scrutiny, and governments handling of the controversial Oban project in Grand Bahama and the Bahamas Petroleum Company's oil drilling were scrutinized.

MOU WITH ELMIRA COLLEGE TO CREATE NEW PIPELINE FOR STUDY ABROAD EXPERIENCES

Students of University of The Bahamas (UB) and Elmira College (EC) in New York now have another opportunity to study abroad and gain cross-cultural exposure in an increasingly global community courtesy of a freshly executed memorandum of understanding (MOU) for a student exchange programme. In June, senior administrators announced the programme which will allow students from both institutions the opportunity to study at their counterpart institution for one semester, and earn academic credits from the host institution towards their academic degrees.

During a virtual press conference, UB President Dr. Rodney D. Smith lauded the MOU as supportive of UB's value proposition of preparing students for better lives in a global society, and touted the new partnership as the catalyst for enhancing UB students' appreciation for multiculturalism and diversity. EC President Dr. Charles Lindsay said he is ecstatic over the opportunities that the agreement will afford students to study in The Bahamas.



Political candidates who participated in the debate at the Performing Arts Centre, UB's Oakes Field Campus.



*Elmira College President
Dr. Charles Lindsay*



*UB President
Dr. Rodney D. Smith*



Elmira College Trustee Mr. Franon Wilson.

ACADEMIC DEVELOPMENT

During the 2020-2021 academic year, recognizing the importance of working together to maintain our core academic mission and reputation in the face of the pandemic, the Academic Affairs team including faculty, staff, students, alumni and the Academic Senate, made adjustments and quickly adapted to the changing environment. The various departments and units comprising Academic Affairs ensured that the core business of the institution was neither derailed nor compromised.

During the period, Academic Affairs focused its efforts on the continued strengthening of capacity and services for faculty and students in order to meet the goals of the institution's strategic plan by completing an education and research strategy to be realized over the next 5-10 years.

The research strategy gives a detailed mapping of how a strong research culture will be inculcated in faculty and students. It emphasizes key research areas that can be expanded and identifies novel ways to engage faculty and students in original research. It also aligns with the growing research culture. Of note was an increase in the number of faculty presenters by 150% and growth in the number of persons participating in the Research Edge forum by 90%. Faculty continued to have a strong presence in published works such as books, book chapters, conference proceedings and journals.

The education strategy is underpinned by six strategic principles:

Principle One: We will offer opportunities for critical inquiry, innovation and research through engaging classes that inspire a love for learning.

Principle Two: We will prepare our students for a better life in a global society by creating international experiences through study abroad and student exchange programmes and ensuring a diversified faculty complement.

Principle Three: We will develop and deliver pedagogical practice through faculty who are passionate about teaching and consider the diverse needs of a range of learners as well as matters of student equity.

Principle Four: We will enhance students' academic experiences by providing technical support and resources for learning, research and innovation.

Principle Five: We will foster increased civic responsibility and develop leadership skills in students through community involvement and partnerships with external stakeholders.

Principle Six: We will enhance the overall (physical, psychological, and social) well-being of students, and provide a range of complementary services to underpin and enhance the students' experience in the context of their academic studies.

Additional strides towards achieving the mission, vision and objectives of the University included the following:

- Completed the design, framework and programme for the establishment of the Honours College — Through robust and rigorous seminars, experiential learning and dynamic co-curricular engagement, the Honors College seeks to develop these attributes in the Honours student body: intellectual diversity, creativity and curiosity, leaders and professionals, critical thinkers and lifelong learners, service and integrity, as well as intellectual confidence and disciplinary depth.
- Strengthened student success within the Academic Counseling and Advisement Department — By expanding initiatives in academic support counselling, probation, suspension and readmission counselling, first-year seminar and experience, career counselling and job placement, jumpstart programme, and academic advocate, counselling services remain widely accessible online, via telephone and in person on both the Oakes Field and UB-North campuses.
- Supported internationalization of the University — Through establishing Memoranda of Understanding with external universities in a number of influential countries in various regions such as Canada, Japan, the United States and Australia, UB continued to advance its outreach agenda to further expand its global presence and establish international credibility.
- Promoted a physical and virtual learning environment — By updating the customer service model and providing quality resources in both physical and virtual formats through the University Libraries, UB fostered an environment that stimulated creativity and intellectual curiosity. In conjunction with virtual resources, particular attention was also paid to the structure of virtual examinations by ensuring plagiarism checks and other standards of academic integrity were maintained or improved.
- Fostered national development through community outreach and engagement — By providing competency-based training in numeracy and literacy for approximately 500 at-risk youth across the country, UB remained active in the community by offering programmes that delivered a blended teaching methodology and mentored students with intellectual, emotional, family and behavioral challenges.

Much remains to be done but significant progress has been made towards achieving strategic goals.

GERACE RESEARCH INSTITUTE

A part of the University of The Bahamas system, the Gerace Research Institute is a living-learning facility dedicated to studies in archaeology, biology, geology and marine science in San Salvador. Gerace occupies a former US Naval Base and has been in operation for over 40 years.

As a result of the COVID-19 pandemic, the campus was closed for the majority of the 2020 to 2021 academic year and there were limited teaching and research activities. However, among the activities that were facilitated, was the research of Fulbright Scholar Dr. Carol Landry who spent time at the field station. Additionally, during the period, there were three groups of visitors comprising undergraduate and graduate students, faculty and alumni from institutions in the United States and the United Kingdom.

Activities at GRI were expected to increase as global health restrictions were relaxed and operations continued.



Gerace Research Institute



FACULTY PROFILE: Dr. Earla Carey-Baines

When it comes to University of The Bahamas (UB) and its antecedent, the College of The Bahamas (COB), there are few hats Dr. Earla Carey-Baines hasn't worn. Over the span of her 30 plus years at COB/UB, she has served as Acting President of COB on two separate occasions; Interim Associate Vice President of UB-North; Dean of Liberal and Fine Arts; Executive Vice President/Vice President of Academic Affairs; Acting Dean of Social Sciences; Associate Professor of English; and University Editor.

As such, Dr. Carey-Baines has been given the opportunity to become intimately involved with every facet of the institution. Most importantly, however, she has been able to positively impact generations of not only college/university students, but faculty and staff as well.

"As a teacher of English, many students passed through my hands, some of whom still greet me today," said Dr. Carey-Baines. "As someone who was instrumental in programme development, it is gratifying to see the numbers of students who graduate each year from the many programmes

we now offer.” Thanks in large part to her innate leadership skills and desire to be a part of something bigger than herself, Dr. Carey-Baines had no problems accepting the role she had to play to make COB the envy of the region. No matter what it was, Dr. Carey-Baines willingly embraced and capitalized on every opportunity.

“When I became a member of the COB family, we were focused primarily on college prep and associate degree programmes,” said Dr. Carey-Baines. “Today we offer bachelor degree programmes in a variety of majors as well as graduate programmes. This is in no small part due to the commitment and dedication of myself and my colleagues. I am humbled yet proud that I have been able to spend most of my professional life at COB/UB and to have had such a meaningful impact.”

“Meaningful” doesn’t even begin to accurately describe Dr. Carey-Baines’ impact on the institution. For six months in 2010, and then again in 2014, Dr. Carey-Baines held the position of COB President for an interim period. Under her able leadership, COB navigated several hurricanes, as well as a general election cycle in which COB’s campus served as a polling station.

“I treasured that opportunity,” said Dr. Carey-Baines. “Although at times there was many a tense moment, many a time I thought I would not make it, I did so through the grace of God and the unwavering support of an excellent administrative team. I had vice presidents and directors who always put the needs of the institution first and who, like me, believed in the vision and mission. They were willing to work as hard as I was to make it a reality. Their devotion to COB and their work ethic knew no bounds.”

Dr. Carey-Baines retired from UB at the end of Fall 2020 as an Associate Professor. Dr. Carey-Baines said looking back, she would have it no other way.

“I am extremely proud of all we have achieved to create the University of The Bahamas. I think back to what the institution looked like when I started in 1988, and I am proud of the many gains we have made. We established a legacy; a firm foundation upon which others can continue to build. I am humbled to have played a part in the history of our national tertiary level institution. I pray that University of The Bahamas continues to be a beacon of hope for all Bahamians.”



STUDENT PROFILE: Devante Grant

Adapting in the face of triumphs and tribulations is nothing new for culinary arts major Devante Grant. It is a mantra that has guided him as a youth in Eleuthera, a University of The Bahamas student, and a budding culinarian.

On a quest to combine foods and flavours to delight the eye as well as the palate and experience the world in its fullness, Devante operates in the realm of imagination without limits. Today, the Associate of Applied Science (AAS) in Culinary Arts major is a far cry from his young days in North Palmetto Point.

"I came from being a wallflower to someone who is willing to stand up for those who don't have a voice. I feel like that's real growth and that is something that I feel is a personal achievement of mine," says Devante. "Since coming to UB I have had this phrase I made for myself that I repeat every morning, 'to rule the world, you must first conquer a kingdom, which means everything comes in time. It may not be instantaneous and it may take some time, but once you work at it, it will come in abundance.'"

Devante plans to travel the world, immersing himself in different cultures and traditions and infusing that knowledge into an assortment of memorable culinary creations. He made a huge step in that direction when he crossed the Atlantic recently thanks to the generosity of corporate donor, FTX, which funded the attendance of the Bahamian culinary team to Expo 2020 in Dubai.

He was one of three students who accompanied UB's Chef Mario Adderley to prepare the meal for Prime Minister the Hon. Philip Davis' cocktail reception held at Salties Beach Bar and Grill restaurant in the mobility section of the Expo. As the focus of the Bahamian Pavilion is on sustainability, the dishes that the team prepared featured iconic Bahamian flavours from food items that are readily available locally. Attendees feasted on savory corn fritters with a rum-infused calypso sauce, warm ginger-infused pumpkin soup with fresh thyme and herbs, spicy crab cakes with tropical salsa, and piña colada bread puddings topped with toasted coconut and whipped cream.

Devante says it is an experience that left him forever changed.

"It opened my eyes and confirmed that this is exactly what I want to do in life. I would love to travel the world, experience different cuisines as well as the cultures that define them. It's not just The Bahamas; there's a whole world of different cultures, different people and different circumstances that we can be shared with us," he notes.

Devante has mere months left before he graduates from his AAS in Culinary Arts programme. He has been focusing on developing the core skills and qualities needed to succeed in a world forever changed by a global pandemic and a digital revolution. He says he is most proud of the indomitable spirit that he and his counterparts have displayed in this new era.

"Anything a Bahamian university student sets their mind to, they go above and beyond to succeed in whatever they choose to endure. We push ourselves to our limits and then go even further to ensure we get the top spot. I am most proud of my endurance my need to succeed. I feel that I don't deserve less and I need to keep pushing myself."



STAFF PROFILE: Melvert Clarke

When Melvert Clarke started working at the then College of The Bahamas (COB) as a clerk in the Office of Admissions in 2003, he did not envision that some 20 years later he would become a key contributor to integrating digital technology into academic affairs systems at University of The Bahamas.

As a Systems Analyst in the Office of Academic Affairs, Mr. Clarke evaluates and makes recommendations to improve the efficiency of the digital systems that govern internal processes for academic development.

"You shouldn't be hindered by system constraints," he says. "You should be able to register, you should be able to gain access to learning and knowledge through a digital platform. Faculty should be able to maintain their grading. Even as simple as them seeing their payroll and the like; these kinds of things give me joy to help create a structure by which these platforms can be used."

Working with information systems in higher education was not a part of Mr. Clarke's original career plans. He actually wanted to be a high school teacher. However, as fate would have it, in 2003 he worked for COB's Summer Studies Institute under the School of Education. At the end of that session, he assisted the Office of Admissions with processing the applications of successful candidates for the programme. It opened the door to him becoming a member of staff and helping to build his alma mater in other capacities.

"I always sum it up to me being a product of this system: a student, staff, adjunct faculty, line staff to middle manager," he says. "This is my formative learning and growing space, so I find this place very fulfilling. It's become a large portion of my life, and I view it as my calling."

Mr. Clarke has had a productive and rewarding career at UB. He was instrumental in implementing the digitization of BGCSE results from the Ministry of Education. Prior to that, staff had to manually sift through mountains of documents in order to process the information. He has also served the university in other areas through a number of committees and as a member of the protocol team, largely as a way to give back to the institution that helped to mold and shape him as a professional.

"This place has rewarded me in an education and in a job that helps me live the life I like to," he says. "So I think I should give back to it whenever I can and give service back to the institution that gave me a lot."

Looking back on the last 20 years, Mr. Clarke says he would have it no other way.

"My pride in COB will never end," he says. "That's my school. I went there, I worked there, and I graduated from there. I'm ever so proud of this institution, and I'm ever more hopeful for where we can be. That's another reason why I give time in service, whether it's on committees, whether it's serving on the Board of Trustees, things like that. It's because I want to serve. I want to leave an impact, something worth leaving behind. Because a lot of things we decide on, a lot of things that we do, now, we all as a university do now, impact the future."

STUDENT ACHIEVEMENT AND ENGAGEMENT

Miss and Mister University of The Bahamas Selected as Lead Student Ambassadors



PHOTO AT LEFT: Fourth from left are Miss UB Duranique Minus and Mister UB Anthony Sturup 2021 among the other contestants in the pageant held in March 2021 at UB's Performing Arts Centre.



PHOTO AT RIGHT: The king and queen pose together.

In March 2021 courageous contestants competed for the most prestigious student titles, Miss and Mister University of The Bahamas. A beloved tradition treasured by the University community, the Miss and Mister UB Pageant is a leadership competition that gives students the opportunity to represent UB in many realms as official student ambassadors. After many grueling weeks of preparation and with the assistance of both university and corporate supporters, as well as family and friends, Bachelor of Education major Mr. Anthony Sturup claimed the crown of Mister UB while his counterpart, Bachelor of Education major Duranique Minus won the Miss UB crown. The pair spent their year representing UB at a number of events, engagements and initiatives, helping to build school spirit and pride as well as raise the profile of the institution.

Students of Excellence Inducted into the National Society of Leadership and Success



Some of the student inductees into the National Society of Leadership and Success

Despite a pandemic, University of The Bahamas continued to engage its students in various pivotal programmes to bolster their success. Over 118 students who excelled in academics and leadership achievements were inducted into the UB chapter of the prestigious The National Society of Leadership and Success (NSLS) during Fall 2020. An organization based in the U.S., the NSLS is a life-changing leadership programme that helps students achieve personal growth, career success, and empowers them to have a positive impact on their communities. There are some 737 chapters and more than 1.6 million members. Through leadership training, exposure to esteemed leaders – like former U.S. President Barack Obama who delivered a leadership presentation during Spring 2021 – and networking, students are trained to excel even further during the remainder of their academic matriculation and beyond.

Mingoes Mobile App Launched to Enhance Student Communications



In an era where strategic communication is key to enhanced customer service and continuous improvements as well as keeping a community connected and engaged, the Student Affairs Division reached a major milestone through the official launch of the UB Mingoes App in November 2020. The launch followed a successful beta testing with just under 100 participants and a number of enhancements to improve functionality and maneuverability.

The Mingoes app has become a key conduit for students in particular to receive critical University announcements, academic notices, calendar reminders, and event information, keeping those who use it engaged with a robust University community. The app is available for download using the Google Play Store or can be used on the web platform. Since its launch, it has been downloaded hundreds of times.

2nd Annual Mingoes Awards Celebrates Student Excellence



One the most exciting and highly anticipated events on the events calendar, the UB Mingoes Student Awards show returned in Spring 2021 and was held in a virtual format. Students were honoured for excelling in student leadership, campus life, and athletics activities. Due to the COVID-19 pandemic, the awards show had taken a one-year hiatus. The 2021 show was pre-produced and live streamed via Facebook, allowing for many persons to celebrate student excellence remotely. To show has had more than 1,400 views and hundreds of audience reactions.

2020 Conference of Youth Leaders Expands Inclusivity



Organized by the Student Government Association in collaboration with the Division of Student Affairs, the 2020 Conference of Youth Leaders was held October 28th – 29th using a virtual mechanism which connected youth across the country with motivational speakers and persons who are leaders in their field. Presenters included: Jerreth J. Albury, Painter; Sidelaine Fouquet, Marketing Director; Jeron Johnson, Orator & Motivational Speaker; Joe Stubbs, Dean of Students, UB; Chantel O'Brian, Miss Bahamas 2015, P.S. O'Brian Consulting; Nyisha Tilus, Miss University of the Bahamas 2017 and Erin Brown, Disabilities and Compliance Officer, UB. Two percent of the students who registered to participate were youth with disabilities. To facilitate their inclusivity, the Office of Disabilities and Compliance helped to provide accessibility features including American Sign Language interpretation and Closed Caption. The conference of Youth Leaders promotes excellence and cultivates positive self-esteem, forward-thinking, marketing skills and positive attitudes.



UNIVERSITY ATHLETICS

The following student athletes had major accomplishments during the academic year:

- Kendrick Thompson Jr. set a new national record in the men's decathlon amassing a score of 7,644 points to eclipse the national record set by former UB student athletes Ken Munnings Jr. (7,555 - Lima Peru 2019). The performance was also a UB record.
- Munnings also broke the record but finished second just two points off Thompson's record setting performance with 7,642 points. Thompson had personal best performances in four events—javelin, 1500m, 110m hurdles, and long jump during the Bahamas Amateur Athletics Association's (BAAA's) Easter Track & Field Classic, April 10- 11. At the time of the meet, both Thompson and Mullings were ranked 2nd and 3rd in the world. Both men are 2021 Olympic hopefuls.
- A number of track & field athletes performed personal bests during the abbreviated season: Romica Josey (100m); Miah Bethel (100m); Brittany Lundy (100 Hurdles) and Keianno Rolle (LJ).
- In collaboration with OUR and OIT, a determination was made relative to the Athletics website. Budget permitting, this website will be launched during the 2021-2022 academic year.
- A student athlete survey was conducted in the Fall 2020 to provide data about student athletes' coping abilities during COVID-19.
- University Athletics in collaboration with the Dean's Office hosted the first virtual Mingo's Award on May 8, 2021.
- The Athletics Director served as a panelist on the Ministry of Education's Summer Success Series on Managing Student-Athlete's Success during COVID-19
- Men's basketball head coach Bacchus Rolle was one of the lead coaches for a virtual summer basketball camp hosted in partnership with Balling by Da Beach Organization and the Ministry of Education.



- The Athletic Training Unit hosted an Athletic Matters Podcast featuring past UB Athletic Training student interns, addressing their pursuit of an Athletic Training degree or a degree in the sports medicine field. Presenters were Paulette Guerrier, Dehron Smith, and Yurick Dean.
- Three Student Athlete Webinars were held during the 2020/21 academic year: Keturah Babb presented on the topic Mastering Life and Anxiety; Trenicka Dukes presented on the topic Engineering Performance-Advancing Biomechanics through Biomedical Engineering and Colyn Major presented on the topic Managing Your Health
- Sasha Johnson and Shakeitha Henfield (athletic trainers) attended the National Association of Athletic Trainers (NATA) virtual conference June 22-24. They are expected to receive 25 CEU's for their attendance and participation.



FACILITIES AND INFRASTRUCTURE

There were no major infrastructure developments for the 2020-2021 academic year. The Physical Plant Department continued to provide routine maintenance for the upkeep of infrastructure at University campuses and centres in New Providence and Grand Bahama.

Additionally, as the COVID-19 pandemic persisted, the University continued to prioritize the implementation of sanitization systems to reduce the risk of exposure and enhance health and safety measures at campuses and facilities. This included the installation of sanitization dispensers and thorough cleaning procedures throughout the University system.

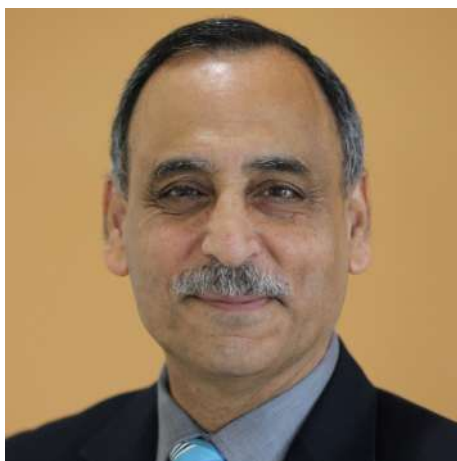


UNIVERSITY APPOINTMENTS



VICE PRESIDENT OF ACADEMIC AFFAIRS

On 1st September 2020, Dr. Maria Woodside-Oriakhi commenced her tenure as Vice President of Academic Affairs. As the chief academic administrative officer of the University, Dr. Woodside-Oriakhi works closely with the President, advising on academic matters related to faculty, staff and student development, collaborating with academic deans, and working with the Academic Senate to advance the academic agenda of the institution. In addition to overseeing the administration and supervision of academic programmes and faculty-related matters, she also has responsibility for leading the assessment and preparation of academic programmes and services for accreditation review. Dr. Woodside-Oriakhi is an Associate Professor and veteran member of faculty at UB who has served as Associate Vice President of Academic Affairs, Assistant Vice President of Academic Affairs and Chair of Mathematics, Physics and Technology.



EXECUTIVE VICE PRESIDENT

Professor Sarim Al-Zubaidy appointment as Executive Vice President (EVP) took effect on 4th January 2020. The EVP is an officer of the University for which the position is mandated in the University of The Bahamas Act, 2016. In this capacity, Professor Al-Zubaidy serves as the Chief Operating Officer of the UB system. He is a registered Chartered Engineer and Chartered Environmentalist with over thirty years' experience in executive, administrative and academic positions in a variety of higher education institutions around the world. His expertise ranges from public to private universities, traditional to newly formed universities and those in transition from colleges and polytechnics.



VICE PRESIDENT AND CHIEF INFORMATION OFFICER

Mrs. Vernice Williams commenced her tenure as Vice President and Chief Information Officer (CIO), effective 1st March 2021. In this role, she provides the vision, planning, strategic direction, technical leadership and management of the institution's information technology operations. She also reviews and establishes operating policies and procedures; develops plans for business continuity, disaster recovery, contract services for information technology operations; and implements enhancements where necessary. The work of the CIO is critical to maintaining a robust data centre and expanding information technology and media infrastructure. Mrs. Williams is a veteran employee of UB and has served as Director of Information Technology, Assistant Director, Operations Supervisor, Senior Computer/Lab Supervisor, and Computer Operator.



CAMPUS PRESIDENT OF UNIVERSITY OF THE BAHAMAS-NORTH

In March 2021, the University announced the appointment of veteran faculty member Dr. Ian Strachan as the first Campus President of the University of The Bahamas-North (UB-North) campus in Grand Bahama. As the UB-North Campus President, Dr. Strachan provides leadership and successful implementation of all aspects of strategic planning and the strategic objectives governing UB-North. He also oversees the financial management, including control of the budget and allocation of resources and holds full and final authority to approve UB-North's budgetary expenditure, and hire personnel, in accordance with the Board of Trustees approved University Budget. Dr. Strachan previously served as Vice President of Advancement from 2013-2015 and Acting Executive Vice President in 2014. He has worked at the University for 23 years and also served as Chair of the School of English.



VICE PRESIDENT OF FINANCE AND BUSINESS ENTERPRISE

Mr. Arlington Hunter was appointed Vice President of Finance and Business Enterprise effective 1st June 2021. In this capacity, Mr. Hunter is responsible for directing the University community in all matters relating to operating budgets and planning, financial and treasurer accounting records, core systems and ancillary services. He ensures the University's financial operations are administered in accordance with institutional policies, government requirements and International Financial Reporting Standards. Mr. Hunter also oversees the preparation and delivery of financial reports to the President, Board of Trustees, government and other relevant agencies and also gives advice on all aspects of financial management.



VICE PRESIDENT OF HUMAN RESOURCES

UB alumna Mrs. Vochelle Ferguson commenced her tenure as Vice President, Human Resources (HR) effective 1st June 2021. As VP of HR, Mrs. Ferguson is responsible for providing the oversight for all human resources functions in support of the University's mission and strategic plan. She also provides leadership in setting goals and analyzing ways to raise standards, increase quality of efforts, and improve overall performance of the human resources functions at UB. Over the course of her career as a human resources professional, Mrs. Ferguson has been instrumental in the implementation of human resources information systems to enhance HR functions.

BOARD OF TRUSTEES DECISIONS

JUNE 25, 2020

Approval for the establishment of the University of The Bahamas United States Foundation

Approval of National Food Distribution Task Force (NFDTF) Memorandum of Understanding

AUGUST 26, 2020

Approval of Board of Trustees Ad Hoc UB-North Committee

MAY 21, 2021

Approval of Candidates for Graduation

AUGUST 25, 2021

Approval of Financial Budget July 2021 to June 2022

Approval for the establishment of the School of Hospitality, Tourism, Culinary Arts and Leisure Management

Approval for the purchase of the Kipling Complex, Freeport Grand Bahama

Approval and implementation of a COVID-19 policy for entering UB Campus

PRIVATE GIVING REPORT

Bahamian Architects Invest in Human Potential Through Endowment Fund

Bahamian architects, whose lives have been positively impacted by University of The Bahamas (UB) and each other, have contributed \$25,000 to establish the Architecture Endowment Fund to benefit full-time, undergraduate architecture students.

The collective gift from the Owner and Principal of Henry A. Hepburn & Associates, Mr. Henry Hepburn; Owner of Alexiou & Associates, Mr. Michael Alexiou; Chief Executive Officer of The Beck Group, Mr. Fred Perpall; Owner and Principal of Michael Diggis and Associates, Mr. Michael Diggis; and Owner and Principal of Anthony Jervis Architects Ltd., Mr. Anthony Jervis with fund scholarships, study abroad opportunities and a distinguished lecture series.

UB President Dr. Rodney D. Smith affirmed the gift's life changing impact and the donor's longstanding connection with UB.

"The University is always pleased to partner with donors who have particular passions and areas of interest, as these five men do. We at UB are particularly pleased to partner with them because they are five men who have, in a few different ways, been connected to the institution for a long time, and have already played important parts in the life of our architecture programme and its students," he said.

UB's architecture programme has been steadily growing over the years and through their practicum experiences, students have been contributing to the design vision for local and international projects including the UB-North campus in Grand Bahama and The Bahamas' pavilion for Expo 2020 in Dubai.



Mr. Fred Perpall.



Mr. Henry Hepburn.



Mr. Michael Diggis.

From his Dallas, Texas-based office, UB graduate Fred Perpall said growing up in the inner city of New Providence and having the opportunity to go to college as a first generation college student literally changed his life and the life of his entire family.

"To have a great country, we have to provide opportunities for the young people amongst us," he said. "With this gift, we are ensuring that more kids from all walks of life get the opportunity to fulfill their curiosity and to actually lean into a profession that is so meaningful."

Mr. Perpall recalled that his first college lecturer was fellow donor Mr. Hepburn, while his first employer was fellow donor Mr. Alexiou, whose firm he worked in part-time while studying at COB.

Mr. Alexiou reflected that in 1975 when he first returned home from college, the architecture sector was dominated by expatriates. Since then, a lot has changed.

"Our interest is to see young Bahamians reach higher goals. We'd like to create world-class opportunities for all Bahamians even if they cannot afford to experience them," he said.

The design environment is much different now than it was before, and as the world confronts the COVID-19 pandemic, architects are being challenged even more to evolve in the designs which they envision.

"It is imperative that architects stand in the gap, especially now as we fight this COVID-19 pandemic," said Mr. Hepburn, a veteran member of the UB faculty. "For us architects, health, safety and well-being are not new to us."

Donors Michael Diggis and Anthony Jervis were also present for the signing ceremony. UB's Vice President of Institutional Advancement and Alumni Affairs Mr. Dino Hernandez lauded the donors and longtime supporters of the institution.

"The University's mission can only be fully achieved when members of the community come forward to help this important work. Providing greater access to tertiary education is also a part of the mission of the University, and partnerships like this one, significantly help to increase access for deserving students," he said.



The press conference to make the announcement was held virtually.

COVID-19 Task Force Raises Over \$30,000 for Student Technology



Donations made at the UB-North campus in Grand Bahama.



Corporate and individual donors have helped University of The Bahamas (UB) to provide relief for students severely impacted by lack of access to technology particularly during the COVID-19 pandemic which has caused an unprecedented transition to virtual and online operations.

UB's COVID-19 Task Force, in partnership with the newly formed UB United States Foundation, has been intentional in its fundraising to acquire laptops, tablets and other technological assets, raising over \$30,000 in cash, pledges, and in-kind donations for the COVID-19 Technology Relief Fund. Members of the Bahamas Petroleum Dealers Association made significant donations.

The University also partnered with local vendor Custom Computers Ltd. to source devices.

"Custom Computers Ltd. has always been committed to recognizing and rewarding students in education. Therefore, we didn't hesitate to support and partner with University of The Bahamas to assist with getting much needed tools in the hands of deserving students. We hope that these will assist in their academic journey.

Our team worked closely with a reliable vendor to source and secure a performance built, reliable, yet cost effective notebook option for the students," Custom Computers Sales Manager Tammie Thompson said.

The University distributed devices to students at the Oakes Field Campus in December 2020 and to students at University of The Bahamas-North in Grand Bahama in March 2021.

"We are deeply grateful for the hard work and collaboration of volunteers locally and internationally as well as the UB Office of Corporate and Foundation Relations in securing gifts and in-kind donations of technology. We are especially indebted to Ellucian Corporation for their support for phase I laptop purchases for our students, faculty and staff," stated Mr. Dino Hernandez, Vice President of Institutional Advancement & Alumni Affairs and Executive Director of UB United States Foundation.



Donations made at the Oakes Field Campus in New Providence.



The vacant land on University Drive on which the Clarence A. Bain Building once stood which has been conveyed to University of The Bahamas.

UB's Oakes Field Campus Expands with Gift of Real Estate

The Government of The Bahamas has conveyed the land on which the historic Clarence A. Bain Building was once located to University of The Bahamas (UB), moving the university one step closer to the convocation centre envisioned for the property on University Drive.

The condemned Clarence A. Bain Building, which has housed several government departments and agencies over the years, was razed in 2019, leaving the property vacant. The land is valued at \$2.4 million. With the newest land acquisition, UB's Oakes Field Campus is spread across approximately 63 acres and encompasses teaching, administrative, residential and service facilities. UB President Dr. Rodney D. Smith said the land is ideal for a world-class 10,000-seat, multi-purpose convocation and convention centre constructed and managed through a public-private partnership.

The Oakes Field Campus has undergone significant changes over the years guided by a master plan for infrastructure growth which anticipates a 25% increase in student enrolment from the approximately 5,000 students who currently attend. The most recent infrastructure changes for the Oakes Field Campus have included the groundbreaking for the University Residence and Multi-Purpose Complex in January 2020, the completion of the Franklyn R. Wilson Graduate Centre, G.T.R. Campbell Small Island Sustainability Research Centre, and renovation of the Portia M. Smith Student Services Centre.

UB's Vice President of Operations Mr. Ronnie Stevenson noted that an analysis is a critical part of the planning process. "We are carrying out a cost benefit analysis and expect to be working on preliminary drawings immediately after. Our progress will depend on funding which of course will depend on the economy," he said.

A convocation centre would represent a new revenue stream for the University through bookings for athletic tournaments, concerts, special events, major educational, religious, business and entrepreneurial expos and conferences. The ultimate aim is to strengthen the University's capacity to fulfil its mission of supporting and driving national development while continuing to grow into a world-class, tertiary institution.

University of The Bahamas UBFIT 5K/10K Race Exceeds Participation Goal



More than 350 persons participated in the University of The Bahamas (UB) Virtual UBFIT Fun Run Walk Bike Skate Push 5K/10K race in April 2021 in a tangible display of support for wellness and the University.

In its fourth year, but the first in a virtual format, the UBFIT race attracted participants in Exuma, Andros, Long Island, New Providence, Grand Bahama and around the world as the excitement spread. Each participant completed either a 5K or 10K race course on their own, as a family, or in small groups and submitted the results tracked in their apps in order to receive a finisher's medal. The event was held from 9th to 11th April.

"Despite the pandemic and the many restrictions we faced, as a committee, we re-envisioned what UBFIT could look like this year in a virtual capacity," said UBFIT Co-Chair and UB Executive Director, Corporate and Foundation Relations Ms. Kandice Eldon. "And we are so pleased that members of the public, corporate Bahamas and the University participated in such a major way."

UBFIT grew from the University's annual Health and Safety Week, held under the theme "Fit. Healthy. Safe." To date, more than \$235,000 has been collectively raised from sponsorships, registrants and generous in-kind donations.

Funds raised this year were used for the COVID-19 Technology Relief Fund and Annual Fund to provide laptops, tablets and other technology for students in need.

"We have exceeded our fundraising and registration goal with more than 350 registrants who participated especially dedicated community running groups, friends of UB, and corporate Bahamas," said Ms. Eldon. "I wish to thank all of our sponsors and title sponsor Oaktree Medical Center for joining us for the next three years as we expand this health and wellness initiative."

Oaktree Medical Center Director Dr. Don Diego Deveaux noted that he was more than happy to be UBFIT's title sponsor as the health and education of a nation is its wealth.



Participants from throughout The Bahamas and abroad walked, ran, skated and cycled their way through their 5K and 10K race course for the first virtual UB FIT. Photo caption: Participants from throughout The Bahamas and abroad walked, ran, skated and cycled their way through their 5K and 10K race course for the first virtual UB FIT.

Participants from throughout The Bahamas and abroad walked, ran, skated and cycled their way through their 5K and 10K race course for the first virtual UB FIT.



"To whom much is given, much is required, and for the Oaktree family the opportunity to partner with University of The Bahamas for UB FIT represents many of the core values we believe in and is picture perfect and timely," said Dr. Deveau.

"We are delighted to strengthen our relationship with University of The Bahamas and encourage corporate Bahamas to continue doing the same."

Other corporate and in-kind sponsors of Virtual UB FIT included Bahamas Power and Light, Bahamas First, J.S. Johnson, Leno Corporate Services Ltd., Public Hospitals Authority, Walk-In Clinic, BowFlex Barbie, Caribbean Bottling Company and UB's Alumni Association.

Meadows Family Student Award to Support Dual Degree Majors at UB



*Senior Vice President, Audit Director at Bank of America and Director of the UB US Foundation
Mr. Kenyada Meadows.*

A recently established student support award at University of The Bahamas (UB) demonstrates a belief in that resilience and the positive impact that tertiary education has on human potential. The Meadows Family Student Support Award, created through a \$25,000 gift, is funding scholarships for dual degree majors in the Business Studies, Liberal and Fine Arts, Pure and Applied Sciences, and Social and Educational Studies disciplines.

Senior Vice President, Audit Director at Bank of America (BofA) Kenyada Meadows, a UB alum, made the gift on behalf of his family and to honour his parents, passionate advocates for education.

"This is a token of my gratitude, and as I have given lots of my time and some resources to organizations and to people and individuals here in the United States where I live. I certainly want to make sure that I never lose touch, and I haven't lost touch with The Bahamas," said Mr. Meadows, who also serves as a director on the UB US Foundation. "More broadly, holistically, I wanted to do something that supports the country, that supports our young people and in particular our students."

Mr. Meadows earned an Associate of Applied Science (AAS) degree in Accounting in 1998. He eventually attained in Master of Accountancy, as well as several finance-related licenses and certifications. Today he is a Certified Public Accountant.

UB President Dr. Rodney D. Smith thanked the Meadows family for supporting the academic pursuits of students.

"That the Meadows Family has decided to honour their patriarch and matriarch, both champions of education in The Bahamas, marries well with the University's mission to support and drive national development through teaching, research, innovation and service to the community," said Dr. Smith. "Providing greater access to tertiary education is also part of the mission of the University, and partnerships like this one significantly help to increase access."

Scholars of the award are required to maintain a minimum cumulative GPA of 2.75 and perform 16 hours of annual community service.



UB President Dr. Rodney D. Smith.



The late Mrs. Audrey Dean-Wright.

Audrey Dean-Wright Memorial Endowment to Drive Education and Creative Expression

A memorial endowment which pays tribute to the educational and musical genius of the late Mrs. Audrey Dean-Wright, a renowned chorale director, educator and cultural icon, is also funding scholarships for full-time students enrolled in the School of Communication and Creative Arts and the School of Education.

Mrs. Dean-Wright passed away two years ago and had a lifetime of national and international accomplishments to her credit.

Acclaimed artist Mr. Antonius Roberts, OBE, made the initial \$25,000 gift to establish the Audrey Dean-Wright Memorial Endowment for the Arts Support Award.

"A lot of people talk. A lot of people dream, but Audrey has always been a 'doer'," said Mr. Roberts, a longtime friend. "Always passionate about not necessarily just her music, but also passionate about teaching and transforming the lives of young people through music. So, I'm very happy to be a part of this occasion, and I'm really looking forward to the good that will come out of this scholarship."

Retired foreign services officer Carlton Dean-Wright reflected on his wife's sacrifices and deep love for UB as he thanked Mr. Roberts and the university for honouring her legacy.



Mr. Antonius Roberts, donor.



Mr. Carlton Wright, husband of the late Audrey Dean-Wright



Dr. Rodney D. Smith.

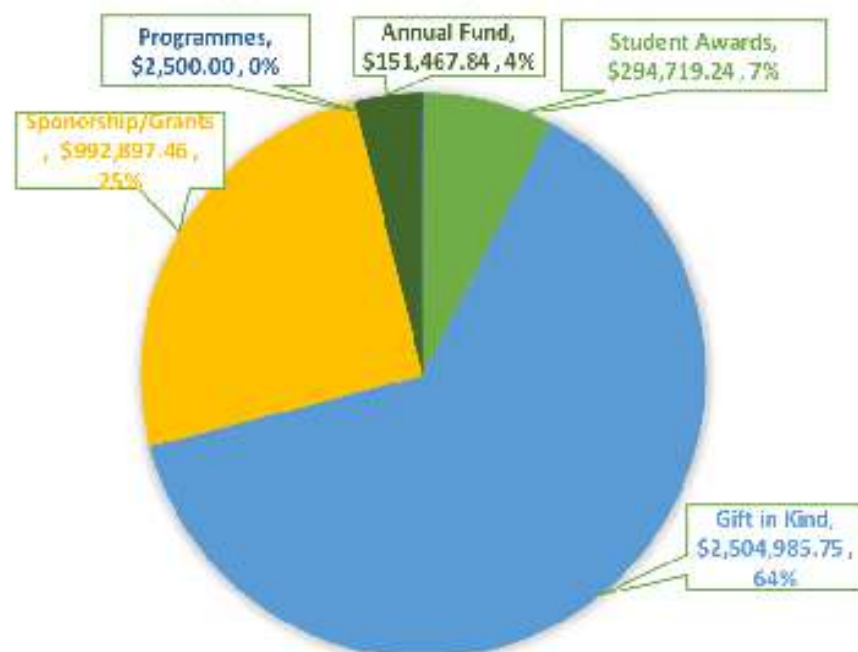
"I believe it is a fitting recognition to the life and legacy of my late wife Audrey, pianist, chorale conductor, composer, poet, lecturer, associate professor, culturist, etc.," he said. "She was devoted and committed to College of The Bahamas, University of The Bahamas, for whom she was so willing to sacrifice so much, sometimes even her family was put on hold.

UB President Dr. Rodney D. Smith expressed his gratitude and lauded the impact that the master musician had on the lives of many people.

"We know that in perpetuity, through this Endowment for the Arts Support Award, her life is going to continue to influence in a positive way, the lives of generations yet to come," noted Dr. Smith.

In 2019, UB announced the establishment of the Audrey F. Dean Wright Visual and Performing Arts Endowment for the Arts. Also announced at the time was the establishment of a foundation named in honour of Mrs. Dean-Wright to support undergraduate education in the arts for Bahamian students at UB; facilitate the exchange of scholarly information; support the construction of an arts museum complex at the University; and expand the UB Arts Immersion Programme.

TOTAL PRIVATE GIVING AND COMMITMENTS

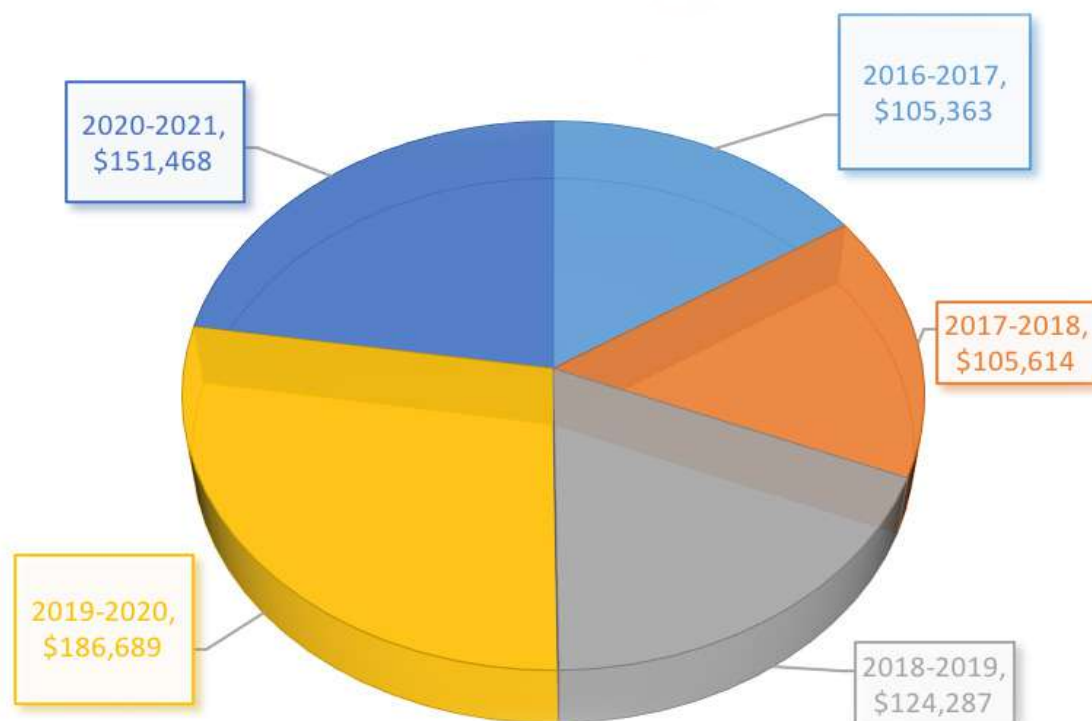


TOTAL PRIVATE GIVING AND COMMITMENTS BY YEAR



*Based on unaudited financial data.

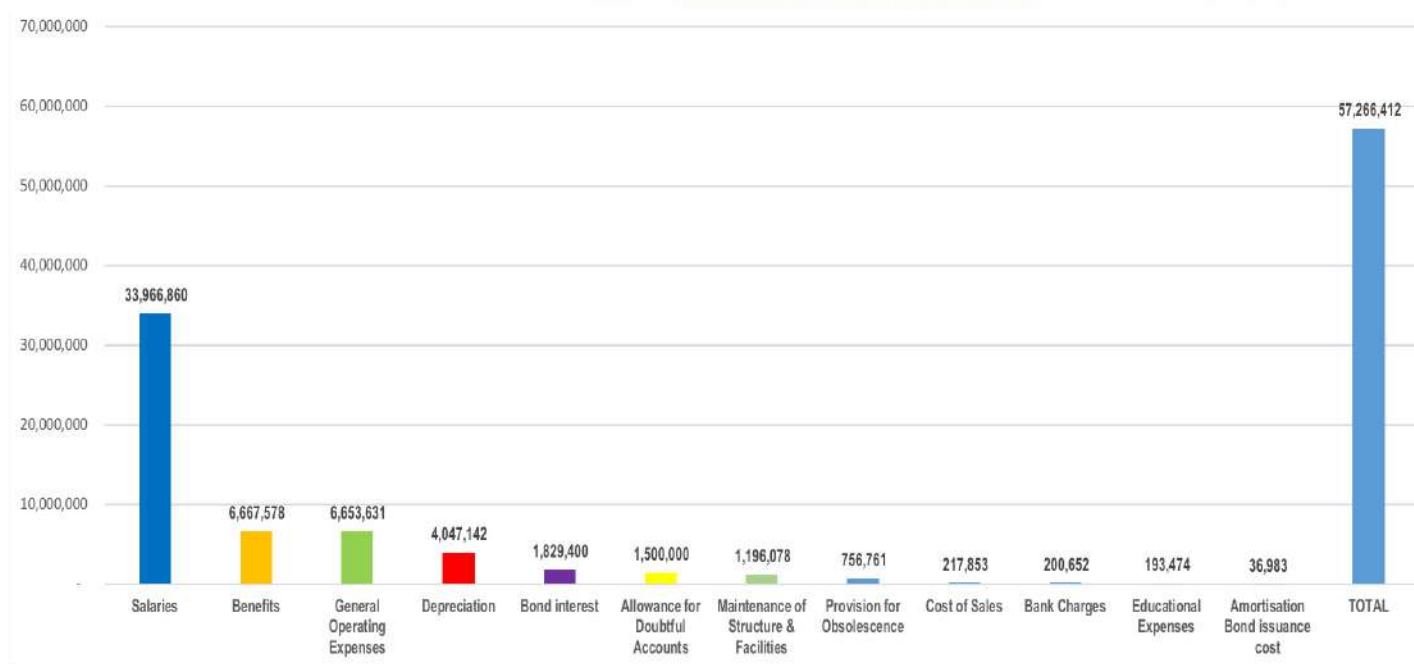
UB ANNUAL FUND



*Based on unaudited financial data.

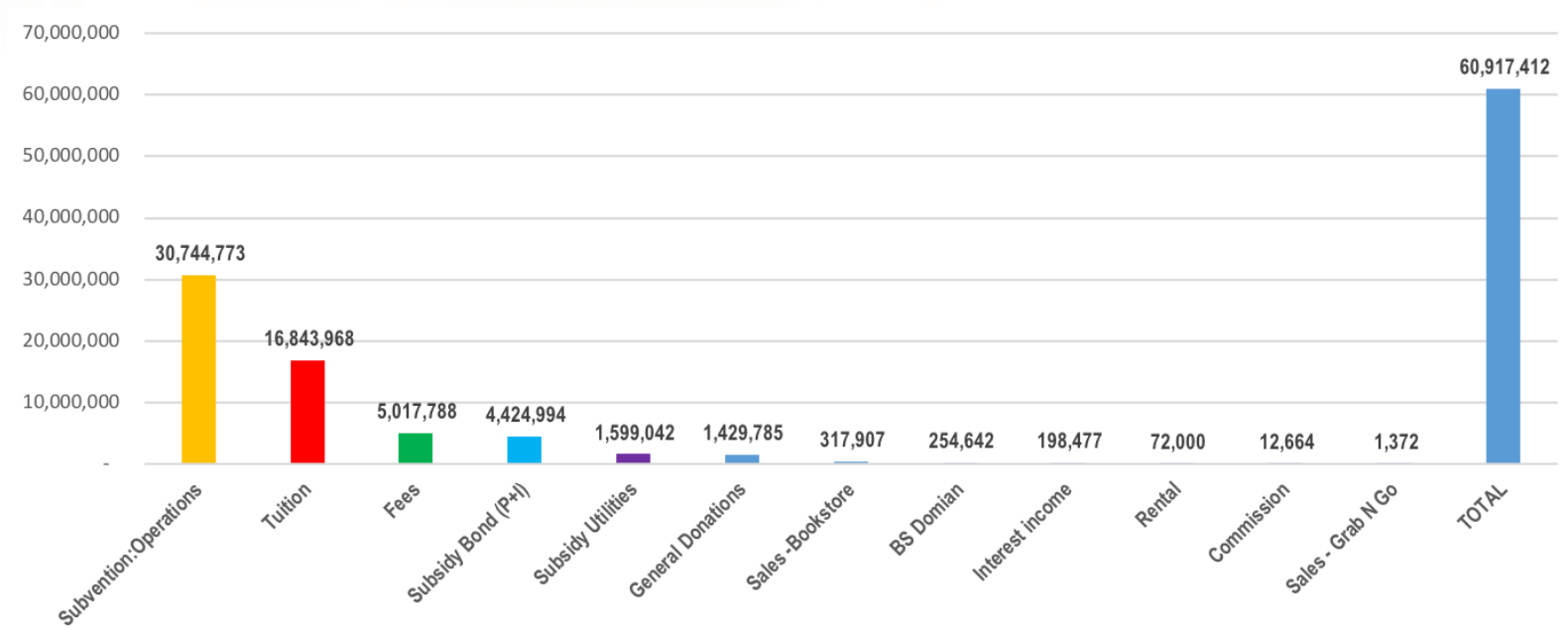
FINANCIAL HIGHLIGHTS

Expenditures for the Year Ending 30th June 2021



FINANCIAL HIGHLIGHTS

Cash Revenues for the Year Ending June 30th 2021



*Based on unaudited financial data.



Preparing students for a better life in a global society.