



# BUILDING THE NATION THROUGH EDUCATION:

The Strategic Plan of The College of The Bahamas 2007

Consultation Document



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## *Table of Contents*

*Table of Contents* i

*List of Abbreviations* ii

*Message from the President* iii

### **The Context 1**

The National Context 1

The Regional Context 2

The International Context 2

### **The College of The Bahamas: Overview 2**

History of The College 2

The College Today 3

### **The University of The Bahamas: Role, Vision & Mission 5**

Key Strategies 8

Key Assumptions 8

### **The University of The Bahamas: Goals 9**

Academic Programmes & Services 9

Student Recruitment & The Student Experience 10

Faculty & Staff Recruitment & Support 11

Academic & Administrative Support Services 11

Alumni Relations & Development 12

Capital Investments 12

Building the Resource Base 12

Information & Communications Technology 12

Transition Goals 13

### **Conclusion 13**

*Appendix A: Task Forces* 14

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## *List of Abbreviations*

BA	Bachelor of Arts
BBA	Bachelor of Business Administration
BEd	Bachelor of Education
BERC	Bahamas Environmental Research Centre
BSc	Bachelor of Science
BSET	Bachelor of Engineering Technology
BSN	Bachelor of Nursing
CARICOM	Caribbean Community
CEES	Centre for Continuing Education and Extension Services
CSME	CARICOM Single Market and Economy
FTE	Full-time equivalent
MA	Master of Arts
MAT	Master of Arts in Teaching
MBA	Master of Business Administration
MEd	Master of Education
UNESCO	United Nations Educational, Scientific and Cultural Organization
UWI	University of The West Indies

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## Message from the President

*This strategic plan is the product of two years of work by a number of members of the College community and others in the wider community who have helped by participating in task forces and discussions. We thank all who participated for their support and commitment. Their names can be found in Appendix A. We also thank Dr. Pandora Johnson and her colleagues, Mr. William Fielding and Ms. Jeannie Gibson, for their work in coordinating the project and ensuring its accuracy. Dr. Johnson also coordinated the final draft and will be leading the consultation process over the next few months. We also note the help of Dr. Earla Carey-Baines on earlier drafts.*

*This team did much to find the data and give shape to concrete and measurable objectives which emerged from discussions and reflections. We thank them all. In addition, special gratitude is owed to the College Council for its support and in particular to Ms. Audrey Ingram-Roberts. Ms. Ingram-Roberts chaired the College Council's Strategic Planning Subcommittee, consisting of Ms. Jennifer Isaacs-Dotson and Mr. Simon Wilson, which reviewed an earlier draft and provided invaluable assistance in directing this plan.*

*A strategic plan is never quite finished, never quite demonstrates the perfect vision and never quite articulates perfectly polished strategies. It is also never quite as rich as all the discussions that informed its production. We nevertheless offer this document as a blueprint and an explanation of what we are working to achieve at this time. Visions become clearer the nearer we approach them and plans and strategies will shift with more information and further action. What we have sought to capture in this document is a strong sense of the values we hold dear, the vision to which we are committed and the key actions we are undertaking to build The National University of The Bahamas.*

*While the overall direction and vision have been set for this journey from College to University, we know that there will be discoveries, challenges and successes, which we have not quite anticipated. It is our goal to be alert to these, to make use of opportunities that might come our way and to be nimble in the face of challenges we had not imagined. We will be counting on the broad support of all stakeholders, faculty, students, staff, alumni, Council members and the broader community to work together to guide this journey.*

*We also thank the Government of The Bahamas for its commitment to higher education in the nation.*



*Janyne M. Hodder, B.A., M.A., D.C.L. (hon.)*

*The College of The Bahamas, September 20<sup>th</sup>, 2007*

## THE CONTEXT

### THE NATIONAL CONTEXT

The Bahamas archipelago is located in the Atlantic Ocean, east of Florida and the United States, north



of Cuba and the Caribbean, and northwest of The Turks and Caicos Islands. Excluding its surrounding sea, The Bahamas covers a total area of about 13,940 sq km of which some 10,070 sq km is land and 3,870 sq km is inland water. The Commonwealth of The Bahamas achieved full independence on July 10<sup>th</sup> 1973. It is a member of the Commonwealth of Nations and has an estimated population of 334,000 and an estimated GDP of \$6.2 billion.

Its estimated per capita income is \$17,843. According to the Human Development Index, in 2006 The Bahamas ranked 52nd with a score of 0.825, which placed it fourth in the Caribbean region and in the “High Human Development” category. The Bahamas is a stable, emerging nation whose economy is propelled by tourism and the financial services sector. Tourism, including tourism-driven construction and manufacturing, accounts for around 60% of GDP and more than half of the jobs in The Bahamas are linked to the tourism industry. Financial services constitute the second most important sector of the Bahamian economy, accounting for about 15% of GDP. Recent economic development has been strong and prospects suggest further development linked to significant foreign direct investment plans over the next 10 years.

The College of The Bahamas was the only provider of associate degrees for a number of years. The other publicly funded institution offering university degrees in The Bahamas is The University of The West Indies (UWI). The UWI is a university with a regional mandate, and a long-time partner of The College of The Bahamas. It offers a programme in medicine and also a baccalaureate degree in tourism. The College currently offers the UWI law degree through a service agreement between the two institutions.

Recently, there have been a number of changes in the landscape of higher education. Private institutions offer courses at both the pre-college and college levels. Some of these are local institutions but most have links to off-shore institutions, predominantly in the United States. Traditionally, Bahamians have also sought higher education in the United States, in Canada and in the United Kingdom as well as regionally, mostly at The University of The West Indies.

The transformation of the higher education landscape in The Bahamas is expected to continue. According to the Department of Statistics, approximately 14% of Bahamians between the ages of 18 and 24 participate in higher education. This figure compares to 20% regionally and 35% in the USA for example. An increase in participation in higher education both at the college and university level must be a national goal if we are to make sure that Bahamians benefit from the economic opportunities available to them and to ensure overall economic prosperity.

The Bahamas is committed to enhancing the quality of life of both urban and rural communities and ensuring that services of quality are delivered across the archipelago and not only in the capital, Nassau, located on New Providence. This will have

an impact on the development of The University of The Bahamas.

## THE REGIONAL CONTEXT

The Bahamas has many ties with the people in the south-eastern, coastal region of the United States. In addition, tourism is dependent on American visitors; in 2005 they comprised 87% of tourist arrivals.

The Bahamas is a member of The Caribbean Community (CARICOM), established by the Treaty of Chaguaramas (1973). A Revised Treaty of Chaguaramas including the CARICOM Single Market and Economy (CSME) was signed in 2001 but The Bahamas has not yet joined the CSME.

Higher Education is changing regionally. The traditional regional university, The University of The West Indies (to which The Bahamas makes financial contributions) with three campuses now competes with an increasing number of other higher education institutions, some national universities and others private institutions, including both those for profit and non-profit. Regionally, there is also a strong interest in developing quality assurance mechanisms, an interest shared by The College of The Bahamas.

## THE INTERNATIONAL CONTEXT

The growth of The College of The Bahamas and its transformation from College to University implies acceptance by the international community of universities and membership in international university associations. National goals and national identity will always be key features of a national university, particularly when the university is the only such institution. Equally, universities are typically international institutions which have

traditions of mutual recognition of each other's degrees and other credentials. While quality assurance mechanisms are usually national in nature, it is important that they meet international criteria and that the credentials of graduates of The University of The Bahamas are recognized. There is a favourable history in this respect. In the early years, many College alumni of the associate degree programmes who entered North American universities had to retake courses they had passed at the College; today, the norm is full recognition of credits.

In addition to international recognition, universities usually also adopt internationalization strategies designed to increase international student and faculty recruitment and exchanges. These exchanges integrate an international, intercultural, or global dimension into post-secondary education. Some respected rankings of universities include a variable on internationalization as a measure of quality. The University of The Bahamas will need to focus on an internationalization strategy, most probably through the use of exchange agreements and research partnerships in the first instance and eventually by building and integrating global issues and perspectives into the curriculum.

## THE COLLEGE OF THE BAHAMAS: OVERVIEW

### HISTORY OF THE COLLEGE

The Act establishing The College of The Bahamas was passed in 1974 and its creation was closely tied to national goals following independence in 1973. Classes began in September 1975. The College officially opened on the site of the former Government High School in July 1977.

The College was founded to provide academic and intellectual leadership in The Commonwealth of The Bahamas and to educate and train Bahamians for the purposes of self-fulfilment, productive work and nation building. For the first 20 years of its existence, the College offered two-year associate degrees in addition to the Bachelor of Education degree with the University of the West Indies, and a number of undergraduate diplomas and certificates. In 1991, it began to offer its own baccalaureate programmes, starting with the Bachelor of Business.

The revised College of The Bahamas Act (1995) allowed for greater financial autonomy, changes to its organisational structure, gave authority to grant degrees and empowered it to seek and receive private funding.

In 2004, the College began planning to transform itself from a degree-granting college into a university, aspiring to be recognized both within the country and internationally as the national university of The Bahamas, one focused on excellence and accessibility for Bahamians and non-Bahamians who might choose to study, teach or research there.

By 2006, the College offered six bachelor's degrees in more than 59 majors in addition to associate degrees, certificates and diplomas. In 2006, the College had more than 11,000 alumni. Enrolment in the fall of 2007 was 4,844. In June 2007, The College graduated more students with Bachelor degrees (211) than with Associate degrees (186).

The College serves a diverse population drawing its clientele from all levels of Bahamian society throughout the archipelago, as well as a limited number of non-national students, most of whom have been educated in The Bahamas.

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## THE COLLEGE TODAY

The academic programmes of the College are delivered through four faculties and one institute. These are:

- The Faculty of Social and Educational Studies, which houses the School of Education and the School of Social Sciences;
- The Faculty of Liberal and Fine Arts, which houses the School of Communication and Creative Arts and the School of English Studies;
- The Faculty of Pure and Applied Science which, houses the School of Sciences and Technology and the School of Nursing and Allied Health Professions;
- The Faculty of Business;
- The Culinary and Hospitality Management Institute.

The College also offers courses through its Centre for Continuing Education and Extension Services, its Educational Leadership Institute and its International Languages and Cultures Institute. In addition, the College operates research institutes and field stations.

The College also has a network of five libraries, at Oakes Field, in the Main Library, the Culinary, Hospitality & Management Institute Library and the Law Library, at Grosvenor Close in the Hilda Bowen Library and at Freeport in the Northern Campus Library. Academic support services are also provided by the Registrar's Office, the Office of Student Affairs and Management and Information Services.

The College offers services on several campuses.



## **New Providence:**

- Thompson Boulevard, Oakes Field Campus: This is the main campus which houses the academic Faculties and Schools as well as administrative services, student services and other academic support services. In addition to the main building and classroom blocks, the campus includes the Michael H. Eldon Complex, Chapter One Bookstore and the Bahamas Tourism Training Centre, a complex that accommodates the Culinary and Hospitality Management Institute, the University of The West Indies Hotel Management Programme, the Bachelor of Laws (LLB) programme and classes of the Eugene Dupuch Law School. Rented office space in Oakes Field accommodates research and internationalization activities. In addition, the campus includes the site for a new library. A Wellness Centre and a Centre for The Performing Arts are also found on this campus. Student residences are close to this campus.

- Grosvenor Close Campus, adjacent to the Princess Margaret Hospital: In 1991, Nursing Education and other health related programmes were transferred from The Ministry of Health to The College of The Bahamas. The Bahamas School of Nursing building was also transferred and renamed The Grosvenor Close Campus (GCC). This satellite campus presently houses the School of Nursing and Allied Health Professions and the Hilda Bowen Library.

- Moss Road, Oakes Field: The Centre for Continuing Education and Extension Services (CEES) is located here. CEES offers courses and programmes in personal, professional and paraprofessional development as well as academic upgrading.

- Gladstone Road: The College currently operates The Poultry Research Unit at this site. The site is seen as a possible one for expansion.

## **Grand Bahama:**

The Northern Bahamas Campus of The College of The Bahamas is situated in the centre of the Freeport commercial area. Facilities are shared with The Bahamas Technical and Vocational Institute. The campus caters mainly to part-time students pursuing Bachelor Degrees in Education and Business, Associate Degrees in Accounting, Business Management, upgrading in mathematics and English for adults, and a full college preparatory programme. A Diploma in Education is offered for graduate teachers; programmes in Hospitality Studies and a number of general interest courses are available. The campus includes a library and computer centre. In September 2007, 551 students were enrolled at this campus.

The College is currently developing a 50 acre site in the eastern end of Freeport, a site given to it by The Grand Bahama Port Authority. The preparatory work is complete, construction plans are ready and the College will go to tender as soon as funding for the project is assured.

## **San Salvador**

The Gerace Research Centre, formerly the Bahamian Field Station, was established in 1971. It is internationally known for its field studies and research activities in archaeology, biology, marine science and geology. Located on the shores of Graham's Harbour, the station has extensive facilities capable of accommodating up to 150 students and 50 faculty. The Centre is popular among North American universities, averaging approximately 12,000 student nights per year. The

Gerace Research Centre is governed by its own board and has created a foundation which has tax exempt status in the United States, the Bahamas Education, Culture and Science Foundation.

#### **Exuma**

The Exuma Centre operates from the Ministry of Education's Resource Centre, a facility owned by the Benjamin Foundation and located just outside George Town. The Centre began in 1993 as an experiment to upgrade adults to the level of college entrance. The Associate Degree in Office Administration was launched in 1995 and the Bachelor of Education for serving teachers was introduced as a unique initiative in 1997. The main thrust of the Centre is facilitating upgrading to the level of college entrance and enabling the pursuit of general interest courses in the areas of professional and personal development. Academic programmes beyond upgrading are influenced by considerations of class size and resource availability.

#### **Andros**

Located in central Andros, The Bahamas Environmental Research Centre (BERC) is an environmental research and teaching facility. The Centre provides field experiences for students and researchers.

#### **QUICK FACTS**

***IN SEPTEMBER 2007, 4,844 STUDENTS ENROLLED AT THE COLLEGE, 551 AT THE NORTHERN BAHAMAS CAMPUS.***

***IN ANY GIVEN SEMESTER, THE PROPORTION OF STUDENTS ENROLLED PART-TIME HOVERS AROUND 40%.***

***AS OF JANUARY 2007, THERE WERE 224 REGULAR FULL-TIME FACULTY. IN ADDITION THE COLLEGE EMPLOYS ABOUT 70 PART-TIME FACULTY EACH SEMESTER.***

***AS OF JANUARY 2007, THE COLLEGE EMPLOYED 373 STAFF IN SUPPORT AND ADMINISTRATIVE ROLES.***

***THE COLLEGE IS THE 16TH LARGEST EMPLOYER IN THE COUNTRY.***

***THE OPERATING BUDGET OF THE COLLEGE FOR THE YEAR 2006-2007 WAS \$41,396,400.***

***BETWEEN 2005 AND 2007, THE COLLEGE INVESTED \$12,395,541 IN INFRASTRUCTURE IMPROVEMENT.***

***IN JUNE 2007, THE COLLEGE GRADUATED MORE STUDENTS WITH BACCALAUREATE DEGREES (211) THAN IT DID STUDENTS WITH ASSOCIATE DEGREES (186).***

#### **THE UNIVERSITY OF THE BAHAMAS: ROLE, VISION & MISSION**

The role of The University of The Bahamas is to support and drive national development through education, research and innovation. National development is taken in its largest sense as economic, social, and cultural development.

The University of The Bahamas contributes to national development by offering high quality programmes. It will build on the successes of the College to offer high quality programmes and to develop high standards of quality assurance. It will also develop new programmes. The table below indicates which programmes are currently offered

and which are under consideration for The University of The Bahamas.

secure adequate financial resources, particularly in expensive programmes such as engineering.

	Associate	Bachelor	Graduate
The College degrees	A. of Arts A. of Science A. of Applied Science	BA BSc BSN (Nursing) BSET (Eng. Technology) BBA BEEd (59 Majors)	
The degrees of other universities offered in partnership		LL.B (UWI)	MEd (Kent State) MEd (Wheelock) MA Teaching & Learning with Technology (Ashford) MA in Library & Information Science U. of South Florida)
Under consideration either alone or in partnership	Marine & environmental sciences Island sustainable living Expansion of applied programmes in areas of employment demand Maritime technical training	Marine & environmental sciences Law Pharmacy Allied Health Public Administration Tourism Marine and Environmental Studies Expansion of applied degrees Engineering	MBA ( Fall 2008) MAT (Fall 2008) Nursing Law, Maritime Law Allied Health Marine Environmental Agriculture Public Administration Joint Doctoral Programmes

Key fields are, of course, tourism and hospitality, and financial services. In addition, there are needs in marine and environmental science, maritime law and the maritime shipping industry, marina management, agriculture, fisheries, education, public policy, health and allied health, culture, construction, entrepreneurship and more. Further, three potentially important areas for building a skilled and diversified Bahamian workforce which also overlap with key disciplinary developments for innovation are: (1) pure and applied sciences, (2) engineering, and (3) information technology. It will be critical to define programmes which can be developed as ‘signature’ or ‘flagship’ programmes so that they can be best regionally and even in the world. Such flagship programmes are crucial to building a reputation for excellence over the medium to long term. It will also be important to identify key national and international partners in order to build both academic excellence and to

*The Vision*

*A Bahamian national university which is respected locally, regionally and internationally for its excellence in teaching, research and service and for its ability to support sustainable development and prosperity.*

The University of The Bahamas will also contribute to national development through research and innovation. There is need for research in areas such as environmental studies, economics, sustainable development, social development, cultural heritage and development, public policy, education, and health. This type of research needs multidisciplinary teams which address real life concerns affecting public policy decisions.

The University of The Bahamas will become a driver of innovation. Innovation is used in this context to mean the development of a solution to a problem in a product or process which leads to a substantial improvement in that product or process and is of benefit to the public or private sector. Across the world, prosperity is increasingly linked to national capacity to meet global challenges, to innovate and develop new products and services. Nations now look to their universities as places where talented researchers and students and entrepreneurs work *together* to develop products and services which later become new businesses and new social policies.

## *The Mission*

*The University of The Bahamas is a publicly-supported university providing excellent and accessible higher education to students across the nation and internationally.*

*We offer a broad range of undergraduate programmes and we promote life-long learning through professional and development programmes.*

*We will also offer graduate research programmes in areas where we can achieve excellence by virtue of our environment and expertise.*

*We prepare students to participate fully in the social, cultural, political, economic and spiritual life of their communities and the wider world of which we are all citizens.*

*We embrace partnerships, both nationally and internationally, with other institutions and community groups that embrace our commitment to creating and sharing knowledge and education for a better world.*

## **BELIEFS AND VALUES**

*We are committed to academic freedom, academic integrity and high standards of ethics, research and teaching.*

*We believe that university education, teaching and research are public as well as private goods and that these need to be supported both by the public purse and by those who benefit either directly or indirectly from a university's contributions.*

*We are committed to both excellence and accessibility.*

*We are committed to people. We believe we are building a university powered by people and that the quality of our interaction with each other will be the single greatest measure of our ability to build a national university of which all Bahamians will be proud.*

*We are committed to the care and protection of our physical environment.*

*We believe we must be responsive to national needs and reflect and develop national culture and identity. We will seek opportunities to further research and development of national culture in all fields and we will build this knowledge into our programmes.*

*We believe we must act on the international stage, both in the region and beyond to build a strong reputation of quality for The University of The Bahamas.*

*We are committed to nurturing mutually beneficial partnerships. For this reason, we will seek partnerships where our goals converge with those of others and we will remain alert to opportunities and be nimble in profiting from these.*

*We are committed to the education of the 'whole' person. We aim to provide an educational experience that speaks to all aspects of life.*

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## KEY STRATEGIES

**Build for excellence.** As the national university, The University of The Bahamas must build for excellence in all dimensions. The creation of a university is a major investment made by all Bahamians and deserves a commitment to excellence in teaching, research and service.

**Respect and care for students.** We will strive to provide high quality services to our students and to adopt a “whole person” approach in our dealings with students both inside and outside the lecture room. We aim to be the university of first choice for Bahamians.

**Respond to national needs.** The University will respond to national needs as defined internally by faculty and students and externally by government and the private sector.

**Identify competitive advantages.** The University of The Bahamas will identify those areas where by virtue of our particular context, history, geography and culture, we can offer programmes and services that can be best in class.

**Support innovation and initiative.** We will encourage the values of innovation, initiative, creativity and risk-taking. At times, we will undoubtedly make mistakes; without failures we would not be creating anything new.

**Empower people and create effective teams.** We have many creative and talented people and the efforts of everyone will be utilized to meet our goals. We will use teamwork in the service of our goals.

**Focus on goals, results and the long-term.** We will advance our agreed goals. We will be alert to the management of unexpected and unintended

outcomes and mindful that building a university is a long-term process.

**Demonstrate transparency and accountability.** We will exemplify best practices with respect to transparency and accountability; we will benchmark our performance and we will build our public support on the strength of our ability to keep our promises.

**Engage the country.** We will engage all sectors of the country in this process and make the case for the investment required in the university.

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## KEY ASSUMPTIONS

This strategic plan which charts the transformation of The College of The Bahamas is predicated upon five keys assumptions. The drive to university status will require a national consensus to increase resources, both in the operations budget and for capital expenditure.

### **There will be national support**

The creation of a national university is a national project, one very closely tied to nation-building. We assume that all stakeholders in the country share our view that it is time to build a university and to expand our academic and outreach programmes, our research and our capacity to take our place in the international family of universities.

### **Public funding will grow**

The second assumption is that public funding will grow to allow for the operating and capital expenditures required in a university. The University of The Bahamas will require significant public investment in the construction of new facilities such The Harry C. Moore Library, The Northern Bahamas campus, science facilities, student residences, faculty offices etc. It will also require investment in operating expenses to

increase library holdings, to improve information technology, to support research and faculty development and to improve the quality of the student experience. We assume that public funding will also begin to take into account enrollment growth and the actual costs of delivering quality programmes in the different disciplines and programmes.

**Tuition levels will reflect costs and will increase as will student aid**

We assume that the resources required to fund The University of The Bahamas cannot come from public funds alone and that it will be necessary to allow tuition levels to reflect the actual costs of delivering high quality programmes. At the same time, financial need must not be a barrier to access to The University of The Bahamas. Those who can pay should pay a fair cost for their education and, those who cannot, should have access to loans and financial aid. The policy must encourage the building of national capacity and a national university capable of delivering a level of quality similar to what students expect when they attend universities in other countries.

**Philanthropy will grow**

The University of The Bahamas requires private as well as public support. While The College of The Bahamas has benefited from donor generosity since its inception, particularly in the form of scholarships, special efforts are now required if The University of The Bahamas is to provide the quality of education expected of a national university. A key goal will be the execution of a major funding campaign at a level not yet realized in The Bahamas. Plans are underway to make this happen.

**There will be a National Endowment for The University of The Bahamas**

We suggest that the Government of The Bahamas should create a national endowment for the University of The Bahamas. The National Endowment would be managed as an independent foundation with its own board of trustees whose mission would be to grow the endowment and to fund key projects of The University of The Bahamas.

**THE UNIVERSITY OF THE BAHAMAS: GOALS**

**ACADEMIC PROGRAMMES & SERVICES**

- Each Faculty and School will adopt its own strategic plan within the overall framework of this plan.
- Academic Affairs will propose, have approved, implement and monitor a quality assurance framework for academic programme review based on best practices internationally.
- Each School and Faculty will analyze patterns of student enrolment, retention and student graduation rates with a view to meeting international standards with comparable institutions and to designing made to measure approaches which will increase enrolment, retention and graduation rates.
- Schools and Faculties will propose new programmes in line with national needs and student aspirations. Such programmes will build on existing faculty strength and identify where further recruitment of faculty is required. Areas under consideration will include: baccalaureate degrees in marine and environmental sciences, sustainable island living, pharmacy, and

engineering and graduate degrees in business and education.

- The College will establish its own law degree with a cohort to enter in 2009.
- Graduate studies will be expanded both within the institution and through international partnerships.
- Schools and Faculties will review the level of Bahamian content in their courses and increase this as appropriate, particularly in those courses which form part of the general education component.
- The College will support the creation of research and special purpose institutes where these meet national need and advance education, research and innovation. In addition to the International Languages and Cultures Institute and the Educational Leadership Institute, the College will specifically explore the development of an Institute for Public Sector Innovation and an Institute for Human Rights.
- The College will increase its distance education activity in both academic and professional development activities and enhance its presence throughout the archipelago.
- The College will cultivate new markets for lifelong learning.
- The College will be a responsive partner to meet the human resources training needs of both the public and the private sector for both large and small employers.
- The College will adopt a strategic research plan aimed at increasing the research activity through:

- the promotion of its research centres and field stations;
- the identification of research needs and research partners in the public and private sector;
- the recruitment of talented researchers whose core interests meet national needs;
- the development of national and international research partnerships;
- the development of a National Research Framework in collaboration with government and other interested national organizations.

- The College will sign international agreements that create opportunities for faculty and staff exchanges that allow for effective benchmarking and reputation-building and that increase research opportunities.
- The College will join international associations of universities.
- The College will explore the feasibility of launching a University Press.

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#### STUDENT RECRUITMENT & THE STUDENT EXPERIENCE

- The College will increase degree student enrolment through active recruitment and the marketing of its programmes in New Providence, in the Northern Bahamas and throughout the archipelago. Full-time equivalent (FTE) students in baccalaureate programmes degree programmes will reach 3,500 in 2015 from 1,154 in 2005 while student enrolment in associate degree programmes will also increase from 779 in 2005 to several thousand in 2015.
- The College will attract an additional 3,000

people who participate in some form of lifelong learning activity at The University of The Bahamas.

- Registration will be done on-line. It will be effective, efficient and informed academic advising and support will be the norm.
- Student Affairs will increase positive student experiences outside the lecture room and assure strong counselling, job placement and student leadership experiences.
- The College will increase the number of students involved in athletics, both through health and wellness programmes and through sports.
- The College will increase the level of financial aid it provides to students.
- The College will increase residence space and build a strong residence life programme.
- The College will begin international recruitment of students.

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#### FACULTY & STAFF RECRUITMENT & SUPPORT

- The College will increase the number of regular faculty in line with programme needs and student enrolment.
- The College will increase the number of faculty who hold terminal degrees by 50% by 2015.
- The College will continue to support the professional development of faculty.
- The faculty will fully engage in meeting the goals of this strategic plan and be further engaged in the governance of academic matters.
- The College will enhance its training and development programme for staff.

- The College will review administrative policies, procedures and practices with a view to adopting best practices, increasing effectiveness and efficiency, and ensuring transparency and accountability.
- The College will adopt faculty and staff recognition policies.

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#### ACADEMIC & ADMINISTRATIVE SUPPORT SERVICES

- Each administrative and support department will adopt its own strategic plan within the overall framework of this plan.
- The College will invest in technology that provides quality academic support, such as web-based registration, stable intranet, wireless presence on campus, distance education tools, partnership in international Internet II networks etc.
- The College will provide access to appropriate library resources and networks of resources.
- The College will adopt data-driven decision-making by adopting effective information management and reporting systems.
- The College will adopt institutional indicators and publicly report on these on an annual basis.
- The College will develop distance education platforms.
- The College will produce regular reports of its progress against goals, including its financial performance as well as its performance in teaching, learning and research.
- The College will increase its public visibility and enhance its profile through effective communications and public relations.



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## ALUMNI RELATIONS & DEVELOPMENT

- The College will engage and support its alumni and the Alumni Association and make its alumni privileged partners in future growth and planning.
  - The College will foster and nurture lifelong relationships with alumni, friends and other supporters to maximize engagement and private support for the College.
  - The College will establish its fund-raising priorities and raise funds for projects and programmes that are part of its strategic vision as articulated in this plan or in faculty and department-based plans.
  - The College will launch a major fund-raising campaign in support of clearly articulated goals and priorities.
- The College will undertake new projects as follows in the first three years:
    - Pharmacy Building,
    - Student Residences,
    - Science Complex,
    - Central Receiving Warehouse and Gymnasium.
  - The College will maintain a rolling three-year construction project plan for its campuses and seek to maximize opportunities for public-private partnerships as well as for leveraging public support to increase levels of private giving.
  - The College will commit to be “green”.
  - The College will improve the quality and quantity of office, teaching and student spaces.

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## CAPITAL INVESTMENTS

- The College will build the Harry C. Moore Library & Information Centre on the Oakes Field campus.
  - The College will build Phase 1 of the Northern Bahamas campus.
  - The College will confirm the availability of 100 acres on Gladstone Road for campus development in New Providence.
  - The College will develop a master plan for development on New Providence.
  - The College will complete current construction projects: Performing Arts Centre, Wellness Centre, renovation of Dormitory C.
- The College will seek to maximize public support for an increase in its base grant to meet the goals of this plan as well as support for its capital projects.
  - The College will seek to establish a fair tuition policy which helps build quality and maintains high accessibility.
  - The College will implement sound financial management and accountability procedures and practices and ensure profitability of ancillary enterprises.

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## BUILDING THE RESOURCE BASE

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## INFORMATION & COMMUNICATIONS TECHNOLOGY

- The College will provide resources to allow students, faculty and staff better access to

electronic media for teaching, learning, research and administration.

- The College will develop a platform for distance education.
- The College will build a new data centre, upgrade the network infrastructure and improve security and data protection.

#### TRANSITION GOALS

- The College will establish an internal review of governance in universities across the world with a view to recommending the governance model best suited to The University of The Bahamas.
- The College will agree with government on its transition agenda and set up a transition secretariat to maintain effective and efficient coordination of all necessary transition activities.
- The College will review and plan for all key legal and administrative changes such as the creation of a pension plan, the transfer of land titles, the development of insurance and other risk management policies and will develop proposals for government review in a timely manner.
- The College will also undertake all necessary branding and re-branding activities in an open and collegial manner, engaging the Bahamian public as well as more direct stakeholders.
- The College will work closely with government to support the adoption of appropriate legislation creating The University of The Bahamas, the

publicly-funded national university of The Commonwealth of The Bahamas.

#### CONCLUSION

When the framers of Independence promulgated the Act to establish The College of The Bahamas in 1974, it was with the intention to prepare the people of The Bahamas spiritually, emotionally and intellectually to take possession of their destiny and to provide them with the skills to chart that destiny for themselves and future generations of Bahamians. The College of The Bahamas has achieved a significant degree of success in realizing that intent judging by the numbers of College alumni, who occupy positions of leadership in our country in business, in tourism, in government, in education, in nursing and across all sectors of society.

In 1995, with the change to the Act, the College took a further step in the direction of autonomy and also began to develop and deliver four-year baccalaureate programmes.

In 2007, the College is working to create The University of The Bahamas as a university which will not only transmit the knowledge and skills created elsewhere but also to create new knowledge for the benefit of Bahamians and the world.

The creation of this university will further the development of this country, will bring its citizens to balance the need for development and the need to conserve, preserve and protect the national heritage and national resources. The University of The Bahamas also aims to play a crucial role in making sure the country takes its rightful place among the nations of the world, competing ethically and successfully, and providing for others a model for ordered and peaceful development.

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## Appendix A: Task Forces

### **EDUCATIONAL TECHNOLOGY**

Ms. Tonya Adderley  
Ms. Barbara Ambrister - *Vice Chair*  
Ms. Michelle Barr  
Ms. Faye Bascom  
Dr. Dale Cooke  
Mr. Dwayne Davis  
Mr. Chaker Eid  
Mr. Lester Flowers  
Mr. Rodman Forbes  
Ms. Carla Ginton - *Recording Secretary*  
Ms. Vernell Hanna  
Dr. Marlene Jackson  
Ms. Willamae Johnson - *Chair*  
Ms. Garnel Leo  
Mr. André Neely  
Ms. Monique Toppin  
Dr. June Wilson  
Dr. Carlton Watson

### **RESEARCH**

Ms. Margo Blackwell  
Dr. Faith Butler  
Ms. Gwen Charlow  
Dr. Llewelyn Curling  
Dr. Danny Davis - *Vice Chair*  
Ms. Janet Donnelly  
Mr. William Fielding  
Ms. Tonya Gibson  
Dr. Patricia Grant  
Dr. John Hammerton  
Ms. Bridget Hogg  
Dr. Gabriel Lahood  
Ms. Anne Lawlor  
Dr. Livingston Marshall  
Ms. Marie Sairsingh-Mills  
Dr. Marcia Mundle - *Recording Secretary*  
Dr. Shane Neely-Smith  
Ms. Susan Plumridge  
Ms. Denise Samuels  
Dr. Gail Saunders  
Dr. Ruth Sumner

Mr. Marcellus Taylor  
Dr. Ava D. Thompson - *Chair*  
Dr. Keith Tinker  
Dr. Joan Vanderpool  
Dr. Carlton Watson

### **STUDENT BODY**

Ms. Arlene Albury  
Dr. Victoria Allen  
Ms. Elsie Bain  
Ms. Michelle Bain  
Mr. Sean Bastian  
Ms. Cheryl Carey - *Recording Secretary*  
Mr. Leonard Ezeibunam  
Mr. Alec Farley  
Ms. Ivy Higgins  
Mr. Lionel Johnson, - *Chair*  
Mr. Colyn Major  
Dr. Thaddeus McDonald  
Mr. Peter McWilliams  
Mr. Vicente Roberts - *Vice Chair*  
Ms. Neromanie Nezamudeen  
Ms. Vernell Nottage  
Dr. Christina Nwosa  
Ms. Patsy Wilson

### **FINANCE**

Ms. Leola Butler  
Mr. Tyrone Coakley  
Ms. Ingrid Culmer  
Ms. Gabriella Fraser  
Ms. Dawn Jones  
Ms. Remelda Moxey - *Chair*  
Mr. Ruiz Munnings  
Mr. David Pinder  
Mr. Rupert Pinder  
Ms. Eve Poitier  
Mr. Donald Tomlinson  
Ms. Tracey Tremaine - *Vice Chair*  
Ms. Wendy Warren

### **FACILITIES**

Mr. Jackson Burnside  
Mr. Anthony Burrows  
Ms. Gwen Charlow  
Dr. Rhonda Chipman-Johnson - *Vice Chair*  
Mr. David Clarke  
Ms. Betty Culmer  
Ms. Jennifer Isaacs-Dotson  
Ms. Ernestine Douglas  
Mr. Livingston Evans (R.I.P)  
Mr. Henry Hepburn - *Chair*  
Mr. Arturo Hutchinson  
Mr. Everton Joseph  
Dr. Shane Neely-Smith  
Mr. Lester Newton  
Mr. Michael Stevenson  
Ms. Prestonia Wallace - *Recording Secretary*  
Ms. Berthamae Walker - *Recording Secretary*

### **IMAGING FOR INTERNATIONAL CULTURE AND GLOBAL OUTREACH**

Mr. Earl Alfred - *Recording Secretary*  
Mr. Selwin Basden  
Ms. Lynnith Braynen  
Mr. Bradley Cooper  
Ms. Christine Diment - *Vice Chair*  
Ms. Jennifer Isaacs-Dotson  
Ms. Helen Ebong  
Mr. Chaker Eid  
Ms. Patricia Ellis  
Dr. Davidson Hepburn  
Dr. Gabriel Lahood  
Ms. Patricia Lightbourne  
Mr. Colyn Major  
Mr. Paul McCann  
Dr. Evelyn McCollin  
Ms. Patricia Ginton-Meicholas  
Ms. Jessica Minnis - *Chair*  
Dr. Irene Moss  
Dr. Kirkley Sands

Ms. Nekisha Simms  
Ms. Camille Smith  
Ms. Jacinth Taylor  
Dr. Joan Vanderpool

**ADMINISTRATIVE EFFECTIVENESS AND EFFICIENCY**

Mr. Nikita Austin  
Ms. Joann Behagg  
Ms. Veronica Collie  
Mr. Frank Comito  
Mr. Darrell Cox  
Mr. Peter Daniels, *Chair*  
Mr. Moses Darville  
Dr. Danny Davis  
Ms. Sandra Dean-Smith - *Recording Secretary*  
Ms. Emily Demeritte  
Ms. Veronica Duncanson  
Mr. Dudrick Edwards  
Ms. Ruth Gardiner  
Ms. Ellen Kennedy  
Ms. Patricia Lightbourne  
Ms. Dorna Moxey  
Dr. Janet Patterson  
Ms. Mavis Pratt  
Mr. John Rolle  
Ms. Willamae Salkey  
Ms. Antoinette Thompson  
Dr. Silvius Wilson

**ACADEMIC PROGRAMMES**

Dr. Steven Belbin  
Ms. Judith Blair  
Dr. Faith Butler

Dr. Earla Carey-Baines - *Chair*  
Dr. Rhonda Chipman-Johnson  
Dr. Linda Davis  
Dr. Daniel Donkoh  
Mr. Joseph Ferguson  
Ms. Vivienne Ferguson  
Ms. Gloria Gomez  
Dr. Evelyn McCollin  
Ms. Thalia Micklewhite  
Dr. Irene Moss  
Ms. Altamease Munroe  
Dr. Susanne Newbold  
Ms. Raveenia Roberts-Hanna  
Dr. Sophia Rolle  
Dr. Kathleen Sullivan-Sealy  
Mr. Calvin Thompson - *Vice Chair*  
Ms. Maggie Turner  
Ms. Norma Turnquest  
Ms. Sonya Wisdom, *Recording Secretary*

**THE BAHAMAS HIGHER EDUCATION ACT**

Mr. Raynold Cartwright, *Recording Secretary*  
Dr. Llewelyn Curling  
Ms. Ruthann Dean  
Ms. Tina Demeritte-Roye  
Dr. Beulah Gardiner-Farquharson  
Ms. Bridget Hogg  
Ms. Greta Kemp  
Ms. Rubie M. Nottage - *Chair*  
Mr. Dennison MacKinnon  
Sen. Hon. Tanya McCartney  
Hon. Theresa Moxey-Ingraham  
Ms. Maria Oriakhi

Dr. Janet Patterson  
Ms. Wendyi Poitier-Albury  
Dr. Ian Strachan  
Mr. Michael Stubbs  
Ms. Joyce Thompson  
Dr. Joan Vanderpool - *Vice Chair*

**EXUMA CAMPUS**

Ms. Jennifer Kettel

**NORTHERN BAHAMA CAMPUS: EDUCATIONAL TECHNOLOGY**

Ms. Barbara Barton  
Mr. Donald Henderson  
Ms. Carol Moss  
Ms. Celeste Rampersaud – *Chair*

**NORTHERN BAHAMA CAMPUS: IMAGING FOR INTERNATIONAL CULTURE & GLOBAL OUTREACH**

Ms. Wilola Carroll  
Ms. Marlene Henry - *Chair*  
Ms. Anita Osman  
Ms. Yvonne Pearson  
Ms. Geneva Rutherford

**NORTHERN BAHAMA CAMPUS: FINANCES**

Mr. Durward Archer  
Mr. Maitland Cates  
Ms. Chanan Frith-Jones - *Chair*  
Ms. Lennise Lopez  
Ms. Ancella Williams