

Board of Governors Annual Report 2012-2013

The University College of
the Cayman Islands





University College of the Cayman Islands
Board of Governors
Annual Report 2012/2013

Presented by the Chairman of the Board of Governors of the University College of the Cayman Islands:

Ms. Berna M. Thompson-Cummins, MBE, to the Legislative Assembly of the Cayman Islands, pursuant to Section 14 of the *University Law (2012 Revision)*

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Role of the Board of Governors of the University College of the Cayman Islands (“the UCCI”)

The role of the Board of Governors for the UCCI is put forth in Section 3 (2) of the *University College Law (2012 Revision)*:

Section 3 (2)

The government, management and control of the College is vested in the Board of Governors appointed in accordance with subsection (3).

The *University Law* further outlines the composition of the Board of Governors in Section 3 (3)

The Board shall consist of the President, who shall be a member ex-officio, and the following other members appointed by the Governor:

- a) a representative of the Minister of Finance;
- b) a representative of the Minister;
- c) six members selected from lists to be obtained from bodies representing financial, industrial, commercial or other institutions and from professional organizations;
- d) if the Governor considers it desirable, not more than two members, called honorary members, from outside the islands who have, in the opinion of the Governor, appropriate academic qualifications or experience (such two members not being entitled to a vote at meetings of the Board); and
- e) two other members, one of whom shall be from the College Faculty

Section 3 (10):

The Chairman or, in his absence, the deputy chairman shall preside at all meetings of the Board.

Section 3 (13):

The Governor, on the recommendation of the Board, shall appoint the secretary of the Board, who shall take minutes of the business transacted.

Foreword

The Board of Governors (“the Board”) of the University College of the Cayman Islands (“the UCCI”) continued to work assiduously, despite losing a stalwart member, Mrs. Janet Farrington-Martinez, who passed away in February 2013. However, her dedication lived on as new insight and experience complemented the Board in the addition of three new members: Messrs: Phillip Scott, the representative for the Ministry of Education, Employment and Gender Affairs; Scott MacLaren, from the field of Information Technology; and Henry Orren Merren IV, a legal representative. Again, this afforded a productive year in which the Board met nine times between 2012 and 2013.

Together with a single vision we rose to the many challenges experienced. The critical cash flow crisis, one such challenge, averted in 2012, confirmed the precarious financial position and stymied growth of the university as it remained undercapitalised. This resulted in the Board endorsing the proposal, *Recapitalizing the University College of the Cayman islands*, which proposed the restructuring of government loans and an increase in tuition fees. Despite a lack of favourable response to date, the Board remains hopeful that these issues will be addressed as the university takes its five year strategic journey.

Importantly, the Board is proud to have participated in the launch of the Strategic Visioning Exercise in April 2013. This was an auspicious occasion, as varying stakeholders such as government personnel, the private sector, community members, the UCCI Board, faculty, staff, and students came together with a shared vision and ideas to formulate a five-year plan spanning 2013 to 2018. The Board anticipates receiving the draft document in October 2013.

In tandem with the above, the Board made specific recommendations for the revision of the *University College Law (2012 Revision)* in accommodating the needs of the university. One recommendation was the realisation of Section 18, which speaks of the *Vesting of the Property*, and gladly the Board is pleased to report that a positive outcome was achieved in vesting the property to the UCCI.

In summary, the UCCI continued to demonstrate its value to the community. As Chair of the Board, I extend appreciation to the members of the Board and the UCCI administration for their diligence and unstinting service to our students. Also, my gratitude to the many corporate sponsors and stakeholders who have contributed to the UCCI over the past year, especially, the Cayman Islands Government through the Ministry of Education, Employment and Gender Affairs. May we continue to work for the common good of the Cayman Islands and may God continue to bless the community of the UCCI.

Berna Thompson Cummins, MBE

Chairman of the Board of Governors

University College of the Cayman Islands

The Year at a Glance

Table 1 Board Schedule 2012 - 2013	
Dates	Schedule
October 2012	<i>The draft copy of the UCCI Policies and Procedures Manual was approved.</i>
November 2012	<i>The Board approved the organisational chart for the Information Technology Department.</i>
December 2012	<i>The Board approved the purchase of the software, Blackbaud Accounting Enhancements.</i> <i>The Board made recommendations to the former Minister of Education, for the revision of the University College Law.</i>
January 2013	<i>The UCCI Strategic Visioning Exercise met with the Board's approval.</i>
February 2013	<i>The Board lost a stalwart member, Mrs. Janet Farrington-Martinez.</i>
May 2013	<i>Appointment of new Board members.</i> <i>The Board endorsed the policy of a mandatory community service for UCCI students.</i>
June 2013	<i>New Board appointees to the Academic and Administrative Committee.</i>
July 2013	<i>The Board agreed that the Ministry should review the Employee Handbook.</i>

Board Appointments

The Board of Governors (“the Board”) of the University College of the Cayman Islands (“the UCCI”) continued its robust schedule from October 16, 2012. Three new members were appointed to the Board: Messrs. Phillip Scott, representing the Ministry of Education, Employment and Gender Affairs; Scott MacLaren, representing the field of technology; Henry Orren Merren 1V, a legal representative. Together they brought new insight and experience complementary to the existing membership. The Board was further comprised of the Chair and Deputy Chair, Ms. Berna Thompson-Cummins, Mr. Taron Jackman, respectively; and Secretary, Ms. Lucille Kong. In addition, the Board was duly represented by Mr. Samuel Rose from the Ministry of Finance, Tourism and Development. From the industry of Human Resource Management, the Board was served by Ms. Janet Farrington-Martinez until her passing in February 2013. The fields of, Construction, and Telecommunication were ably represented by Messrs. Gary Clarke, and Isaac Rankine, respectively. The UCCI President, Mr. J. A. Roy Bodden, acting as an ex-officio member completed the membership requirements.

Board Meetings

Illustrated by Table 2, the Board met nine times between October 16, 2012 and July 17, 2013.

Table 2: Board of Governors Meeting Dates								
Meeting Dates								
Year							Total	
	2012	Oct. 16	Nov. 20	Dec. 11				3
	2013	Jan 22	Feb. 26 Feb. 27	May 8	June 5	July 17		6
	Total	2	3	2	1	1		9

Administrative and Academic Committee

The assiduous efforts of Board appointees to the UCCI Administrative and Academic Committee (“the AAC”) demonstrated the unrelenting service of the Board to the UCCI. The new members appointed June 5, 2012 are as follows: Messrs. Phillip Scott, Scott MacLaren, and

Henry Orren Merren 1V. In conjunction with the aforementioned members, participation was also derived from the UCCI President, the deans, a faculty member and a student representative. The importance of the AAC should be emphasised, for it is at this level that matters related to policies and procedures are deliberated, and recommendations are made for the Board's approval.

Evolving from it is issues that relate to the cost effectiveness of recommendations made to the Board. The Board, cognisant of its fiduciary responsibilities as the governing body of the institution, is always mindful of prudent fiscal management.

Fiscal Management

Despite the lack of an increase in tuition fees since 2003 and the futility of the Board's efforts in realising such an increase, the fiscal year ended with a net surplus of KYD12,205, a significant difference from 2011-2012 when the net surplus was KYD494,501 (see Appendix 1 UCCI Annual Financial Report 2012/13).

The significance of the difference illustrated above is attributable to a decline in tuition fees, which has fallen CI\$468K or 21% since the fiscal year 2010, and CI\$172K or 8.8% in 2012 to 2013. It would be remiss of the Board to understate the applications made to the Ministry of Education for an increase in tuition fees per credit sales. If a sum of CI\$10.00 were permitted, then the university could have gained approximately CI\$100K per annum, thus averting a cash flow crisis.

Cash Flow Crisis

Mid-year, with heightened concern, the Board averted a critical cash flow problem, which was the result of fiscal constraints within central government. Such an experience further confirms the precarious position and stymied growth of the university as it remains undercapitalised.

Recapitalizing the University College of the Cayman Islands

Requests were made by the former Minister of Education, the Honourable Rolston Anglin that the university formulate and submit a proposal for recapitalising of its operations. This proposal, *Recapitalizing the university College of the Cayman islands* outlined the restructuring of government loans and, again, the increase in tuition fees. However, a favourable response was not forthcoming, but the Board remains hopeful that considerations will be given to the future viability of the university.

Given the above, the Board remains steadfast in its obligation for fiscal prudence and continues its vigilance in guiding the UCCI through the challenging economic times. In this regard, the Board recognised the urgency in purchasing the software, *Blackbaud Accounting System Enhancements*.

Blackbaud Accounting System Enhancements.

This software has facilitated the availability of quantitative data for informed planning and fiscal decisions. For example, the university is able to plan effectively and achieve increased accountability within varying levels of the university's cost centres. Thus, the university can derive tremendous cost savings both in the short and long term.

Academia

In collaboration with the Board, and the University College of the Cayman Islands' ("the UCCI") Administration, the academic year 2012 to 2013 was fruitful for the university. The internal achievements, external partnerships with government, and the establishment of overseas agreements are worthy of mention.

The UCCI Strategic Visioning Exercise

The UCCI Strategic Visioning Exercise gained the board's approval and the launch of the Exercise heralded a momentous time in the history of the university. For the first time in April 2013, varying stakeholders, such as government personnel, the private sector, community members, the UCCI Board, faculty, staff, and students came together with a shared vision and ideas for formulating a five-year plan spanning 2013 to 2018. The penultimate to this Exercise will be a formal presentation of the draft document to the Board in October 2013.



Board of Governors

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