

# Board of Governors Annual Report 2014-2015

The University College  
of the Cayman Islands





University College of the Cayman Islands  
Board of Governors  
Annual Report 2014/2015

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

Mr. J. Lemuel Hurlston, CVO, MBE, JP 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”) commenced its fall schedule on September 17, 2014, under the leadership of Board Chair, Ms Sheree Ebanks and Deputy Chair, Dr the Hon. Linford Pierson, OBE, JP, former Speaker of the Legislative Assembly.

Complementing the above leadership, was the Ministry of Education and Finance Representatives Dr Tasha Ebanks – Garcia, and Ms Theresa Walters, respectively. Also, providing their support and expertise were: retired Chief Officer in the Ministry of Health, Ms Constance Andrea Bryan, MBE, Ms Lisa Watler representing the Accounting field, Ms Juliet Du Feu the area of Human Resource Management, Messrs. Scott MacLaren, Isaac Rankine, representatives of the Information Technology and Telecommunication fields and Henry Orren Merren representing the legal field. Completing the membership requirement was the UCCI President, Mr J. A. Roy Bodden JP, acting as an ex-officio member and Secretary Ms Lucille Kong.

The Board composition afforded the continued work of the different subcommittees organised under the chairmanship of Ms Sheree Ebanks. Pivotal to the fiduciary responsibility of the Board to the UCCI, was the continued undertakings of the Joint Study Team Subcommittee, whose term of reference was to examine the viability of the UCCI. The multi-pronged approach of the Board also encompassed the continued review of policy documents by the Corporate Governance and Risk Management Subcommittee.

With the resignation of Ms Sheree Ebanks and Dr the Hon. Linford Pierson, OBE, JP, the Ministry of Education afforded the continuation of the Board’s work with the April 2015, appointment of the new Chairman, Mr John Lemuel Hurlston, CVO, MBE, JP and serving member, Ms Constance Andrea Bryan, MBE as Deputy Chair. Under their leadership, the close relationship continued with the Ministry of Education, the Auditor General and the UCCI’s team. Thus this relationship created a synergy that enabled the UCCI to not only to be set on the path for institutional and programme accreditation but also to realise an active fiscal year as illustrated by its June 30, 2015, end of year financial statements.

In summary, the UCCI continues to demonstrate its platinum value to the Cayman Islands. As Chair of the Board, I extend appreciation to the former Chair, Ms Sheree Ebanks and Dr the Hon. Linford Pierson, OBE, JP for their unstinting work to the UCCI’s community. To the members of the Board, past and present, and the UCCI’s Faculty and Staff my congratulations for their excellent work in educating our students. Also, I wish to acknowledge the many corporate sponsors and stakeholders who have contributed generously to the UCCI over the past year, notably, the Cayman Islands Government through the Ministry of Education, Employment and Gender Affairs. As we continue our work for the UCCI and the wider community of the Cayman Islands we seek God’s blessings on all that we do.

J. Lemuel Hurlston, CVO, MBE, JP

Chairman of the Board of Governors

University College of the Cayman Islands

## The Year at a Glance

Table 1 Board Schedule 2014 - 2015	
Dates	Schedule
September 2014	<i>The Board commenced the fall schedule on September 17 under the guidance of Chairman, Ms Sheree Ebanks and Deputy Chair, Dr the Hon. Linford Pierson, OBE, JP and former Speaker of the Legislative Assembly. Through their directives the work of the UCCI progressed with the following subcommittees: Audit and Finance, Corporate Governance and Risk management, Joint Study Team, Strategic Planning, and Vocational and Trades.</i>
October 2014	<i>As Co-Chairs, Dr the Hon. Linford Pierson, OBE, JP and Ms. Lisa Watler guided the work of the Joint Study Team Subcommittee (JST). This subcommittee's remit focused on exploring and developing recommendations towards ensuring the UCCI's viability.</i>
November 2014	<i>The Strategic Planning Subcommittee, commenced their review of the document, titled: "Imagine UCCI Strategic Plan 2013 – 2018. The framework for the review was the National Vision for Tertiary Education and the Ministry of Education's five key strategic objectives for tertiary education.</i>
December 2014	<i>The Board of Governors accepted the recommendations contained in the Joint Study Team report, titled: Towards a viable UCCI – December 10, 2014."</i>
January 2015	<i>The Board suggested that the report, titled: "Towards a Viable UCCI – December 10, 2014," should be presented to Honourable Tara Rivers, Minister of Education, Employment and Gender Affairs and at a later date to the UCCI's faculty and Staff.</i>
March 2015	<i>The UCCI started the process of institutional accreditation under the auspices of Accreditation Services for International College (ASIC). Also, the UCCI commenced the process of gaining a Business Programme accreditation with International Assembly for Collegiate Business Education (IACBE).</i>  <i>March 2015, Chairman, Ms Sheree Ebanks and Deputy Chair, Dr the Hon Linford Pierson, MBE, JP tendered their resignations.</i>
April 2015	<i>The Ministry of Education appointed to the Board of Governors, Mr John Lemuel Hurlston, CVO, MBE, JP and Ms Constance Andrea Bryan, MBE as Chairman and Deputy Chair, respectively. Also, the Corporate Governance and Risk Management Subcommittee, previously chaired by Dr the Hon. Linford Pierson, OBE, JP, came under the leadership of Ms Constance Andrea Bryan, MBE, who continued the remit of examining the UCCI's policies and risks.</i>
May 2015	<i>The UCCI started preliminary meetings and data gathering towards the formulation of a Bachelor of Science in Social Work.</i>

June 2015	<i>The Vocational and trades Subcommittee completed their examination and mapping of the vocational and technical employment needs of the Cayman Island's community to the UCCI's course offerings. Following their investigation the subcommittee submitted a report, titled: "Positioning the UCCI to be a leader in Technical and Vocational Education," to the Board of Governors for UCCI's implementation.</i>



## Board Appointments

The Board of Governors (“the Board”) of the University College of the Cayman Islands (“the UCCI”) commenced its fall schedule on September 17, 2014, under the leadership of Chairman, Ms Sheree Ebanks. Dr the Hon. Linford Pierson, OBE, JP, former Speaker of the Legislative Assembly continued as Deputy Chair. Further complementing the Board, were the Ministry of Education and Finance Representatives Dr Tasha Ebanks – Garcia and Ms Theresa Walters respectively. Also adding Board support were: retired Chief Officer in the Ministry of Health and former Chief Education Officer, Ms Constance Andrea Bryan, MBE; Ms Lisa Watler representing the Accounting field and Ms Juliet Du Feu as the Human Resource representative. Messrs. Scott MacLaren and Isaac Rankine offered representation for the Information Technology and Telecommunication fields, and Henry Orren Merren the legal field. Also, completing the membership requirements was the UCCI President, Mr J. A. Roy Bodden, acting as an ex-officio member and Secretary Ms Lucille Kong.

With the resignation of Chairman, Ms Sheree Ebanks and Deputy Chair, Dr the Hon. Linford Pierson, OBE, JP in April 2015, the Board’s composition changed. At this time, the Ministry of Education ensured the continued functionality of the Board by swiftly appointing Mr John Lemuel Hurlston, CVO, MBE, JP as Chairman and Ms Constance Andrea Bryan, MBE, a serving Board member, as Deputy Chair. So too in the same period, the Ministry appointed new member Mr Stephen Watler an Attorney-At-Law, as the Board lost Ms Juliet Du Feu, who resigned her position.

## Board Meetings

Illustrated by Table 2, the Board met nine times between September 17 2014 and June 18, 2015.

Table 2: Board of Governors Meeting Dates						
Year	Meeting Dates					
						Total
2014	September 17	October 28	November 26	December 17		4
2015	Jan 21	March 5	April 16	May 13	June 18	5
Total	2	2	2	2	1	9

## The Administrative and Academic Committee

As stipulated by section 19 (1) of the University Law (2012 Revision) (the law), it is at the level of the Administrative and Academic Committee (AAC) that matters related to policies and procedures are deliberated, and recommendations are made for the Board's approval.

Through the reporting period 2014 to 2015, and in keeping with the mandate of the law, the following Board members served on the AAC: Ms Constance Andrea Bryan, MBE, Dr Tasha Ebanks – Garcia, Messrs. Isaac Rankine, and Henry Orren Merren. Also, comprising the committee was the UCCI's President, the Deans, a Faculty member and a student representative.

## **Fiscal Management**

Under the leadership of Chairman, Ms Sheree Ebanks, the Board continued its fiduciary and policy oversight of the UCCI. The Board continued a multi-pronged approach in ensuring the viability of the UCCI. This endeavour involved working closely with the UCCI's Senior Management Team, the Ministry of Education, the Office of the Auditor General and varying subcommittees, such as the Audit and Finance, Corporate Governance and Risk Management, Joint Study Team, Strategic Planning and Vocational and Trades subcommittees.

### Audit and Finance Subcommittee

The Audit and Finance Subcommittee continued as an oversight body for fiscal matters, such as reviewing the governmental 2015/2016 Purchase and Ownership Agreements and engaging with the Office of the Auditor General on matters related to the 2012 to 2013 audit report.

In September 2014, the Audit and Finance Subcommittee initiated another important task regarding an investigation into the UCCI's Pension Liability as presented by the Mercer Actuarial Valuation. The subcommittee arranged meetings with the Cayman Islands Government to address the outstanding issue.

The fiscal oversight of the subcommittee, in conjunction with the UCCI's management team, contributed to a favourable financial position as illustrated by the Financial Statement, titled: "University of the Cayman Islands Financial Statements for the Year Ended June 30, 2015." (See Appendix 1).

### Corporate Governance and Risk Management Subcommittee

In September 2014, the Corporate Governance and Risk Management Subcommittee meetings commenced under the leadership, of the then Deputy Chair, Dr the Hon. Linford Pierson, OBE, JP. Under his leadership the subcommittee reviewed and finalised the document, titled: "Employee Manual." Also, in the given period the subcommittee started the review of the report, titled: "Policies and Procedures October 2011."

With Dr the Hon. Linford Pierson's, OBE, JP resignation from the Board in March 2015, this arduous work continued with the appointment in April 2015, of Ms Constance Andrea Bryan, MBE as chairperson of the subcommittee.

### Joint Study Team Subcommittee

Dr the Hon. Linford Pierson, OBE, JP and Ms Lisa Watler filled the role as co-chairs of the Joint Study Team (JST) whose Board remit, in conjunction with UCCI administrative and faculty personnel, was to examine the viability and fiscal balancing of the UCCI collaboratively. In October 2015, this investigation culminated in the presentation of a comprehensive draft report, titled: "Towards a Viable UCCI Draft v14" to the Board. This document outlined recommendations to improve the efficiency and fiscal balance of the UCCI. Therefore, the data examined UCCI's revenues, operating costs, student enrollment, faculty workload, graduation rates, graduate exit surveys and course offerings. Further, the document format illustrated two major sections: (1)

recommendations to improve the institution's efficiency and fiscal balance and (2) matters requiring further investigation. In a democratic manner, the UCCI's President received a participatory opportunity in responding to the report, which culminated in the Board accepting the final document, titled: "Towards a Viable UCCI – December 10, 2014," in December 2014.

In January 2015, the Board ensured that the Honourable Tara Rivers, Minister of Education, Employment and Gender Affairs received a copy of the document, "Towards a Viable UCCI – December 10, 2014," and a presentation outlining the report content. After this presentation, the JST subcommittee shared the document with the UCCI faculty and staff and elicited their comments. Finally, the JST noted these responses for further deliberation in their ongoing consideration of the different recommendations.

#### Strategic Planning Subcommittee

The Strategic Planning Subcommittee's remit was to review the document, titled: "Imagine UCCI Strategic Plan 2013 – 2018," to ensure that the outlined strategies mapped to the Ministry's National Vision for Tertiary Education and the five key strategic objectives for tertiary education. Throughout the reporting period 2015 to 2016, work progressed under the leadership of Mr Scott MacLaren.

#### Vocational and Trades Subcommittee

The remit of the Vocational and Trades Subcommittee, chaired by Mr Scott MacLaren, was the examination of the vocational, technical employment needs of the Cayman Islands community and developing course offerings at the UCCI to fit these requirements. In June 2015, the subcommittee completed their task and furnished the Board with a report, titled: "Positioning the UCCI to be a leader in Technical and Vocational Education."

## **Academia**

Through the commendable work of the Board under the leadership of the former Chair, Ms Sheree Ebanks, the new Chair, Mr John Lemuel Hurlston, CVO, MBE, JP, President Bodden, the Senior Management Team and the UCCI staff, the institution achieved much in the area of academia. Notably, these achievements were in the area of re-establishing the Pre-College Programme, the amendment and crafting of the Nursing Legislation and Regulation, institutional and programme accreditation, and commencement of the preliminary work to establish a Social Work Programme.

### Pre-College Programme

In September 2014, the Board indicated that the non-functioning Pre-College Programme would be a good matriculation fit for students graduating from the Cayman Islands Government funded Passport2Success Programme. All indications supported the programme re-establishment as being particularly beneficial to Cohort 15 of the Passport2Success Programme and other prospective students.

The content of the re-vamped programme, it was suggested, had to reflect the fundamentals of reading, writing and numeracy so, President Bodden and his team worked assiduously in providing several iterations and costings for the Board's approval.

### Nursing Legislation and Regulation

In January 2015, the President informed the Board that a need existed for a Cayman regulatory body to address the future oversight of the Nursing Programme. Consequently, the Board endorsed taking the matter to the relevant Ministries and the revisions are progressing to accommodate the requirements of the Nursing Programme

### Accreditation

The UCCI initiated the process of institutional accreditation through the Accreditation Service for International College (ASIC), and in March 2015, the ASIC Representative, Mr Lee Hammond made an accreditation, assessment visit to the UCCI. Also, in April 2015, the Business Department accomplished accreditation candidacy status with the American based Board of Commissioners of the International Assembly for Collegiate Business Education (IACBE).

### Social Work Programme

Under the direction of the new Chairman, Mr John Lemuel Hurlston, CVO, MBE, JP, in May 2015, the Board offered guidance towards establishing a Bachelor of Science Degree in Social Work. At this embryonic stage, the Board proffered the following as a developmental framework: the five strategic objectives of the National Vision for Tertiary Institutions; the UCCI's Strategic Plan 2013 – 2018; accreditation; and programme sustainability.



**Board of Governors**

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**Appendix 1**

University of the Cayman Islands Financial Statements for the Year Ended June 30, 2015