

# Board of Governors Annual Report 2015-2016

The University College  
of the Cayman Islands





University College of the Cayman Islands  
Board of Governors  
Annual Report 2015/2016

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 9, 2015. At the Board’s helm were Chairman Mr J. Lemuel Hurlston, CVO, MBE, JP, and Deputy Chair, Ms Constance Andrea Bryan, MBE, a retired Chief Officer in the Ministry of Health and former Chief Education Officer.

Complementing this 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: Ms Lisa Watler representing the Accounting field, and Ms Shena Ebanks 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. Completing the membership requirements was the UCCI President, Mr J. A. Roy Bodden, acting as an ex-officio member and Secretary Ms Lucille Kong.

Despite the expiration of Messrs. Scott MacLaren’s, Isaac Rankine’s and Henry Orren Merren’s board membership in May 2016, their replacements Messrs Anthony Ritch, Steve Bramwell and Ms Clyte Linwood quickly offered representation for the Information Technology and Telecommunication fields, and legal field, respectively.

The above composition ensured the work of the board’s subcommittees to continue its pivotal fiduciary and policy obligations to the UCCI. Namely, the Audit and Finance Subcommittee, the Joint Study Team Subcommittee, the Corporate Governance and Risk Management Subcommittee, the Strategic Planning Subcommittee and the Vocational and Trades Subcommittee carried the weight of this undertaking as they kept the Board informed of progressions.

It would be remiss of me if I did not emphasise the successes gained by working closely with the Government and the Ministry of Education, the President and Senior Management, Faculty and Staff, and education partners. Among these achievements, are the institutional and programme accreditation candidacy. So too, the UCCI has gained international recognition through the expansion of external tertiary partnerships, study abroad and internships.

In summary, the UCCI continues to demonstrate its platinum value to the Cayman Islands. As Chairman, I extend my gratitude to the members of the Board, for their diligent undertakings in carrying out the Board’s responsibility. To the UCCI’s Faculty and Staff, my appreciation for your stellar work in enriching our UCCI 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, I wish for all God’s blessings.



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 2015 - 2016	
Dates	Schedule
September 2015	<i>The Board commenced the fall schedule on September 9 under the guidance of Chairman, Mr J. Lemuel Hurlston, CVO, MBE, JP and Deputy Chair, Ms Constance Andrea Bryan, MBE, a retired Chief Officer in the Ministry of Health and former Chief Education Officer. Under 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 2015	<i>Ms Shena Hurlston was appointed as a replacement to Dr Ebanks – Garcia’s membership to the Administrative and Academic Committee (AAC). Other board members serving on the AAC were: Ms Constance Andrea Bryan, MBE, Messrs. Isaac Rankin and Henry Orren Merren.</i>
November 2015	<i>The Corporate Governance and Risk Management Subcommittee commenced the review of the first two sections of the document titled: Policies and Procedures October 2011. These two sections were as follows: “Policy on Policy” and “Board of Governance Policy.”</i>
December 2015	<i>President Bodden presented to the Board a copy of the MoU signed between the UCCI and Health City. This MoU will facilitate the placement of nursing students for internships.</i>
January 2016	<i>The Board adopted for implementation the Strategic Planning Subcommittee’s recommendations made the document titled: “Imagine UCCI Strategic Plan 2013 – 2018.” Also, the Board accepted for implementation the Vocational and Trades Subcommittee’s report, titled: “Positioning the UCCI to be a Leader in Technical and Vocational Education.”</i>
February 2016	<i>The Board accepted and approved the Corporate Governance and Risk Management recommendations for the reviewed sections, “Policy on Policies” and “Board of Governance Policy.”</i>
March 2016	<i>The Board accepted and approved the Joint Study Team Subcommittee’s Report, titled: Joint Study Team Report, February 17, 2016.” This report highlighted the review outcome as it related to the UCCI’s Viability Study recommendations.</i>
April 2016	<i>The Corporate Governance and Risk Management Subcommittee reviewed and amended the UCCI’s Consultancy Policy, which met with the Board’s approval.</i>
May 2016	<i>As a means of elevating the UCCI’s image, plans progressed for a proposed Virtual Christmas Concert between the UCCI and West Chester University in the USA.</i>
June 2016	<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 9, 2015, chaired by Mr J. Lemuel Hurlston, CVO, MBE, JP. Ms Constance Andrea Bryan, MBE, a retired Chief Officer in the Ministry of Health and former Chief Education Officer assisted 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: Ms Lisa Watler representing the Accounting field and Ms Shena Ebanks 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. Completing the membership requirements was the UCCI President, Mr J. A. Roy Bodden, acting as an ex-officio member and Secretary Ms Lucille Kong.

However, in May 2016, the Board’s composition changed with the membership expiration of Messrs. Scott MacLaren, Isaac Rankine and Henry Orren Merren. Their replacements were Messrs Anthony Ritch, Steve Bramwell and Ms Clyde Linwood who offered representation for the Information Technology and Telecommunication fields, and legal field, respectively.



## Board Meetings

Illustrated by Table 2, the Board met ten times between September 9, 2015 and June 8, 2016.

Table 2: Board of Governors Meeting Dates							
Meeting Dates							
Year							Total
2015	Sept 9	Oct 14	Nov 11	Dec 9			4
2016	Jan 13	Feb 17	March 17	April 13	May 11	June 8	6
Total	2	2	2	2	1	1	10

## 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 deliberations happen as they relate to policies and procedures, and the Board's approval sought for the AAC's recommendations.

Through the reporting period 2015 to 2016, and in keeping with the mandate of the law, the following Board members served on the AAC: Ms Constance Andrea Bryan, MBE, and Ms Shena Ebanks, who replaced Dr Tasha Ebanks – Garcia, in October 2015. Also, serving on that committee were Messrs. Isaac Rankine, and Henry Orren Merren. These appointments completed the AAC membership with the UCCI's President, the Deans, a Faculty member and student representative.

## **Fiscal Management**

Under the leadership of Chairman, Mr J. Lemuel Hurlston, CVO, MBE, JP the Board continued its fiduciary and policy oversight of the UCCI. Mr Hurlston accomplished much by attending quarterly meetings with the Ministry of Education and working closely with the UCCI's Senior Management Team. Concurrently, the Board realised further progress through the continued undertakings of the following subcommittees: Audit and Finance, Corporate Governance and Risk Management, Joint Study Team, Strategic Planning and Vocational and Trades.

### 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.

Throughout the reporting period, 2015 to 2016, the Audit and Finance Subcommittee continued to monitor and seek a solution to the UCCI's Pension Liability as presented by the Mercer Actuarial Valuation.

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, 2016." (See Appendix 1).

### Corporate Governance and Risk Management Subcommittee

In September 2015, the Corporate Governance and Risk Management Subcommittee meetings commenced under the leadership, of the then Deputy Chair, Ms Constance Andrea Bryan, MBE, who served as chairperson of the subcommittee. She, guided by a project methodology and in collaboration with a team of Board members, continued the review of the report, titled: "Policies and Procedures October 2011."

In November 2015, the Subcommittee commenced work on the first two sections of the general policies and those related to the Board. The subcommittee referenced these policies to the University Law, The Standard in Public Life Bill and the draft Public Authorities Bill. The subcommittee's review culminated in February 2016, with the Board accepting and approving the overarching recommended "Policy on Policies" and Board of Governance Policy. Also, in April 2016, the Board approved the amended Consultancy Policy. For this amendment, the plan provides a 60/40 ratio if the UCCI's faculty solicit and obtains consultancies. Conversely, if the UCCI seeks and receives consultancy work, then the ratio of 40/60 is used to award the UCCI the greater share of the earnings.

From the report, the subcommittee also outlined the protocols for future policy plans. For this, the subcommittee recommended that proposals should come to the Board for approval from the Academic and Administrative Committee through the President; however, if required, the Board could refer a policy to the Corporate Governance and Risk Management Subcommittee for review.

### Joint Study Team Subcommittee

Ms Lisa Watler and Mr J. Lemuel Hurlston continued 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 financial viability of the UCCI collaboratively. This effort yielded, a report titled: Joint Study Team Report, February 17, 2016, which, the Board accepted and approved in March 2016. The report outlined the subcommittee's review of the different viability recommendations.

### Strategic Planning Subcommittee

The Strategic Planning Subcommittee's remit was to review the document, titled: "Imagine UCCI Strategic Plan 2013 – 2018." Their task was 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. In January 2016, the subcommittee presented a final report, which the Board adopted for implementation.

### 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 January 2016, the Board accepted the stellar report, titled: "Positioning the UCCI to be a Leader in Technical and Vocational Education," and authorised implementation of the subcommittee's recommendations.

## **Academia**

Through the commendable work of the Board under the leadership of Chairman, 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 field of re-branding the UCCI's image and the nomination of four candidates for the award of Honorary Doctorate Degrees (Honoris Causus).

### Rebranding the UCCI's Image

The UCCI embarked upon a rebranding campaign, captioned as the following: "Elevating the Profile of UCCI." Endorsement for the rebranding exercise came from administrators, faculty and staff members, including UCCI's supporter Lance Parthe of Parthe Industries in Minnesota, USA, Dr William (Bill) Hrudey, Director of the UCCI Observatory and the UCCI students.

There were several rebranding initiatives such as the UCCI Website upgrade, the Drone Club, TV Club, Photo and Video Club, promotion of the W.H.(Bill) Hrudey Observatory, the STEM Conference and Club.

Another proposal in May 2016 to elevate the UCCI's image was to host a Virtual Christmas Holiday Concert on December 10, 2016. It was proposed that this would unfold as a musical collaboration between the UCCI and West Chester University as they shared the Caribbean and North American Christmas traditions.

### Honourary Doctorate Awards (Honoris Causus)

On April 13, 2016, the Board accepted the recommendations of the Administrative and Academic Committee's recommendations, through the President, the list of individuals nominated for the Award of Doctoral Degrees (Honoris Causa): Hon. Sybil McLaughlin, MBE, JP, Hon. Mary J. Lawrence, MBE, JP, Mrs C. Joy Merren, Mr Steve McField, BA, LLB, CMH.



**Board of Governors**

University College of the Cayman Islands  
168 Olympic Way, George Town Grand Cayman  
P.O. Box 702 Grand Cayman, KY1-1207  
Cayman Islands

**Appendix 1**

University of the Cayman Islands Financial Statements for the Year Ended June 30, 2016