

1. University Status

Review key factors which will have an impact on the capacity to create The University of the Bahamas, develop appropriate strategies to maximize the College's capacity to make that transformation and establish a plan, with a timeline to achieve and declare university status. Align priorities in service to creating a high quality University of The Bahamas within 24 months. Build a strong and effective relationship with the College Council and support good governance practices.

2. Human Resources & Team-Building

Review the strengths and aspirations of senior colleagues and establish an organizational structure which determines clear mandates for each member of the senior team and develop team skills that ensure the creation of a high performing team which can lead The College to University status. Establish clear goals for each mandate and develop a culture of accountability for outcomes. Clarify governance and administration distinctions. Work with colleagues to identify where additional strengths are required to meet key institutional goals. Ensure that each portfolio is aligned with overall goals and that colleagues work in a collaborative partnership with each other.

3. Strategic planning and implementation & institutional analysis

Using the extensive work carried out at The College, shape and articulate a focused strategic plan. Secure internal and external support for the vision and the Strategic Plan. Have the Strategic Plan approved by Council. Establish monitoring mechanism for Plan Implementation. Develop a culture of data-based decision-making and increase the type and consistency of the data used to monitor institutional success. Develop College benchmarks and an annual data sheet report.

4. Academic Affairs & Research

Ensure that these are at a standard which can sustain deep external review and meet international standards of quality. Ensure strong academic governance and increase the role of faculty members in academic governance. Increase the level of research activity.

5. Human and Financial Resources

Increase the resource base of the College using all available means: public funding, tuition, ancillary activities, and philanthropy. Ensure high standard of resource management. Support the redevelopment of the human resources management function.

6. Student Affairs and Student Life

Improve registration. Support increased student life activity. Focus on improving all aspects of the student experience.

7. Alumni and Development

Build on the work that has been done to create a high-functioning alumni and development team. Focus development towards major gifts and a major campaign. Recruit, retain and train highly-skilled professionals who can transform the fund-raising landscape for the University of the Bahamas. Increase donations and pledges from individuals and from corporations and foundations.

8. Engage faculty, staff and students in the transformation from College to University

Develop and implement strategies that increase faculty support for the transition, that create opportunities for faculty and staff development and preparedness for University status. Communicate regularly and directly with faculty, staff, and students.

9. Engage the public.

Create a presence for the College of the Bahamas – The University of the Bahamas – in the public domain. Develop a set of core messages and make sure there is broad, public exposure to these messages and support for the Institution. Garner political support across party lines.

10. International Relations

Increase the presence of the College on the international stage and support the creation of a strong international reputation for quality.

11. Oversight and leadership

Support the work of senior colleagues, provide opportunities for developmental experiences, and monitor results in each portfolio.