



COLLEGE TO UNIVERSITY

NO COUNTRY SHOULD OUTSOURCE THE
HIGHER EDUCATION OF ITS CITIZENS

STRATEGIC PLAN
2009 - 2019

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MESSAGE FROM THE PRESIDENT

After nearly thirty-five years of serving The Bahamas, first as a two year institution, then as a four year degree-granting College, The College of The Bahamas expects to become The University of The Bahamas – a goal which was foreshadowed when The College was created in 1974. Much has been accomplished since then. We are indebted to the men and women - faculty, students, staff, volunteers, Council members, alumni, government officials and donors - who built the foundation upon which we now stand. The College's faculty have delivered outstanding teaching and our staff have contributed in myriad ways to the quality of our academic and administrative services, often with limited resources. We count among our graduates many who have gone on to shine in their respective fields. We have met the mandate we were given in 1974. Today, we are ready to do more. The University of The Bahamas will continue to deliver excellent undergraduate teaching; it will also develop new undergraduate and graduate programmes, increase research and innovation activities and focus its work in areas crucial to national development.

We live in a world of deep interconnectedness, rapid change, major technological advances and significant political and economic uncertainty. As a small island nation, we are neither immune to global trends nor protected from global dangers. But we can, with the help of talented faculty, students and staff and with the support of the Bahamian people, build teaching and research programmes that can help us find solutions to the issues we face. The University of The Bahamas can be the key infrastructure that helps to build a country that battles poverty and crime, one that protects its beaches and its ocean, one that manages its energy use, one which honours and develops culture and the arts – indeed, one which develops and nourishes the varied talents of all its citizens. We believe The University of The Bahamas will meet the aspirations of Bahamians to build a peaceful and prosperous future, a future in which The Bahamas will demonstrate its capacity to respond effectively to the challenges of a global world.

The Strategic Plan of The College of The Bahamas is offered as a guide to how we want to help build this future.

JANYNE M. HODDER

President

The College Of The Bahamas

MESSAGE FROM THE COUNCIL CHAIRMAN

Building a public national university which benefits from public as well as private support and which aims to support and drive national development is a major step. After thirty-five years, The College is ready to take that step. Still, the road ahead will not be easy. Building a university requires unfailing commitment to meet rigorous standards of excellence in teaching, research and scholarship. It requires a willingness to be measured by international standards – just as a country is.

Whether in banking, in tourism, in the arts or in other sectors, The Bahamas has demonstrated its capacity to compete internationally and to build a reputation for excellence. The Bahamas has made great advances in overall development, creating a higher standard of living than is available to most countries in the region and deservedly earning recognition for its tradition of democracy and stable government. The Bahamas has invested significantly in the education of its citizens and has considered education to be the pre-condition of national development.

Countries that are successful in the world today are led by governments that support higher education and research in universities, demanding in return a high level of performance accountability. The greatest competitive advantage a country can build is its people. When people are educated, innovative, capable of applying their talent to the issues of the day, countries flourish. A university's purpose is to create such individuals through the quality of its teaching, learning, research, scholarship and service. A university can serve as well as a beacon for innovation.

The College Council expects that with public and private support, with the good will of all members of The College community as well with the support of the Bahamian public, The University of The Bahamas will be a source of pride for all Bahamians and a major contributor to the growth and development of the country.

T. BASWELL DONALDSON

Council Chairman

The College Of The Bahamas

THE CONTEXT

FROM COLLEGE TO UNIVERSITY, 1995 TO 2009

Established by an Act of Parliament in 1974, The College of The Bahamas was created through the amalgamation of four institutions: The Bahamas Teachers' College, San Salvador Teachers' College, C. R. Walker Technical College and the sixth form programme of The Government High School. So began the College era: **Phase I: Creation and Early Growth: The College of The Bahamas, 1974 – 1995.** In June 1995, landmark legislation granting The College full autonomy of its affairs and an expanded mandate effectively signalled the start of the next era: The College's transition era. **Phase II: Transition Era: From College to University, 1995 – 2009.** The achievements of The College in the 14-year transition phase reflect the institution's continued responsiveness to national needs, while also establishing the core components of university building. These components have been established through advances in The College's academic programming, research and capital development.

1. PROGRAMME EXPANSION & STUDENT SERVICES

The range of The College's academic programming has reflected the expressed needs of private and public sectors of the economy, underscoring the institution's national objective to help to develop the human capital necessary to further build a more prosperous and competitive Bahamas. The College's mandate extends to the whole Bahamas, and degree, certificate and diploma opportunities have been made available outside of New Providence on campuses and centres in Grand Bahama, Exuma, Andros, Eleuthera, and San Salvador.

1995 The School of Nursing is established. Bachelor degrees in Business Administration (BBA) are offered for Accounting and for Management, (the first BBA, Banking & Finance was introduced in 1991). The Lyford Cay College of The Bahamas Scholarship Endowment is established.

1996 BBA programmes in Banking & Finance and in Computer Information Systems are introduced. BBA programmes in Accounting and Management are also offered at the Northern Bahamas Campus (NBC) for the first time. Bachelor of Education (BEd) degrees in Primary Education, Physical Education and a range of secondary school subjects, a Bachelor of Science (BSc) in Nursing for holders of the Registered Nurse (RN) designation and the Associates of Applied Science (AAS) degree in Court Reporting are introduced in New Providence. The BEd in Primary Education and the AA in Office Administration are expanded to Exuma.

1997 The College graduates its first class of Bachelor degree recipients: five (5) students who each received BBAs in Banking & Finance. The Centre for Entrepreneurship (CFE) is established with the support of Michael Dingman, CEO of the Shipston Groups Limited. The Centre operated for seven

(7) years, the principles and services for which will be incorporated into the new Graduate Centre for Business.

1998 Government raises its annual scholarship funding by \$500,000 to \$1.5 million. The College opens three (3) renovated laboratories for Biology, Chemistry and General Science costing \$350,000. A Lab School in Early Childhood Education is created at the Willard Patton Primary School in collaboration with the Department of Education and UNESCO. Courses in Child Care and Care of the Elderly are introduced in Abaco, and Grand Bahama. The College facilitates the Western Connecticut State University's Master of Arts degree in Health Administration.

1999 The BBA in Marketing is introduced and the BEd in Primary Education is launched in Eleuthera. Eight computer labs are established on College campuses: seven in New Providence and one on the Northern Bahamas Campus. The College graduates its first group of Nursing students in the baccalaureate programme.

2000 The School of Hospitality and Tourism Studies is established following the amalgamation of The Bahamas Hotel Training College with The College of The Bahamas. The University of the West Indies (UWI) Bachelor of Law (LLB) programme is facilitated through The College. The BEd in Primary Education is expanded to Abaco. Library services become fully automated and on-line, with the introduction of the Voyager System, allowing users to search library catalogues, communicate with libraries of other colleges and universities from anywhere there is an internet connection. These library upgrades were achieved with a project investment total of approximately \$97,000.

2001 The Lyford Cay College of The Bahamas Scholarship Endowment reaches its \$5million goal.

Kent State University's Master of Education (MEd) in School Counselling is provided through The College. The College introduces a Bachelor of Arts (BA) degree in Social Work.

2003 The New Student Services Building is opened and later renamed in memory of long time College administrator Portia E. Smith. The first group of LLB students graduate.

2004 The Poultry Research Unit (PRU) is opened on Gladstone Rd. Established on a five-acre tract of land provided by the Ministry of Agriculture, the facility includes a silo, housing capacity for 24,500 birds and other ancillary buildings for agricultural and biological research and experimentation needs. Research is focused primarily on sustainable agricultural practices. The PRU was completed at a final investment value of \$ 100,000, provided by the Freedom Foundation.

2005 A Master of Arts (MA) degree in Teaching and Learning with Technology and a Master of Science (MLIS) degree in Library and Information Science are provided through The College. The MA is offered by the Iowa based Ashford University and the MLIS by the University of South Florida. BA degrees in English, History and Psychology are introduced.

2006 The Bachelor in Nursing (BSN) is introduced in New Providence. The on-line Diploma in Education is launched. Journeyman Plumbing Certification and Single Phase Electrical Certification Review are launched in Andros and Eleuthera respectively. A certificate programme in Business Administration is launched in Abaco and Andros. The College Entrance Review Programme (CERP) is also introduced in Andros. The President's Scholars Programme (PSP) is launched. The Programme is a unique four-year scholarship and personal development initiative. It is designed to foster intellectual growth, refine leadership skills and to cultivate a strong sense of

excellence and service in students.

2007 Kent State University's MEd degrees in Special Education and Educational Administration, and Massachusetts based Wheelock College's Master of Science (MSc) degree in Early Childhood and Elementary Teaching are all facilitated by The College. For the first time the Mathematics 140 course is delivered online as a worldwide web-based initiative to students in Andros and Abaco. The College enters into exchange accords and partnership agreements with the University of Rhode Island and the University of Johannesburg, South Africa for the purpose of faculty and student exchange. The College introduces Bachelor degree Minor Options in Caribbean & Bahamian Literature, French, Spanish, History and Business Administration. The College establishes an affiliation with the National Association of Intercollegiate Athletics (NAIA). The affiliation permits College of The Bahamas student-athletes to compete against US-based colleges and universities in a range of sports. Bacardi Emerging Leader Endowment is established with a \$250,000 gift from Bacardi & Company Ltd., in support of student bursaries for studies in Accounting, Natural Sciences, Mathematics and Technology.

2008 A Bachelor degree in Hospitality Management is introduced. The College launches on-line registration. Construction on the \$28.0 million Harry C. Moore Library & Information Centre begins. A new \$677,048 dormitory block is completed. Lyford Cay Foundation and its donors donate \$1.5 million to creation of a virtual library. The Royal Bank of Canada (RBC) donates \$1 million to support construction of the proposed Graduate Business Centre. A Master's in Business Administration (MBA) will be the Centre's flagship programme. Santander Bank & Trust Ltd establishes the first study abroad fund with a \$150,000 gift in support of Spanish language studies. The College

opens its Wellness Centre at a total cost of \$925,000. The College extends eligibility of the tuition rate reserved for Bahamians to include any person who has completed six (6) consecutive years of secondary school education in The Bahamas. College of The Bahamas students participate in study exchange programmes with institutions in Canada, the United Kingdom, Cuba and Mexico. The College enters a student and faculty exchange agreement with The African University College of Communication (AUCC), Accra, Ghana. The College of The Bahamas and Jamaica's University of Technology (U of Tech) agree to a two-plus-two arrangement for a Bachelor of Science degree in Pharmacy. The first group of students matriculate in the Fall. The Freedom Foundation donates \$10 million for the funding of The College's Small Island Sustainability programme, including the Fall 2009 introduction of a BA in Small Island Sustainability with two options: Ecotourism & Development and Policy Studies; and a BSc in Small Island Sustainability, also with two options: Environmental & Ecosystem Management and Integrated Development & Planning.

2. RESEARCH, PROFESSIONAL DEVELOPMENT AND LIFELONG LEARNING

Research and professional development programming have also been central to The College's advances. College faculty have conducted and facilitated important academic research that has served national, regional and international audiences. The College's research work has comprised collaborations with international and regional agencies. Among them: UNIFEM, PAHO, UNESCO, the ILO, the IOM, USEPA, ECLAC and the Caribbean Agricultural Research and Development Institute (CARDI); as well collaborations with national government and non-government agencies. The profile of The College's faculty has also changed significantly during its transition years with an increase

in the number of Bahamians from 47 percent in 1990 to 71 percent in 2007 and the number of faculty with doctorate degrees from 16 percent in 1990 to 25 percent in 2007. In 2008 8 of 10 new faculty members were holders of doctoral degrees.

1995 In a collaborative venture, The College of The Bahamas and The Ministry of Education along with Virginia based George Mason University establish the Bahamas Environmental Research Centre (BERC) in Central Andros. The Centre, under a five-year mandate is established as an environmental research and teaching facility mainly for students and researchers from The College and George Mason University. The Centre is maintained beyond its mandate through to 2008. Research areas have included: coastal ecology, estuarine ecology and creek restoration, and creek monitoring for grouper and lobster larvae.

1996 The College assumes responsibility for the Gerace Centre, Graham's Harbour, San Salvador. Formerly the Bahamian Field Station (1971), the Gerace Centre (1972) offers facilities for students, professors, and researchers from around the world to study in a tropical environment. Research disciplines have included: Archaeology, Biology, Geology, and Marine Science. The facility comprises fifteen (15) buildings on eight (8) acres of land, including ten (10) instructional laboratories, a library, dormitory & full food service facilities, specimen repository and other related amenities. The site is designed to accommodate up to two hundred (200) persons.

1997 With a mission to support and encourage entrepreneurship, through training and instruction, consultation and advice, The Centre for Entrepreneurship (CFE) is re-established with the support of Michael Dingman, Chairman and Chief Executive Officer of the Shipston Groups Limited, and enjoys an eight-year run.

1998 The College restructures its academic departments into three faculties covering nine schools. Each faculty is headed by a Dean.

In collaboration with the Department of Education and supported by funding from the United Nations Educational, Scientific and Cultural Organisation (UNESCO), The College launches a Lab School in Early Childhood Education at the Willard Patton Primary School.

1999 The Research Edge forum is launched. The forum is a monthly lecture series which provides a platform for College constituents to discuss research undertakings, and to engage the broader community on matters of national policy.

2003 The Stanley Wilson Memorial Award for Excellence in Research is launched. Established by former College Council Chairman Franklyn Wilson in honour of his late brother with an initial \$50,000 investment, the endowment is created to encourage research in The Bahamas and to set high standards of excellence in Bahamian research.

2004 The Poultry Research Unit (PRU) is opened on Gladstone Rd. Established on a five-acre tract of land provided by the Ministry of Agriculture, the facility includes a silo, housing capacity for 24,500 birds and other ancillary buildings for agricultural and biological research and experimentation needs. Research is focused primarily on sustainable agricultural practices. The PRU was completed at a final investment value of \$ 100,000 provided by the Freedom Foundation.

2005 The Marine and Environmental Studies Institute (MESI) is established. The Institute is a multidisciplinary organization committed to building national capacity in research, long-term monitoring and information management in the areas of science, technology and community health as they pertain to

the sustainable use and management of marine and other natural resources.

The first Stanley Wilson Memorial Awards for Excellence in Research are awarded to Ann Lawlor of the School of English Studies for research entitled *The Harbour Island Story*; Dr. Ian Strachan of the School of English Studies for research in *Plantation Tourism*; and Dr. Llewelyn Curling of the School of Science and Technology for studies in applied sciences.

2006 The International Languages and Cultures Institute (ILCI) is established. The Institute expands opportunities for studies in foreign languages, including Spanish, French, Haitian Creole, German, Mandarin, Latin and English as a second language; and with a non-traditional student base, engages the broader community including the participation of a range of corporate and civic groups.

2007 The Institute for Educational Leadership (IEL) is established in New Providence and later in Grand Bahama. The Institute is launched in direct response to the professional training needs of serving and aspiring educational leaders in the country.

The Bethel report on Governance, “On the Threshold of University: Establishing Foundations, Empowering Growth” is finalised and presented to The College’s Council. Spearheaded by President Emerita, Dr. Keva Bethel, Chair of the Council-appointed Ad Hoc Advisory Committee on Governance, the report establishes the Committee’s recommendations of structures and processes necessary to ensure good governance in a university setting. Among the recommendations are the establishment of a University Senate to oversee academic affairs.

2008 In collaboration with the Public Services Training department, The College establishes the Institute of Public Service Innovation (IPSI). The

Institute is established in response to the government’s need to enhance professional development opportunities for public service employees.

2008 At the University of Utrecht in the Netherlands, site of the Thirteenth Annual General International Association of Universities (IAU) Conference, The College is elected to the Association’s Board of Directors. Founded in 1950, the IAU is the UNESCO-based worldwide association of higher education institutions. It serves as a global forum where higher education leaders discuss, examine and take action on issues of common interest and achieve shared goals through cooperation. Its membership spans some 150 countries. The College has been a member since 2007.

2008 Chaired by Dr. Frederick Lowy, former Rector of Concordia University in Montreal, the Council-appointed Task Force on Academic Programme Quality Assurance completes its report.

3. CAPITAL INVESTMENT AND DEVELOPMENT

Excellence in teaching and in research must of course be supported by the best infrastructure and the best resources available. Capital works over The College’s transition era have comprised investments of an estimated total of under \$24 million.

1998 Rt. Hon. Hubert A. Ingraham, Prime Minister of The Commonwealth of The Bahamas, presents to Parliament, a three-year development plan for The College of The Bahamas. Highlights in this plan include: the Government’s commitment to facilitating the establishment of The College into a University; the Government’s commitment to construct (1) a science building complex (2) a new administration building (3) a dedicated building for the School of Education; and the Government’s commitment to conferring to The College 60 acres

of land adjacent to Tucker Rd to facilitate campus expansion.

Tuition fees for year one and year two courses (100 and 200 levels) are raised from a \$25 per credit rate to \$50, with later per-credit increases to \$75 in 1999 and \$100 in 2000. Through 1998, third and fourth year courses per credit tuition fee however remained at \$150, the established level since the introduction of Bachelor degrees.

The Division of Natural Science opens three (3) newly renovated and equipped laboratories. One for each of the following disciplines: Biology, Chemistry and General Science. The total project investment is \$350,000.

1999 Eight computer labs are established on College campuses: seven in New Providence and one on the Northern Bahamas Campus.

2000 The School of Hospitality and Tourism Studies is established following the amalgamation of The Bahamas Hotel Training College with The College of The Bahamas, increasing The College's instructional and administrative space by 18,828 square feet.

2003 The new Student Services Building is opened, following a total project investment of \$4.3 million. In the Fall of the following year, the building of some 14,838 square feet, is renamed in memory of long time College administrator Portia E. Smith.

2004 The PRU is opened on Gladstone Rd. Established on a five-acre tract of land provided by the Ministry of Agriculture, the facility includes a silo, housing capacity for 24,500 birds and other ancillary buildings for agricultural and biological research and experimentation needs. Research is focused primarily on sustainable agricultural practices. The PRU was completed at a final investment value of \$ 100,000

provided by the Freedom Foundation.

Construction and outfitting of two new building blocks (C & D) with a total project value of \$1.15 million is completed. The 'C' block (\$600,000), measuring 3,600 square feet, houses The College's Management Information Services & Information Technologies departments (MIS/OIT), and offices for the School of English Studies; and the 'D' block (\$550,000), a new classroom block, expands The College's instructional space by 3,700 square feet.

Official ground breaking for phase one (1) of the new Northern Bahamas Campus. Fifty (50) acres of a two hundred and seventy (270) acre site have been conveyed to The College of The Bahamas by the Grand Bahama Port Authority for the project, which in its first phase will include two (2) air conditioned two-storey structures. These structures will house administrative offices for faculty and staff, a library, bookstore, conference room, science lab, computer lab, classrooms, and maintenance and storage areas, with a central court yard between the structures. Initial site works are completed in 2008, accounting for \$1.7 million of the estimated \$10.1 million project total.

2005 The College's new Band Shell is completed. Located on The College's main campus in New Providence adjacent to Poinciana Drive, the newly constructed band shell is equipped with lighting and other amenities to facilitate outdoor concerts and other such large events in one of The College's large green spaces. The 2005 commencement exercise is the first official College event to be held at the location. The Band Shell is erected and outfitted at a total investment value of \$390,000.

The Thompson Boulevard Building is reopened. Acquired by The College at a purchase price of \$3.2 million, the structure became the institution's first corporate asset. It houses an executive

boardroom, conference rooms, lecture theatres, and administrative office space, altogether expanding The College's administrative and instructional space by 34,000 square feet. The facility also houses The College owned Chapter One Bookstore, a two-storey facility with retail services that include the Copy Right Business Centre and the First Edition Café. Total renovation and related expenditure was \$2.0 million, plus an additional \$100,000 investment in the Café, bringing the project sum to \$5.3 million.

In January of 2006 the structure is named the Michael H. Eldon Complex, in honour of Bishop Michael Eldon, the founding chairman of The College and Chairman Emeritus since December 2004.

2007 Council Chairman Franklyn Wilson and his wife Sharon donate \$1 million to The College, towards the creation of a Graduate Business Centre. The Centre's flagship offering will be a Master's in Business Administration, including graduate programme options in Management, Accounting, Banking & Finance and Human Resources. The College's Alumni Annual Fund and Faculty & Staff giving funds are launched.

2008 The Royal Bank of Canada (RBC) donates \$1 million to The College, which is earmarked for the proposed Graduate Business Centre.

The College opens its Wellness Centre. The Centre includes a range of state of the art fitness and physical training equipment, an exercise studio, shower facilities and will incorporate health planning programmes and wellness counselling. The Centre was constructed and outfitted at a total cost of \$925,000.

Construction on the \$28.0 million Harry C. Moore Library & Information Centre begins. Construction is estimated to take some twenty four (24) months to complete. The structure which will

be located on the main New Providence campus at the corner of Thompson Blvd and Tucker Rd will include 48,000 square feet of library space with support offices, a small auditorium, classrooms, a media production studio, individual and group study spaces, institutional archives and exhibition spaces. The Special Collections Room will include designated spaces for the curation of museum quality exhibitions, like the one to be dedicated to the life and legacy of the late Sir Lynden O. Pindling. The Lynden Pindling Foundation donates \$300,000 to the Library project.

The Lyford Cay Foundation and its donors also donate \$1.5 million to the creation of a virtual library: a digital collection of the resources of The College libraries. The virtual library is launched in the fall semester.

New \$677,048 dormitory block is completed. Residences include air-conditioned rooms, kitchen and common areas, including recreational facilities.

The Freedom Foundation donates \$10 million for the funding of The College's Small Island Sustainability programme, including construction of a Small Island Sustainability Complex to be built alongside the existing Poultry Research Unit off Gladstone Rd. on 10 acres of land provided by the Ministry of Agriculture and Marine Resources.

The College develops a new parking area, accommodating two hundred and fifty (250) vehicle spaces at an estimated project value of \$733,053. The new parking project constitutes part of the first phase of the Harry C. Moore Library & Information Centre project, which is being constructed on space previously used for faculty and student parking.

The College establishes a special Campaign Cabinet. The Cabinet is a fully volunteer committee with direct report to the President. Its primary responsibility is to

help drive The College's private fundraising efforts.

The College completes renovation of specialised pharmacy laboratories, including an organic chemistry lab. The facilities which support The College's Bachelor in Pharmacy programme arrangement with Jamaica's University of Technology, are completed at an estimated \$1.6 million. The College's new Performing Arts Centre is opened. The institution's former auditorium is reconstructed into a 400 seat fully air-conditioned facility, including a full stage with men's and women's dressing rooms, state of the art sound and lighting, a concession stand and

managers office and computer supported ticketing system. The total investment including furnishings is \$3.3 million.

The achievements through The College's 35-year history have brought the institution to its next stage of development, the attainment of university status.
Phase III: The University of The Bahamas, 2009 and Beyond.

THE COLLEGE TODAY

The College's academic programmes have expanded tremendously, with the introduction of baccalaureate and master degree programmes in a variety of disciplines: the Bachelor in Business Administration degree (BBA), Bachelor in Education (BEEd), Bachelor of Science (BSc), Bachelor of Nursing (BSN) Bachelor of Science in Electronics Technology (BSET) and Bachelor of Arts (BA) degrees. The College also offers the UWI Bachelor of Law degree (LLB) and the Jamaica based University of Technology's (U of Tech) Bachelor in Pharmacy degree (BPharm).

Combined, these eight baccalaureate degrees are offered across a range of approximately sixty majors, located in one or the other of The College's eight academic units (or academic departments). These are Business, Communication and Creative Arts, Culinary and Hospitality Management, Education, English Studies, Nursing and Allied Health Professions, Social Studies and Sciences and Technology).

In partnership with universities and colleges abroad, to date The College has facilitated seven graduate degree programmes: MA in Health Administration (Western Connecticut State University), MEd in School Counselling (Kent State University), MA in Teaching & Learning with Technology (Ashford University), MLIS in Library & Information Sciences (University of South Florida), MEd in Special Education (Kent State University), MEd in Educational Administration (Kent State University)

and MSc in Early Childhood & Elementary Teaching (Wheelock College).

The College's mix of graduates has changed from 30 percent associate degree recipients versus 70 percent certificate, diploma and other awardees in 1978; 71 percent associate degree, 4 percent baccalaureate degree and 25 percent certificate and other recipients twenty years later in 1998; to a graduate mix of mainly baccalaureate degree holders just ten years later in 2008 (baccalaureate degrees – 48 percent, associate degrees – 41 percent and 11 percent of graduates receiving other designations).

The College's research work has comprised collaborations with international and regional agencies. Among them: the United Nations Development Fund for Women (UNIFEM), the Pan American Health Organisation (PAHO), the United Nations Educational, Scientific, and Cultural Organisation (UNESCO), the International Labour Organisation (ILO), the International Organisation for Migration (IOM), the United States Environmental Protection Agency (USEPA), the Economic Commission for Latin America & the Caribbean (ECLAC) and the Caribbean Agricultural Research and Development Institute (CARDI). In the national context, The College's research partners have included government ministries and public agencies as well as non-government organisations.

Current projects include research focus on the

development of support infrastructure for small businesses, an initiative being done in collaboration with the Inter-American Development Bank (IDB); policy research in public sector reform; and environmental and marine studies on the lionfish invasion. Research support has included \$4.0 million in library upgrades, \$1.5 million of which supports The College's Virtual Library and funded research has totalled more than \$300,000.

The College's Fall 2007 and Fall 2008 enrolment

has hovered around the 5,000 mark, with the entering class in each year comprising approximately one quarter of the total. Data for degree programme enrolment in 2008 revealed that an estimated 80 percent of new entrants were enrolled in the baccalaureate programme versus 20 percent in associate degree programmes. These estimates are comparable to the situation in 2007 and reflect The College's transition from a two-year to a four-year degree institution.

THE UNIVERSITY OF THE BAHAMAS

VISION, MISSION & KEY STRATEGIES

The University of The Bahamas will be one of the country's most important strategic actors. It will support and drive national development through education, research & innovation and service, by offering high quality programmes grounded in the unique features of the Bahamian environment, economy and history. Its academic structure will allow the University to be responsive to national needs and research opportunities. It will develop new "signature" or 'flagship' programmes in fields where it has the capacity to build excellence and will recruit faculty and students both nationally and internationally to support these programmes in these areas.

The University of The Bahamas will also identify key national and international partners whose support can help build academic excellence and secure adequate financial resources.

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. In Latin America and the Caribbean, it has been estimated that 85-90% of knowledge is generated by universities. The University of The Bahamas will be a driver of innovation, developing products and processes which lead to a substantial improvement

in those products and processes, to benefit of public and private sectors.

The University of The Bahamas will 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; and will embrace partnerships, both nationally and internationally, with other institutions and community groups that share our commitment to creating and sharing knowledge and education for a better world.

The University of The Bahamas will be governed by its Vision and Mission:

THE VISION

The University of The Bahamas will be the nation's primary resource for research & innovation and community engagement. It will meet the educational aspirations of its students and nurture their creativity. It will promote the values of learning, leadership and service.

THE MISSION

The mission of The University of The Bahamas is to support and drive national development through teaching, research & innovation and service to the community.

The University will achieve this by:

- Offering high quality undergraduate and graduate education, particularly in areas which by virtue of our environment and expertise will permit us to build and enhance competitive advantages;
- Providing an enriched student experience; and
- Fostering research excellence in areas of national and international importance.

The University’s mission is to serve the nation, its citizens and indeed the world. The University will achieve this by advancing novel solutions to problems.

KEY STRATEGIES

1. 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.

2. 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.

3. 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.

4. 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.

5. 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.

6. 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.

7. 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.

8. 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 proven ability to keep our promises.

9. Engage The Country.

We will engage all sectors of the country in building our national university and will make the case for the investment required.

THE UNIVERSITY OF THE BAHAMAS

GOALS

The University of The Bahamas will have five faculties:

1. Business
2. Education
3. Humanities and Social Sciences
4. Pure and Applied Sciences
5. Culinary and Hospitality Management

The University will maintain three (3) primary campuses on New Providence including, the main campus in Oakes Field, the Grosvenor Close Campus in downtown Nassau, off Shirley Street which is today home to the Department of Nursing and Allied Health Professions, and the Small Island Sustainability Complex (Fall 2009) which will extend our existing facility at the Gladstone Rd. site, now home to our PRU. The new complex will house a flagship multidisciplinary programme covering a range of sustainability issues unique to small island economies.

The Northern Bahamas Campus in Freeport Grand Bahama, will be upgraded to a new \$8.4 million facility in its first phase and the University will continue to maintain satellite campuses in Abaco, Andros, Exuma and San Salvador, which it will support with major facility and programme upgrades.

The University's goals are outlined in six parts:

1. Programme Expansion & The Student Services

2. Administration & Support Services
3. International Relations
4. Research
5. Professional Development and Lifelong Learning
6. Capital Investment & Development

1. PROGRAMME EXPANSION & STUDENT SERVICES

ACADEMIC PROGRAMME DEVELOPMENT

Academic Affairs will adopt a quality assurance framework for academic programme review based on best practices internationally. This framework will support academic programme expansion. The University's plan for academic programme development over the next 10 years, reflect the important needs areas for specialised skills and professional development in our country, covering each of our core educational faculties:

FACULTY OF BUSINESS

- BSc Human Resource Management
- Diploma in Accounting
- Diploma in Finance
- Minor in Computer Information Systems
- Master of Business Administration

FACULTY OF CULINARY AND HOSPITALITY MANAGEMENT

- Minor in Ecotourism & Development

- BSc Culinary Arts

FACULTY OF EDUCATION

- MA Teaching

FACULTY OF HUMANITIES AND SOCIAL SCIENCES

- BA Spanish
- BA or BSC Sociology
- BA Journalism
- BA Fine Arts
- BA Criminal Justice
- Minor in Creative Writing
- Minor in Creole Studies
- Minor in Policy Studies
- MA Public Administration
- LLB

FACULTY OF PURE AND APPLIED SCIENCES

- BSc or BA Small Island Sustainability with options in: Ecotourism & Development; Environmental & Ecosystems Management; Integrated Development & Planning; and Policy Studies
- BSc Marine Science
- BSc Architecture
- BSc Engineering
- BSc Health Education
- BSc Nutrition
- BSc Pharmacy
- Minor in Environmental & Ecosystems Management
- Minor in Integrated Development & Planning
- AA Physiotherapy

STUDENT ENROLMENT & SUPPORT

- Each Department 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 can increase enrolment, retention and graduation rates.

- The University will increase degree student enrolment through active recruitment and the marketing of its programmes in New Providence, the Northern Bahamas and throughout the archipelago. Full-time equivalent (FTE) students in baccalaureate degree programmes will reach 3,500 in 2015.
- The University will establish a fair tuition policy which helps to build quality and maintains high accessibility.
- Student Affairs will increase positive student experiences outside the lecture room and assure strong counselling, job placement and student leadership experiences.
- The University will increase the number of students involved in athletics, both through health and wellness programmes and through sports.
- The University will increase the level of financial aid it provides to students.
- The University will build a strong residence life programme.

FACULTY & STAFF RECRUITMENT & SUPPORT

- The University will increase the number of faculty who hold terminal degrees by 50% by 2015.
- The University will continue to support the professional development of faculty.
- The University will enhance its training and development programme for staff.
- The University will review and adopt administrative policies, procedures and practices in accordance

with best practices, increasing effectiveness and efficiency, and ensuring transparency and accountability.

- The University will adopt faculty and staff recognition policies.
- The University will adopt a collegial style of governance.

2. ADMINISTRATION & SUPPORT SERVICES

STANDARDS & PRACTICES

- The University will implement sound financial management and accountability procedures and practices and ensure profitability of ancillary enterprises.
- The University will adopt data-driven decision-making by employing effective information management and reporting systems.
- The University will adopt institutional indicators and publicly report on these on an annual basis.
- The University will develop distance education platforms.
- The University will produce regular reports of its progress against goals, including its financial performance as well as its performance in teaching, learning and research.
- The University will increase its public visibility and enhance its profile through effective communications and public relations.
- The University will establish policies and practices that protect the quality of our physical environment and that reduce waste and energy consumption.

INFORMATION AND COMMUNICATIONS TECHNOLOGY

- Academic advising and on-line registration will be effective and efficient.
- The University will provide resources to allow students, faculty and staff better access to electronic media for teaching, learning, research and administration.
- The University will build a new data centre, upgrade the network infrastructure and improve security and data protection.
- The University will invest in technology that provides quality academic support, such as web-based registration, stable intranet, wireless internet on campus, distance education tools, partnership in international Internet II networks, a virtual library, etc.
- The University will provide access to appropriate library resources and networks of resources.

3. INTERNATIONAL RELATIONS

Our international partnerships are very highly regarded. We recognise that a key to the future of The University of The Bahamas is the role that the University will have internationally. Both in terms of its outreach to university partners in other countries for exchange and collaboration and also as a prime destination for international students interested in academic pursuits noted in excellence.

- The University will establish exchange programmes with universities to help the University of The Bahamas to increase the international exposure of our students and faculty as well to build our international reputation.
- The University will cultivate mutually beneficial

partnerships by creating strategic alliances to meet national needs in areas particularly suited in the context of The Bahamas.

- The University will use the exchange and attachment model to build the University’s reputation as an excellent place to study for international students. Student exchanges will include matched exchanges as well as study abroad opportunities.
- The University will facilitate partnerships in support of visiting scholars, faculty exchanges and attachments, which will help to establish University of The Bahamas academics with colleagues in international networks.
- The University will establish institutional partnerships around joint, dual and/or two or three year degree offerings, both at the undergraduate and graduate levels.
- The University will establish research partnerships in support of our efforts to strengthen and to develop key research initiatives and programmes.

4. RESEARCH

Research is a major function of the university and part of the success of The University of The Bahamas will be measured by the quality of its research, and the extent to which such research has national, regional and international impact. Building greater capacity within The University of The Bahamas will also serve the development of national research capacity.

- The University will increase the level of research activity and create national, regional and international partnerships that will enhance the academic lives of both faculty and staff.
- The University will create bridges across academic

disciplines through the establishment and expansion of multidisciplinary research teams.

- The University will adopt a strategic research plan aimed at increasing research capacity through:
 - promotion of its research centres and field stations;
 - identification of research needs and research partners in the public and private sector;
 - recruitment of talented researchers whose core interests meet national needs; and
 - development of national and international research partnerships.
- The University will support the creation of research institutes where these meet national need and advance education, research and innovation.

5. PROFESSIONAL DEVELOPMENT AND LIFELONG LEARNING

- The University will support the creation of special purpose institutes where these meet national need and advance education, research& innovation and service.
- The University will increase its distance education activity in both academic and professional development activities and so enhance its presence throughout the archipelago.
- The University 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 University will create opportunities for

faculty and staff exchanges that allow for effective benchmarking and reputation-building.

- The University will increase community participation in lifelong learning activities.

6. CAPITAL INVESTMENT AND DEVELOPMENT

CAPITAL INVESTMENTS

To meet the University’s Mission and to support its core developmental strategies, there are physical infrastructure needs that are considered essential for effective institutional support. The institution’s highest capital priorities over the next ten years comprise an estimated \$106.65 million in investments. The College has already secured funding for nearly half or \$50.95 million (47.8%) of the total. Financing for the remaining \$55.7 million (52.2%) is needed.

(See Tables 1 and 2)

ALUMNI RELATIONS & DEVELOPMENT

- The University will engage and support its alumni and the Alumni Association and make its alumni privileged partners in future growth and planning.
- The University will foster and nurture lifelong relationships with alumni, friends and other supporters to maximize engagement and private support for its programmes.
- The University 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 University will launch a major fund-raising campaign in support of clearly articulated goals and priorities.
- The University will cultivate public support for an increase in its base grant to meet the goals of this plan as well as support for its capital projects.

TABLE 1: PROJECTS FOR WHICH FUNDING HAS BEEN SECURED

Harry C. Moore Library & Information Centre	\$28,000,000
Fibre-optic & Wireless Network Installation and Data Centre, including support to Distance Education Programme and to Virtual Library	1,500,000
Computer Centre	800,000
Faculty Offices	250,000
GTR Campbell Small Island Sustainability Complex	10,000,000
Northern Bahamas Campus, Phase I completion	8,400,000
Graduate Business Centre * <i>*An additional \$2M is also sought</i>	2,000,000
TOTAL	\$50,950,000

TABLE 2: PROJECTS FOR WHICH FUNDING IS NEEDED

Graduate Business Centre - needed to complete funding	\$2,000,000
Science & Technology Complex	20,000,000
Culinary Equipment Upgrade	1,500,000
Training Hotel	8,500,000
Upgrade & Expansion - Gerace Research Centre, San Salvador	1,500,000
Student Centre	7,100,000
Northern Bahamas Campus, Phase II	7,600,000
Small Island Sustainability Centre, Andros Extension	2,500,000
Continuing Education Administration Building	3,500,000
Athletics Facilities	1,500,000
TOTAL	\$55,700,000

BELIEFS & 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 will be proud, both now and in the future.

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.

THE COLLEGE OF THE BAHAMAS
