

Summary of Assessment of HLSCC Board of Governors 2019 - 2020

A new Board of Governors assumed office at H. Lavity Stoutt Community in Spring 2019, and in line with the Manifesto of the Government of the Virgin Islands and needs of the College approved, supported and implemented a number of actions to continue to move the College forward. Key in the efforts of the Board were financial strategies to improve the financial status of the College and address accountability, sustainability and stewardship. Summarized these areas include:

- Increased grant funding;
- Enhanced budgeting process;
- Implemented and assessed cost containment strategies;
- Lobbied for transfer of assigned assets; and
- Optimized utilization of resources.

This concerted effort of the Board resulted in a budget surplus rather than a deficit which had plagued the College for years.

Attention was also given to improving student learning and success opportunities through:

- Approval of revised programmes to better suit student and employer needs;
- Identification and pursuit of certification opportunities to provide students with opportunities for career entry, advancement and mobility; and
- Restructuring of the Student Success Centre to address the needs of students, academically and holistically.

Work was also supported by the Board in Image Building and Community Relations, as well as Enrollment and Retention, including:

- Planned collaboration with businesses and social organizations;
- Restructuring of the Marketing, Communications and Public Relations area;
- Approval in principle of an E-Learning Unit; and
- Investigation of opportunities to provide student housing.

Some goals of the Board are still in progress and will continue as goals for the 2020 – 2021 academic year. Detailed actions of the Board for 2019 – 2020 are set out below according to the four priorities of the College. The Board heartily supports the mission of the College and work of the administration, faculty and staff and will continue to do so.

H. Lavity Stouff Community College
Board of Governors Annual Planning and Reporting Template
Academic Year: 2019-2020

Institutional Priority	Goal	Action Steps/Activities (Implementation)	Expected Outcome (Desired Impact)	Committee Responsible	Results (Impact Evaluation)	Status
<i>Institutional Priority 1: Student Learning and Success</i>						
1A	Continue to develop and deliver programs and training that are responsive to shifting workforce demands and individual interests -	Approved programme amendments to: Culinary Arts Human Services. Reviewed recommendations for Technical programmes. Additional information is pending	Programme offerings which are aligned with industry, societal and student demands.	Academic	Amendments were approved for two programmes. Amendments to Technical programmes are being reviewed.	Ongoing
1B	Collaborate with our educational, business, and community partners to ensure students are better prepared for transfer, job placement or career advancement	Approved /Supported the administration in seeking/receiving certification opportunities for students from: American Hotel and Lodging Association (AHLA)– Hospitality (credit and non-credit); Royal Yacht Certification (RYC) (UK) ABYC Marine Certifying Agency (MCA) UK Power 52 Solar Training and Certification	More options for students for greater employability and mobility	Academic	Agreements completed with: American Hotel and Lodging Association, Power 52. The following are near completion for Fall 2020: Royal Yacht Certification ABYC Marine Certifying Agency.	Ongoing

Institutional Priority	Goal	Action Steps/Activities (Implementation)	Expected Outcome (Desired Impact)	Committee Responsible	Results (Impact Evaluation)	Status
<i>Institutional Priority 1: Student Learning and Success</i>						
1B	To collaborate with local businesses to ensure that some of the college offerings will prepare students for entry into such businesses	Investigating best variable approaches to local businesses at senior level	An increase in courses and programmes geared to employer requirements.	Development		Pending
1C	Continue to improve the quality and effectiveness of programmes through the assessment of student learning outcomes	Monitored the work being done towards student learning outcomes assessment, and reviewed the report submitted by the Deans.	Full participation across all departments. Use of results from the assessment process to improve teaching and learning.	Academic	Phase 4 of the process will commence in October, where there is to be an inter-department review of the results. Recommendations will then be presented to the Board, through the Academic Committee.	Ongoing
1D	Continue to improve the support services and systems that are designed to assist students in attaining their individual educational and career goals – <i>To reduce barriers to completion</i>	Approve the President's recommendation regarding restructuring Student Success Centre	Increased student retention and decrease the number of students on academic probation	Academic Human Resources	The Student Success Centre was restructured into Student Affairs and Student Life, and new appointments were made accordingly. The results will be assessed by monitoring the students on Academic Probation and the retention rates. Evaluation of these units will be done according to the	In progress

Institutional Priority	Goal	Action Steps/Activities (Implementation)	Expected Outcome (Desired Impact)	Committee Responsible	Results (Impact Evaluation)	Status
<i>Institutional Priority 1: Student Learning and Success</i>						
			Improved functionality of unit		Administrative Unit Review schedule.	
1D	Continue to improve the support services and systems that are designed to assist students in attaining their individual educational and career goals	Approved the development of an E-Learning Unit	Improve the delivery of services to students and faculty pertaining to online instruction.	Academic	The concept has been approved and a formal proposal is pending.	Pending
		Supported the President's initiative to have businesses sponsor technological equipment to the College to assist students in need with the new online learning reality.	Reduce dropouts by students who needed devices to participate in online classes.	Academic	# of computers/devices donated # loaned out during period	Completed

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<i>Institutional Priority 2: Institutional Image and Community Relations</i>						
2B	Continue to evolve HLSCC's governance model to improve participation in decision making.	Recommended to the Minister of Education updates to the College Act to restructure the senior management team to allow for VP of Operations and VP of Academic Affairs. Enact the approved changes.	Provide appropriate support to the President through a better distribution of the workload among senior officers	Human Resources	The amendments to the College Act were approved by Government and enacted in October 2020. Evaluation of this change will be conducted as part of the College's Administrative Unit review process.	Completed
2D	To collaborate with local businesses to ensure that some of the college offerings will prepare students for entry into such businesses	Investigating best variable approaches to local businesses at senior level	An increase in courses and programmes geared to employer requirements.	Development		Pending
2F	Strengthen marketing efforts and leverage a wide range of channels to share the story of the College and stories of student success – <i>To improve institutional branding and image building</i>	Approve the President's recommendation to restructure the Marketing, Communications and Public Relations Unit	Improved image and enhanced profile of the College.	Human Resources	The role of a Communications Manager was incorporated into the unit, as well as Media. Evaluation of the unit will be done according to the Administrative Unit Review schedule.	In progress

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<i>Institutional Priority 3: Accountability, Sustainability, and Stewardship</i>						
3A	Continue to improve the planning, budgeting, and resource allocation systems using data from the periodic assessment of these systems.	Adjust the timing of the budget process to begin around March each year with each department submitting well considered budget submissions with appropriate justifications.	A realistic budget being prepared and approved by the Board before the fiscal year begins.	Finance	An approved budget before the financial year begins.	Completed
3B	Develop, implement, and continually review cost containment strategies to address the fiscal sustainability of the institution.	Assisted the administration in assessing cost containment measures to reduce expenditures and the wake of reductions in Government subventions.	A reduction in expenditures.	Finance	A budget surplus for the financial year	Completed
3C	Seek and cultivate alternate resources to supplement and/or increase existing revenue streams and funding sources.	Work with the President to increase fees, gifts and grants to offset the decline in Government subvention.	An increase in total revenue, primarily through increased grants and in-kind donations.	Finance	An increase in total revenue above the budgeted amount.	Completed
3C	To provide the College with personnel to develop	Approve President's proposal for hiring of fundraising consultant	Increased donors and funding through donor	Human Resource	Approved in principle, with formal proposal pending.	Pending

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<i>Institutional Priority 3: Accountability, Sustainability, and Stewardship</i>						
	alternative funding sources and increased funding		contributions / Address MSCHE 2015 recommendation			
3C	To significantly increase the physical assets of the college	Resurrected a 10-year old gift/donation by a philanthropist of 123 acres of land adjacent to the college boundary which had not been ratified.	This has now been ratified, and endorsed by the BVI government	Development	The land is valued at approximately US\$75,000 per acre – total of US\$9,225,000. This will allow HLSCC significant leverage for bank loans for college property development	Completed
		Resurrected the purchase of 14 acres of land above the college, which had not been finalized	Title of the 14 acres by the College	Development	In the process of being finalized. The addition of these 14 acres at US dollars 75,000 per acre – a total of \$1,050,000. This land will be valuable for long term capital improvements	In progress
		Investigated the possibility of building a feature restaurant adjacent to the Culinary Arts Centre on the same site as the original Colonial Manor restaurant	This feature restaurant will serve two valuable purposes. Firstly, it will enhance the training for the culinary and hospitality students being adjacent to the Culinary Centre. Secondly, it should provide an income	Development	The costs of reconstruction on this site have been estimated and are included in the budget of the college for 2022. In the planning stages – with BCQS advising on costs, and BVI architects providing input pro bono.	Pending

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<i>Institutional Priority 3: Accountability, Sustainability, and Stewardship</i>						
			stream for the college			
3D	Establish and implement mechanisms and systems to guide, manage, and assess the adequacy and efficient use of the educational, human, technological, physical, and financial resources to enable the College to support its operations and achieve its mission and goals.	Support the work of the President and Bursar regarding streamlining business processes, services area review, reallocation of resources, facilities utilization and budget process.	Optimal utilization of resources while increasing the net assets of the College by: Reducing administrative cost as a percentage of total expenditures through streamlining business processes, services area review and reallocation of resources; Improving utilizations of facilities; Revamping the budget process to ensure alignment with the strategic goals.	Finance	The trend of decreasing net assets has been minimized.	In progress

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<i>Institutional Priority 3: Accountability, Sustainability, and Stewardship</i>						
		Discuss with Government involvement with the Exclusive Economic Zone of the BVI.	Income generation through ability to advising regarding fishing licenses, marine protection, pollution. Provide support to academic offerings with practical application of the United Nations Law of the Sea Convention.	Development		Ongoing
		Approached the BVI Planning Authority regarding a zoning plan for the Paraquita Bay area which encompasses the College campus.	Assurance to the College regarding the development of the area. Bring the mangrove areas under the auspices of the College	Development		Ongoing
3D	To ascertain whether employees are fairly remunerated in line with their education and experience	Review current criteria for establishing salaries and benefits and current allocations	The development of a competitive and fair remuneration scheme	Human Resources		Pending

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<i>Institutional Priority 3: Accountability, Sustainability, and Stewardship</i>						
	Support the College in managing the efficient use of human resources	Approve the reassignment of Deans	Improved functionality of units and enhanced programming	Human Resources	The Dean of Workforce Training (WFT) was reassigned to another unit in the College, and the Dean of Arts & Sciences was reassigned to WFT. The Office of Dean Arts & Sciences was filled with a former Director. Evaluation of the units will be done according to the Administrative Unit Review schedule.	Completed
	To improve institutional effectiveness through systems that support the efficient use of human resources	Review HR policies, and associated documentation, including: Evaluation Leave Faculty Rank, Appointment	Policies which enable the establishment of systems such as recognition and fair remuneration. Improved nature and quality of documents.	Human Resources		Pending

Institutional Priority	Goal	Action Steps/Activities (Implementation)	Expected Outcome (Desired Impact)	Committee Responsible	Results (Impact Evaluation)	Status
<i>Institutional Priority 4: Enrollment and Retention</i>						
4B	Evaluate and redesign academic programs, support services, and college processes to reduce barriers to enrollment and completion	Approved the restructuring of the Student Success Centre	Increased student retention and decrease the number of students on academic probation	Academic	The Student Success Centre was restructured into Student Affairs and Student Life, and new appointments were made accordingly. The results will be assessed by monitoring the students on Academic Probation and the retention rates.	Completed
		Investigate the provision of student accommodation for both domestic and overseas	Increased enrollment with the provision of housing. Provision of student accommodation will provide a long-term source of revenue for the college	Development	Provision for 50 student units has been included in the 2022 to 2023 budgets In the planning stages – with architects	Pending
		Exploring ways to establish a college owned location in Virgin Gorda	A college owned facility in Virgin Gorda will be a great asset and minimize rental costs longterm	Development	A suitable site has been identified, and the BVI government has pledged to provide a parcel of land. Provision for the construction costs have been included in the 2022/2024 budgets	Pending

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<i>Institutional Priority 4: Enrollment and Retention</i>						
4C	Improve program and course delivery systems to maximize access to college offerings.	Approved the development of an E-Learning Unit	Improve the delivery of services to students and faculty pertaining to online instruction.	Academic	The concept has been approved and a formal proposal is pending.	Pending