

2023/24

ANNUAL REPORT

Cultivating Excellence



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INSTITUTIONAL PROFILE



INSTITUTIONAL PROFILE

Located in the British Virgin Islands, H. Lavity Stoutt Community College (HLSCC) is the territory's leading accredited institution of higher learning, serving the educational and workforce development needs of the Virgin Islands and its diaspora. Established under the College Act of 1990, HLSCC was renamed in honour of the late Honourable H. Lavity Stoutt, first Chief Minister of the British Virgin Islands, affirming its national purpose.

The College operates a main campus at Paraquita Bay, Tortola, and has extended its reach with a centre on Virgin Gorda, thereby increasing access to tertiary and professional education throughout the territory.

HLSCC offers a broad array of associate degree, certificate, and professional development programmes across disciplines such as Business, Health Sciences, Education, Marine Studies, Culinary Arts, Financial Services, and Arts & Humanities

Committed to community engagement, the College also houses specialised institutes – for example the Robert Mathavious Institute for Financial Services and the Centre for Applied Marine Studies – designed to directly support key sectors of the BVI economy and enhance lifelong learning opportunities.

The College is accredited by the Middle States Commission on Higher Education (MSCHE), reaffirming its standing as a credible institution for academic and continuing education.

With a mission to “change lives,” a vision to “empower students to pursue meaningful lives and careers,” and a strong emphasis on community impact, HLSCC remains a critical pillar in the Virgin Islands’ social, economic, and educational landscape.

VISION

As a premier regional institution, H. Lavity Stoutt Community College empowers students to pursue meaningful lives and careers and to value empathy, honesty, and integrity.

MISSION

H. Lavity Stoutt Community changes lives by providing a learning experience that cultivates excellence, intellectual curiosity, community, and a spirit of stewardship.

CORE VALUES

- **Student-Centeredness** – honouring the needs, goals, learning styles, and unique experiences of students.
- **Responsiveness** – proactively identifying and responding to education and training needs and opportunities.
- **Respect & Tolerance** – embracing ethnic, cultural, and national diversity, inclusivity, and mutual respect.
- **Accountability** – transparently disclosing how well and in what ways the College is accomplishing its mission.
- **Integrity** – promoting honesty, fairness, personal responsibility, and ethical behaviour.
- **High Standards** – providing high-quality, innovative, and flexible teaching and learning opportunities.
- **Data-Driven Decisions** – valuing objective decision making grounded in evidence.
- **Cooperation** – encouraging teamwork, resource sharing, and partnerships both internal and external.

HLSCC fulfils its mission by:

- Providing high quality academic programmes, courses, and instruction.
- Offering high-quality continuing education programmes and courses.
- Providing services and activities that support individual student success.
- Cultivating community connections that not only support the college but also create opportunities for the college to serve the community.
- Cultivating a college culture that uses assessment results to improve institutional effectiveness.



PRESIDENT'S REPORT

PRESIDENT'S MESSAGE

H. LAVITY STOUT COMMUNITY COLLEGE



PRESIDENT'S MESSAGE

As we reflect on another transformative year at the H. Lavity Stoutt Community College, I am honored to share the remarkable progress and achievements that continue to shape our institution's enduring legacy and profound impact on the Virgin Islands.

The 2023-2024 Annual Report underscores HLSCC's steadfast commitment to providing accessible, high-quality education—a mission that empowers our students, strengthens our workforce, and supports the ongoing development of our Territory.

This past year, HLSCC welcomed 784 students, reflecting a significant increase in enrolment compared to 2022. Notably, the Business & Computer Studies Department, the Mathematics & Science Department, and the Technical & Vocational Studies Department experienced sustained growth, demonstrating our students' keen interest in disciplines that are pivotal to the economic and social advancement of the Virgin Islands.

These fields are essential to national progress, equipping students with the expertise to drive business innovation, STEM advancements, and technical and skilled trades—critical sectors that underpin the long-term sustainability and prosperity of our Territory.

At the heart of our institution lies a deep commitment to student success, evidenced by an 82% retention rate among full-time students. This achievement speaks to the supportive academic environment, comprehensive student services, and unwavering dedication of our esteemed faculty. Furthermore, we proudly celebrated 140 graduates, with 110 earning Associate degrees and 30 receiving Certificates of Achievement, reaffirming our role as a premier institution dedicated to preparing students for career advancement and continued academic pursuits.

Despite challenges, HLSCC continues to thrive, propelled by expanded academic offerings, strengthened partnerships, and the relentless dedication of our faculty and staff. These driving forces ensure that we remain at the forefront of higher education in the region, fostering innovation, critical thinking, and professional excellence.

As we chart the course ahead, we reaffirm our unwavering commitment to student achievement, institutional growth, and community impact. Together, we will build upon our rich legacy, ensuring that HLSCC remains a beacon of knowledge, opportunity, and transformation for generations to come.

A handwritten signature in black ink, appearing to read 'Richard Georges', with a long horizontal line extending to the right.

Richard Georges, Ph.D.
President

PRESIDENT'S REPORT

PRIMARY UPDATE

“Our purpose is not only to prepare students for employment, but to empower them to pursue meaningful lives.”

DR. RICHARD GEORGES
PRESIDENT, H. LAVITY STOUTT COMMUNITY COLLEGE

At the heart of HLSCC’s mission is a renewed vision – to change lives by providing a learning experience that cultivates excellence, intellectual curiosity, community, and a spirit of stewardship.

In his 2023/2024 Convocation address, President Dr. Richard Georges called upon the College community to live this vision deliberately to see excellence not as a destination, but as a daily practice that defines how we teach, learn, and serve.

This academic year’s institutional focus, “Cultivating Excellence,” draws directly from that mission. It invites faculty, staff, students, and partners to engage with a fundamental question: *What is the purpose of higher education and why are we here?*

The answer extends far beyond economic outcomes. While tertiary education is indeed a pathway to economic empowerment and opportunity, its deeper purpose lies in shaping citizens who can think critically, act ethically, and contribute meaningfully to the social and cultural fabric of the Virgin Islands and beyond.

Redefining the Learning Experience

To truly cultivate excellence, the College is emphasising the need to reimagine the traditional relationship between lecturer and student. Moving beyond the model of the “sage on the stage,” the College is fostering learning environments that are participatory, transparent, and grounded in real-world and culturally relevant examples.

Under this approach:

1. Every course and assessment is tied to clear learning outcomes,
2. Every lesson is linked to practical application, and
3. Every student is equipped to navigate both the academic and social dimensions of college life with confidence.

To reinforce the College’s learning culture, HLSCC launched a General Education Review, engaging every instructional department to ensure that all programmes equip students with transferable skills– from communication and critical thinking to technological literacy and cultural awareness. This review will guide the development of new degrees and certificates that align with industry trends and community needs.

The Power of Connection and Mentorship

At HLSCC, faculty and staff are encouraged to go beyond the classroom – to serve as advisors, coaches, and collaborators through clubs, sports, research, and service initiatives. Such engagement enriches the student experience, fosters belonging, and prepares graduates to become confident, community-minded leaders.

Innovation, Agility, and Institutional Growth

In an era defined by rapid change, the College continues to embrace digital transformation to expand access, improve resilience, and strengthen operations. Through initiatives such as the FinTech Project, HLSCC has developed platforms to monitor strategic progress, aligning its technological evolution with institutional accountability.

The President reaffirmed the College's commitment to recruiting and retaining exceptional faculty, providing job security pathways, and ensuring continuous professional development— a hallmark of institutional excellence.

Learning from Change

Acknowledging that “change is difficult, it is painful, but it is necessary,” the College community were encouraged to be bold in reshaping outdated structures and programmes. It was emphasised that relevance must guide innovation and that the College must be willing to evolve in rhythm with the world its graduates are entering.

The College's evolution has already been visible across multiple fronts:

- The pandemic catalysed new eLearning approaches, piloted through policy development and digital delivery.
- The Workforce Training Division mobilised industry stakeholders to launch transformative technical and vocational programmes.
- Operational units strengthened safety, efficiency, and student services through strategic recruitment.
- Academic and student life initiatives continued to enrich the holistic learning experience both inside and beyond the classroom.

These advancements, taken together, underscore HLSCC's resilience, adaptability, and enduring commitment to its learners and community.

Looking Ahead

As we prepare to share the year's highlights, we celebrate how far we've come and recommit ourselves to the road ahead.

The work of cultivating excellence never ends; it evolves.

Guided by our strategic plan and anchored by our mission, HLSCC will continue to transform challenges into opportunities, partnerships into progress, and education into empowerment.



**SCAN TO VIEW STRATEGIC
PLAN**



HIGHLIGHTS FOR 2023-24



HLSCC
DR. MARISA PERHERTON
Distinguished Lecturer
Award
In recognition of outstanding
performance in faculty leadership
in the applied business
September 2024

HLSCC

HIGHLIGHTS FOR 2023-2024

The 2023–2024 academic year was a transformative period for HLSCC. From expanding academic programmes and building new partnerships to celebrating student achievement and deepening community impact, the College continued to embody its vision of changing lives through education that inspires curiosity, stewardship, and service.

Every milestone achieved this year was guided by the College's Strategic Goals:

1. Teaching & Learning
2. Student Access & Success
3. Community & Partnerships
4. Institutional Effectiveness & Organisational Development
5. Resources & Facilities

Teaching & Learning:

Innovation in the Classroom

The academic year witnessed bold progress in strengthening teaching quality, learning outcomes, and faculty engagement.

- Faculty members participated in a series of professional development workshops hosted by the Institute of Education, focusing on rubric construction, assessment design, and the creation of effective tables of specifications. Through online seminars facilitated by WEAVE, instructors also enhanced their capacity to measure and improve student learning outcomes across disciplines.

- A major milestone this year was the launch of the General Education Review, which brought together every instructional department to assess how general education courses develop transferable skills in communication, critical thinking, technology, and cultural awareness. This initiative aligns directly with the President's call to ensure that every programme is transparent, relevant, and grounded in real-world application.
- HLSCC also welcomed its first Fulbright Scholar, acclaimed writer Tiphonie Yanique, who delivered a Creative Writing Fiction Master Workshop and lecture—an inspiring addition to the College's growing portfolio of intellectual and cultural engagement.
- The College's Humanities Department collaborated with the BVI Film Commission to host a Film Development Workshop, while the Centre for Professional Development (CPD) introduced new short courses in patient care, cybersecurity, and allied health training ensuring that HLSCC's academic offerings remain responsive to the evolving needs of the Virgin Islands workforce.

Student Access & Success:

Empowering the Next Generation

Student achievement remained at the core of the College's mission.

- At the Student Showcase, twelve Computer Studies students presented innovative projects judged by industry partners. Top awards went to:
 - 1st Place: Lyla Fonseca (Graphic Information Technology) – Laptop sponsored by Infinite Solutions

HIGHLIGHTS FOR 2023-2024

- 2nd Place: Delano Nibbs (Computer Information Systems) – Phone sponsored by Flow
- 3rd Place: Curtney James (Computer Information Systems) – Speaker set sponsored by Flow
- Additional awards sponsored by SmithGore recognised outstanding web design, technical innovation, and entrepreneurship. Fonseca, Nibbs, and peers also earned summer internships with the BVI Electricity Corporation, gaining vital professional experience.
- In the Small Business Development category, Shamahnea J. Simmons won top honours for her business presentation, while several students received recognition from CCT for creativity and engagement.
- The Fall 2023 Orientation saw one of the College's largest turnouts since the pandemic, including a record 70 dually enrolled high school seniors from Elmore Stoutt High School, Bregado Flax Educational Centre, and Ciboney School of Excellence— a strong indicator of growing confidence in HLSCC's programmes and pathways.
- At the 2024 Graduation Ceremony, HLSCC celebrated 186 graduates:
 - 123 Associate Degrees
 - 38 Certificates of Achievement
 - 39 Certificates of Completion
 - 16 Professional Certifications in CMI Level 5
- 23 Effective Leadership in Education certifications
- 29 graduates earned Honours distinctions
- The College also celebrated its RMI Programme, recognising 115 students for their achievements during its inaugural closing and recognition ceremony.
- Additionally, new Workforce Training Programmes were introduced, including Carpentry Training with NCCER Certification and Automotive Technology, underscoring HLSCC's commitment to employability and skill development.
- Students from the Culinary & Hospitality Programme showcased their skills at the BVI Food and Wine Festival, working alongside gold medal-winning Chef Brent Lettsome and celebrity Chef Josie Malave.

Community & Partnerships:

Expanding Our Reach

Partnerships remained central to HLSCC's growth and relevance.

- In December 2023, the College signed a Memorandum of Understanding (MOU) with the BVI Health Services Authority (BVIHSA) to strengthen cooperation in allied health training and certification building career pathways for healthcare professionals. This followed a June 2023 MOU with Condensed Curriculum International (CCI) to deliver hybrid health courses, externships, and certification opportunities.

HIGHLIGHTS

FOR 2023-2024

- The Virgin Islands Studies Institute (VISI) continued its vital work in preserving local heritage. In November 2023, VISI hosted Culture Day as part of Culture and Tourism Month featuring a Territory Wear competition, live demonstrations of traditional cooking, and community engagement. VISI also initiated an Oral History Project to document Virgin Islands folkways and successfully reinstated the VI History Short Course for Belonger and Residency applicants. Two cohorts were completed during Spring 2024, and two new short courses targeting taxi drivers, tour guides, and boat captains are being developed for the next academic year.
- HLSCC also partnered with the Department of Culture to stage the Emancipation Exhibition at the Sir Olva Georges Plaza and with the OECS to host the Environmental Sustainability Exhibition on campus.
- The College further strengthened its ties with international institutions, hosting University of New Hampshire (UNH) students conducting marine acoustic research in the Territory's mangrove ecosystems, deepening collaboration through the existing UNH–HLSCC MOU.
- Environmental stewardship continued to shine through initiatives like the Mangrove Cleanup and Replanting partnership with the Rotary Club of Central Tortola.

Institutional Effectiveness & Organisational Development:

Excellence in Action

This academic year reflected a renewed focus on accountability, innovation, and institutional improvement.

- The College's FinTech Project— a digital platform for tracking strategic plan implementation was introduced to enhance transparency and data-driven decision-making.

Operationally, HLSCC launched several initiatives that strengthened staff engagement and college culture:

- Hosted professional development sessions for principals and leaders through the Institute of Education.
- Collaborated with Digicel and Your Big Year to host the Unleashing Potential event helping participants refine career readiness skills.
- Partnered with Creative Waves for a week-long celebration of the creative arts.
- Hosted the Constitution Round Table and the Re-enactment of the First Sitting of the 13th Legislative Council, deepening civic education and public dialogue.
- Five HLSCC representatives were nominated for the inaugural Virgin Islands Icon Awards; President Dr. Richard Georges received the Walkers Nation Building Award.

HIGHLIGHTS FOR 2023-2024

Resources & Facilities: *Building for the Future*

Infrastructure and resource development continued to advance this year.

- The College completed the installation of six new benches donated by Caribbean Prestige Roofing Ltd., creating more outdoor learning and collaboration spaces.
- A new bus stop was constructed at the Paraquita Bay Campus for improved accessibility.
- The Technical Studies Department acquired a Hyundai Grand i10 for hands-on training in the Automotive Engineering Technology Programme.
- HLSCC also launched its Campus Store, expanding on-campus amenities and student convenience.
- In the Marine and Maritime sector, the College expanded its Tech Workshop Series, powered by MarineMax Vacations and Nanny Cay, with specialised modules in air conditioning systems, water making systems, outboard engines, and diesel technology. The College also christened two training vessels, donated by Mike and Sharon Burrell, strengthening experiential learning through the Centre for Applied Marine Studies.





ENROLLMENT OVERVIEW



ENROLMENT OVERVIEW

Over the past five years, the H. Lavity Stoutt Community College (HLSCC) has maintained steady enrolment despite global and local shifts in the education landscape. Between Fall 2020 and Fall 2024, total enrolment fluctuated modestly— from 679 in 2020 to a low of 615 in 2022, before rebounding to 713 in 2023 and holding strong at 705 in 2024.

While total enrolment levels have remained stable, the composition of the student body has evolved in meaningful ways. Full-time enrolment declined from 358 in 2020 to 256 in 2022, before recovering to 325 in 2024. Part-time enrolment, however, has steadily increased, rising from 321 to 380 over the same period— consistently outpacing full-time numbers.

This upward trend reflects the College's responsiveness to changing learner needs, particularly among working adults seeking flexible pathways, professional upskilling, and modular course delivery. It underscores the importance of continuing to strengthen part-time academic pathways and ensuring that these students receive the same quality of instruction, engagement, and support services as their full-time peers.

The Enrolment Profile for the 2023–2024 academic year offers a comprehensive look at the diverse and dynamic student body that makes up HLSCC. This year's data reflects both stability and growth, showcasing the College's continued commitment to access, inclusion, and academic excellence across all campuses. From full-time and part-time learners to international students and dual enrolment participants, the profile highlights key trends in demographics, programme selection, and enrolment pathways.

This section also provides valuable insight into how students are engaging with the College— whether through traditional academic programmes, technical and vocational training, or continuing education opportunities. As HLSCC continues to evolve to meet the needs of the Virgin Islands and the broader region, enrolment figures help shape strategic planning, resource allocation, and student support services. The Enrolment Profile underscores not only who we are serving, but how we are transforming lives through education.

Gender Distribution

HLSCC experienced a gradual but steady shift toward gender balance in enrolment. The proportion of male students increased from 35% in 2020 to 41% in 2024, while female representation declined from 65% to 59%. This trend suggests growing male engagement, potentially linked to the expansion of vocational and technical programmes such as Technical Studies and Marine Studies.

Although female students continue to constitute the majority, the narrowing gap points to a movement toward parity. The year-over-year changes have been stable and incremental, indicating consistent growth rather than abrupt shifts. These developments carry strategic implications for programme planning, student support, and institutional outreach—warranting continued efforts to sustain equitable participation and success across both genders.

Campus and Programme Trends

Across its campuses, HLSCC continues to expand its reach and impact. The Paraquita Bay Campus remains the primary hub of academic activity, but the Virgin Gorda Centre has emerged as a growing force, recording double-digit increases in both Fall 2023 and Spring 2024.

ENROLMENT OVERVIEW

This growth highlights the success of community-based outreach and the increasing appeal of higher education opportunities on the sister island.

Programme-level analysis shows Business and Computer Studies, Technical Studies, and Marine Studies leading enrolment, reflecting student interest in disciplines tied to the Territory's workforce and blue economy priorities. The resurgence of Culinary & Hospitality programmes mirrors the revitalisation of the local tourism sector, while Education and Humanities continue to provide foundational academic grounding.

Technical and vocational pathways remain strong, with steady increases in Technical Studies and Marine Technology, both aligning closely with national development goals and HLSCC's mission to prepare work-ready graduates.

Dual Enrolment and Early College Access

The Dual Enrolment Programme continues to serve as one of the College's strongest recruitment pipelines. With 77 students in both Fall 2023 and Spring 2024, participation remains consistently high, reflecting strong partnerships with secondary schools across the Virgin Islands. The programme's growth demonstrates the College's success in providing early exposure to college-level learning, fostering academic confidence, and supporting a seamless transition into higher education.

Retention and Student Success

The retention rate between the 2023 and 2024 academic years stands at approximately 75%, indicating healthy continuity among students.

Full-time and part-time students show comparable persistence rates—an encouraging sign that flexible pathways are not compromising student success.

The College's three-year graduation rate has improved steadily since 2020, reflecting progress in student advising, targeted interventions, and academic support. These outcomes underscore the effectiveness of the Student Success Centre and the ongoing development of the StudentHub initiative, which will further streamline engagement, communication, and support for all learners.

Strategic Implications:

HLSCC's enrolment trends highlight three key imperatives:

1. **Flexibility and Access:** Continued investment in hybrid and modular course delivery to accommodate non-traditional learners.
2. **Workforce Alignment:** Expansion of programmes in marine, technical, business, and creative sectors to meet labour market demand.
3. **Student Retention and Engagement:** Strengthened advising, data-informed interventions, and co-curricular experiences that support persistence and completion.



FINANCIALS



This section of the annual report for the H. Lavity Stoutt Community College (“HLSCC or the College”) provides an overview and analysis of the College’s financial performance during the fiscal year that ended July 31, 2024.

The Statements of Net Assets, which present the College’s financial position at the end of the year, include all assets and liabilities. The difference between total assets and total liabilities is net assets and provides an indicator of the College’s present financial condition. Over time, increases or decreases in the College’s net assets show whether its financial health is improving or deteriorating. Assets and liabilities are generally measured using current values; capital assets are stated at historical cost, less an allowance for depreciation.

The Statements of Revenues, Expenses, and Changes in Net Assets present the College’s operating results for the year. Revenues and expenses are generally reported using the accrual method of accounting, which records transactions as soon as they occur, regardless of when cash is exchanged. Usage of capital assets is reported as depreciation expense, which amortises the cost of assets over their estimated useful lives. Revenues and expenses are reported as either operating or non-operating. Operating revenues are derived primarily from government grants, tuition and other fees, and auxiliary enterprises, such as the Rental of the Auditorium.

REVENUES, EXPENSES, & CHANGES IN NET ASSETS FOR THE YEAR ENDED JULY 31, 2024 & JULY 31, 2023

Expressed in U.S Dollars.

Operating Revenues	Capital Fund	Restricted	Unrestricted	2024 Total	2023 Total
Government Grants	0	0	8,553,744	8,553,744	8,708,021
Other gifts and grants	0	852,173	0	852,173	713,894
Tuition & Fees	0	0	2,144,412	2,144,412	1,826,174
Other income	0	0	332,726	332,726	649,824
Total Operating Revenues	0	852,173	11,030,882	11,883,054	11,897,913

Operating Expenses	Capital Fund	Restricted	Unrestricted	2024 Total	2023 Total
Academic	0	0	5,748,821	5,748,821	5,330,139
Auxillary	0	0	322,591	322,591	181,721
Bad Debt	0	0	11,574	11,574	47,096
Fundraising	0	0	166,153	166,153	148,018
Institutional Support	0	0	4,054,846	4,054,846	4,177,238
Library Cost	0	0	222,182	222,182.31	202,599
Repairs and Maintenance	0	0	765,593	765,593	730,346
Total Expenses	0	0	11,291,760	11,291,760	10,817,158

Non-operating Expenses	Capital Fund	Restricted	Unrestricted	2024 Total	2023 Total
Depreciation	853,224	0	0	853,224	792,052
Change in Net Assets	-853,224	852,173	-260,878	-261,930	288,703
Opening Net Assets	7,111,263	742,122	4,799,071	34,414,774	34,126,069
Revalue of Assets*	0	0	0	0	0
Closing Net Assets	6,258,039	1,594,294	4,538,193	34,152,844	34,414,773

*Revalue of Assets (Land & Buildings)

STATEMENTS OF NET ASSETS FOR THE YEAR ENDED JULY 31, 2024

Expressed in U.S Dollars.

ASSETS

Current Assets	Capital Fund	Restricted	Unrestricted	2024 Total	2023 Total
Cash and Cash Equivalents	0	2,696,252	880,304	3,576,556	5,609,851
Receivables and Prepayments	0	0	780,215	780,215	373,565
Due from other college funds	0	0	0	0	0
Inventory	0	0	40,258	40,258	41,934
Total Current Assets	0	2,696,252	1,700,777	4,397,029	6,025,350

Non-Current Assets	Capital Fund	Restricted	Unrestricted	2024 Total	2023 Total
Investments	0	586,097	0	586,097	34,721
Capital Assets	30,593,268	0	0	30,593,268	30,452,279
Total Non- Current Assets	30,593,268	586,097	0	31,179,365	30,487,001
Total Assets	30,593,268	3,282,349	1,700,777	35,576,394	36,512,351

LIABILITIES

Current Liabilities	Capital Fund	Restricted	Unrestricted	2024 Total	2023 Total
Accounts Payable	0	0	877,093	877,093	1,219,712
Deferred Income	0	0	546,458	546,459	706,776
Due to College Funds	0	0	0	0	0
Total Current Liabilities	0	0	1,423,551	1,423,551	1,926,488

Non-Current Liabilities	Capital Fund	Restricted	Unrestricted	2024 Total	2023 Total
Pension Liability	0	0	0	0	171,090
Total Non-Current Liabilities	0	0	0	0	171,090
Total Liabilities	0	0	1,423,551	1,423,551	2,097,578
Net Assets (Liabilities)	30,593,268	3,282,349	277,226	34,152,843	34,414,773
Total Liabilities/Net Assets				35,576,394	

INSTITUTIONAL GOVERNANCE



INSTITUTIONAL GOVERNANCE

BOARD OF GOVERNORS

The College's Board of Governors is selected by the Minister for Education and Culture, the Ministry of the Government with responsibility for the College. Its membership is selected from a broad range of constituents. Each member is selected for a period of three years, but the term of services may be renewed.

Professor Emeritus Arthur G. Richardson,
Chairman

Dr. L. Sauda Smith, *Deputy Chairman*

Kenneth Baker

Adenike Sicard-Flax

Lynette Harrigan, MBE

Hakim Creque

Paula Trotman-Hastings

Derek Dunlop

Deann Parsons

Colin O'Neal

Dr. Anthony Layne

Shanica Maduro-Christopher

John Williams

Dr. Marcia Potter, *ex-officio*

Dr. Richard Georges, *ex-officio* (President)

Florence Phillips, *ex-officio* (Board Secretary)

PRESIDENT'S CABINET

The President's Cabinet is selected by the President of the H. Lavity Stoutt Community College and is made up of employees with responsibility for major functions of the operations of the College.

Dr. Richard Georges

President

Dr. LuVerne Vanterpool-Baptiste

Vice President of Operations & Quality Assurance

Dr. Arlene Smith-Thompson

Vice President of Academic Affairs

Elenore George

Bursar

Janice Dawson

Registrar

Dr. Patricia Johnson

Director of Planning and Institutional Research

Dr. Steve Lennard

Director of Virgin Gorda Centre

Marva Wheatley-Dawson

Dean of Workforce Training

Dr. Jasmattie Yamraj

Dean of Arts and Sciences

Debra Hodge

Director of Student Life

Andrea Hamm

Director of Student Affairs

Alesia Hamm

Human Resources Manager

Billy Lettson

Director of Information Technology

Harmony Turnbull

Director of Communications & Marketing

Dr. Sherrine Augustine

President of the Faculty Association

Marquese Maduro

Director of Facilities

Sarai Smith

Cabinet Secretary

PARTICIPATORY GOVERNANCE

Employees' perspectives and input are valued and important to decisions about the College's operations. HLSCC uses an internal participatory governance model which makes use of standing committees made up of representatives of various employee groups – particularly those most affected by various decisions that must be made.

These councils and standing committees are positioned to offer recommendations to the President's Cabinet for consideration.

- *Administrative Council*
- *College Administration*
- *Curriculum Review Committee*
- *Student Outcomes Assessment Committee*
Instruction
- *Student Development Council*
- *Student Support Services*
- *Resource Allocation Committee*
- *Campus Safety Committee*
- *Finance, Technology, and Facilities*

AD-HOC COMMITTEES

While the purpose of standing committees is to provide input to areas related to basic institutional functions, from time to time it is necessary to identify other committees to provide recommendations that reflect constituent input in particular areas. This may be necessitated by the importance of the issues or because they are temporary and beyond the scope of the standing committee's work.

- Marketing Advisory Committee
- Reaffirmation Committee of the Board
- Accreditation Self-Study Committee
- Accreditation Standards Committee

ORGANISATIONAL STRUCTURE



The responsibilities for the operations of the College are divided according to function.

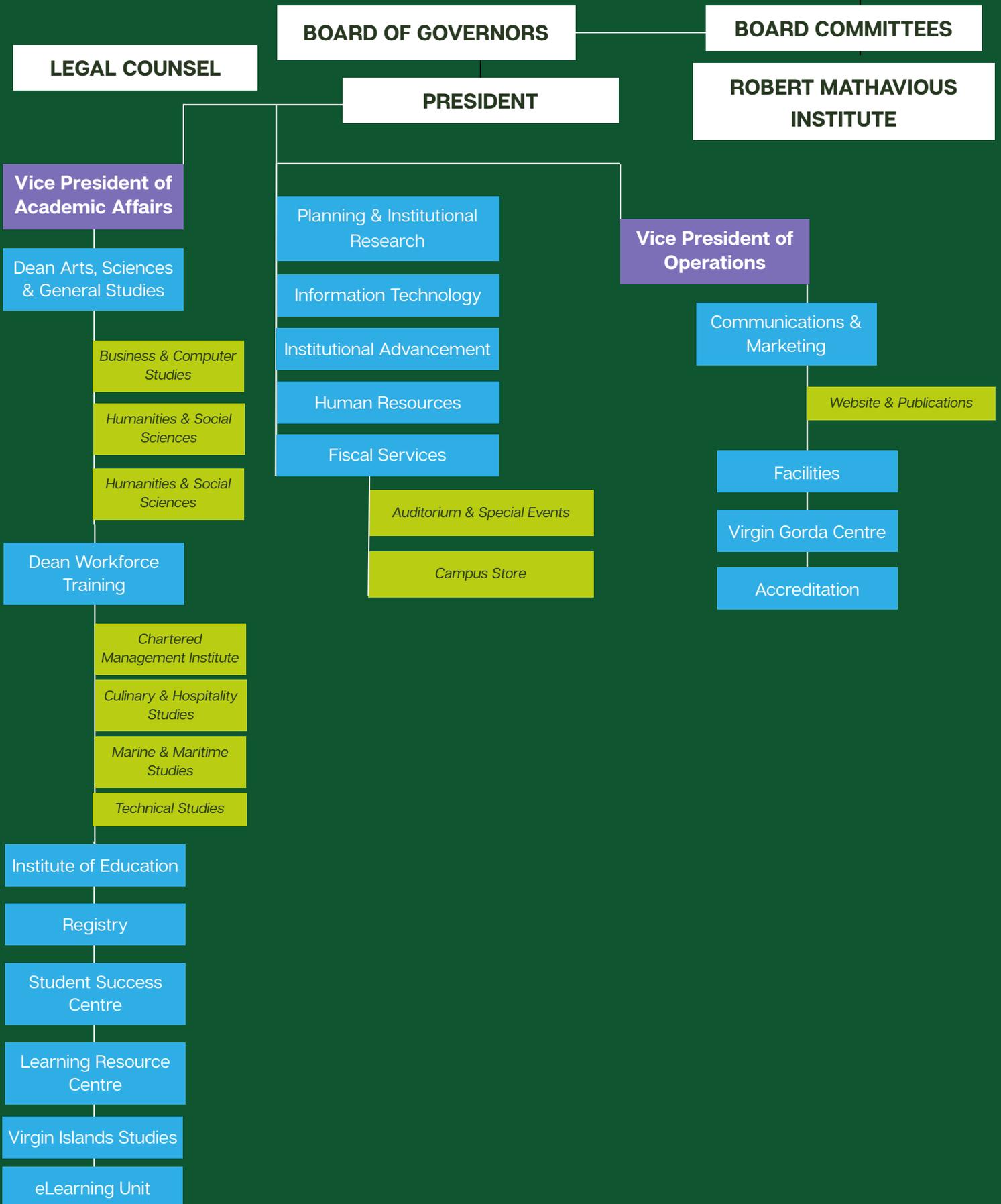
Instruction and student related services fall under the purview of the Vice President of Academic Affairs and include two Divisions – the Division of Arts and Sciences, and the Division of Workforce Training. In addition to leadership of these instructional functions, the Vice President for Academic Affairs provided oversight for the Student Success Centre, the Learning Resource Centre, the Registry and Virgin Islands Studies Institute.

The Vice President of Operations and Quality Assurance oversees the operational units of Facilities as well as Communications, Marketing & Public Relations. In addition, the Vice President of Operations and Quality Assurance provides oversight for the Virgin Gorda Centre and all accreditation or quality assurance matters.

The Bursar is responsible for managing Fiscal Services, the Campus Store, and the Auditorium.

The President supervises the Vice President of Academic Affairs and Vice President of Operations and Quality Assurance as well as the Fiscal Services, Human Resources, Planning and Institutional Research, Institutional Advancement, and Information Technology.

ORGANISATIONAL CHART





APPENDIX



<p style="text-align: center;">Strategic Goals</p>	<p style="text-align: center;">Strategic Objectives</p>
<p style="text-align: center;">Goal 1: Teaching and Learning</p> <p style="text-align: center;">Promote Excellence & Expand Opportunities</p> <p>We will renew our commitment to achieving academic excellence by promoting innovative pedagogy and by investing in our faculty and our programmes. We will continue to build a strong foundation of academic excellence by enhancing opportunities for faculty professional development and by strategically developing and growing programmes to meet the needs of our students and our community.</p>	<p>1.1 Pursue relevant and market-driven academic, short-term, alternative credential, and Career Technical Education (CTE) programmes.</p> <p>1.2 Create clear curricular pathways and learning outcomes that lead to timely programme completion.</p> <p>1.3 Ensure that faculty engage in high-quality curricular practices.</p> <p>1.4 Expand and improve online teaching, learning, and educational resources.</p> <p>1.5 Improve student preparation for transfer to colleges and universities</p> <p>1.6 Explore ways to educate our students and other stakeholders to recognise disinformation to help mitigate its impact on society.</p>
<p style="text-align: center;">Goal 2: Student Access & Success</p> <p style="text-align: center;">Improve Support Services, Reduce Access Barriers, & Increase Enrollment</p> <p>We will grow our enrolment by removing barriers that may prohibit persons from furthering their education as they seek to pursue meaningful lives and careers. We recognise the importance of supportive relationships on student learning and, ultimately, student success. We believe students succeed when we devote our energies to continuously improving their experiences in and out of the classroom. To this end, we will continue to develop a shared sense of ownership for ensuring quality services across all areas of the college and fully supporting faculty and staff in developing and improving co-curricular activities and services to support our students.</p>	<p>2.1 Expand the health and other related services provided to students, faculty, and staff.</p> <p>2.2 Improve the student advising and other academic support systems,</p> <p>2.3 Increase recruitment and retention of students.</p> <p>2.4 Expand extra-curricular activities to further enrich the student experience.</p>

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<p style="text-align: center;">Goal 3: Community & Partnerships</p> <p style="text-align: center;">Promote & Strengthen the College's Brand & Relationships</p> <p>We will create a wave of enthusiasm and engagement for our institution through the implementation of a powerful new HLSCC brand strategy. We will advance the value of HLSCC to our community through compelling expressions of our core values, by expanding the personal and strategic relationships we forge, and by the strategic positioning of our offerings. By applying our academic and professional expertise to collaborations with community stakeholders and regional and international partners, we will improve the quality of life for the communities we serve.</p>	<p>3.1 Enhance the institution's value to students, alumni, and the community.</p> <p>3.2 Build collaborative relationships that will provide direct benefits to both the college and the local community as well as our regional and international partners.</p>
<p style="text-align: center;">Goal 4: Institutional Effectiveness & Organisational Development</p> <p style="text-align: center;">Excellence in Planning, Assessment, Governance, & Communication</p> <p>We will strengthen our college community by developing new and improved channels for dialogue, participation, collaboration, and innovation. We will invest in our employees through enhanced professional engagement and development opportunities to strengthen our foundations in planning and assessment and help us work smarter and faster in achieving our strategic initiatives.</p>	<p>4.1 Improve our planning practices by focusing on the use of data in making decisions and assessing progress on initiatives.</p> <p>4.2 Improve our academic and institutional assessment processes.</p> <p>4.3 Manage the accreditation process to ensure reaffirmation including the impact of any new regulation changes.</p> <p>4.4 Foster a culture of collegiality, collaboration, and innovation.</p> <p>4.5 Develop new tools and processes to ensure effective and inclusive communication within the college.</p>

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<p style="text-align: center;">Goal 5: Resources & Facilities</p> <p style="text-align: center;">Expand & Enhance the Capacity of the College</p> <p>We will reshape and remake our campus not only for the present, but for future generations of HLSCC alumni, faculty, staff, students, and friends through the phased implementation of our Campus Master Plan. We will invest in and support technology to enhance efficiency and access while ensuring a secure, reliable, and user-friendly experience. We will be innovative in securing robust resources to deliver excellent academic and co-curricular programming while fostering a culture of transparency where all stakeholders are responsible for the financial viability of the institution. We will apply principles of environmental sustainability to our business practices and make substantive progress toward energy efficiency and conservation.</p>	<p>5.1 Revitalise the campus by implementing a campus master plan that is bold, creative, and innovative.</p> <p>5.2 Utilise technology to improve college processes and support student learning.</p> <p>5.3 Expand and enhance the financial capacity of the college.</p>





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