



MISSION STATEMENT

ACHEA'S MISSION
IS TO PROMOTE
THE HIGHEST STANDARDS
OF PROFESSIONALISM AND
THE CONTINUING DEVELOPMENT
OF MANAGEMENT CAPACITY
AMONG THOSE WHO HAVE
MANAGERIAL AND
ADMINISTRATIVE RESPONSIBILITIES
IN INSTITUTIONS OF
HIGHER EDUCATION IN
THE CARIBBEAN



A N N U A L R E P O R T 2 0 0 2

MEMBERSHIP OF THE EXECUTIVE COMMITTEE

President	Mrs. Gloria P. Barrett-Sobers
1st Vice-President	Dr. Vivienne Roberts
2nd Vice-President	Mrs. Dianne Mitchell
Secretary	Mr. C. William Iton
Assistant Secretary	Ms. Lisa Alleyne
Treasurer	Mr. Kofi Nkrumah-Young
Assistant Treasurer	Miss Patricia Harrison
Public Relations Officer	Mrs. Dawn Marie De Four-Gill

Peat Marwick Mitchell
AUDITOR



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Gloria P. Barrett-Sobers, President

Review of the Year 2002/03

No one will deny that the exhilaratingly successful second Annual Conference and the lively Annual General Meeting (AGM) convened during the Conference gave a distinct indication of an Association that was well on its way.

The revised Constitution adopted at the 2002 AGM, a copy of which has now been circulated to all members, and ACHEA's targets for 2002/03 provided the framework within which the Executive Committee sought to achieve the mandate given to it by the Association.

The targets set for the year under review were to:

- > *Achieve membership of 200 by June 2003*

- > *Organize at least three (3) professional development activities across the region*

- > *Launch a code of ethics for members of the Association*

- > *Publish the papers presented at the Second Annual Conference*

- > *Publish two Newsletters, one each semester of the academic year 2002/03*

- > *Finalise a 5-year strategic plan for the Association*

Although the Executive Committee met on ten occasions since the last Annual General Meeting, the year was not as productive as we had planned as several of our targets were not achieved. The highlight of the year's activities, however, was the development of the draft Strategic plan which was formulated at a two-day Executive Retreat held at the PomMarine Hotel in Barbados in January 2003. This draft Plan was circulated to members before the Annual General Meeting and is an item for discussion on the AGM's Agenda. The Draft Code of Ethics is now in circulation and we look forward to receiving the comments of the membership. It is hoped that a final version can be approved at the AGM, 2004.

MEMBERSHIP

The Membership Committee under the Chair of Mrs. Dianne Mitchell has been hard at work to clean up our records and to launch an aggressive membership drive.

The Committee continued in its efforts to increase the membership of the Association through various mechanisms.

At the Association's planning retreat held in January, 2003, the Committee was formalised and the terms of reference developed. (Appendix I)

A Renewal of Membership Form was developed and sent via email to members. (Appendix II)

As at July 2002, there were 152 registered members, this was 42 below the target of 200. Recruitment has been



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ongoing and to date there are 175 names on the membership list. Based on information from the Treasurer, there are 71 paid up members including 4 institutional members.

The Committee is fully aware of its responsibility to ensure the viability of the Association and that this depends on the number of members that are attracted and retained. This will involve maintaining an active recruitment drive and encouraging members to become actively involved in the programme of the Association. In light of this, the Committee will be seeking to vigorously recruit new members and up-date its membership at the 2003 Conference.

The Committee is committed to achieving a membership of at least 400 paid-up members by July 2004.

COMMUNICATIONS

Over the year in review, the Communication (Public Relations) Committee was involved in the promotion of the 2nd Annual Conference through the development of marketing material such as conference schedules and brochures. The Annual report was developed and distributed during the second Annual General Meeting. Presently a profile of ACHEA is being developed which will be the main selling tool of the association. During the strategic planning retreat, four main communication objectives were developed which evolved from overall strategic objectives. These are:

- i. To reinforce the commitment of current members of ACHEA*
- ii. To raise the profile of ACHEA through endorsements by policy makers, institutional leaders*
- iii. To support the membership drive by facilitating increases in the number of listed and financial members*
- iv. To support the expanding participation in continuing professional development*

There are several activities on the drawing board these include:

- a. Development of a newsletter – the first issue of which will come out soon after the third annual conference.*
- b. Co-ordination of a direct mail out programme in conjunction with the membership committee targeted to prospective and current members*
- c. Development of a brochure to be used in conjunction with the profile.*

These activities will support the implementation of the strategic plan and will be finalised once there is agreement on the strategic plan by the membership.

PROFESSIONAL DEVELOPMENT

The Professional Development Committee commenced the year with promising plans for a seminar on Distance Education in the Region. Challenges and Opportunities, which should have been held in Guyana. Unfortunately, for reasons beyond our control, we were not able to complete the plans in time for this year. We hope, however, that this will be a priority for next year.

This Committee has effectively operated as a three-person committee when in effect, a full cohort of at least 10 members is required. The Appeal goes out for individuals from each Country Chapter to volunteer to provide leadership for this Committee in order to ensure that this very important objective of ACHEA is effectively addressed.

Some challenging programme targets have been identified and developed for this area (see the draft Strategic Plan) but without on-the-ground leadership to coordinate activities in the several countries, we may miss our targets. The Executive will do all it can to ensure this does not happen, but we need some help from ACHEA's broad membership.

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EXTERNAL LINKS

During the year under review ACHEA signed a Memorandum of Co-operation with the Association of Tertiary Education Management (ATEM), its Australasian counterpart. The Memorandum seeks to establish collaboration and co-operation of mutual benefit and in particular, encourages attendance at the respective annual association's conferences by complementary registration and invites delegates to present a paper at the conference. We also anticipate mutual sharing of information, policies and strategic plans to ensure that there is regular contact between the two associations.

Other memoranda are currently being processed with the AUA (U.K.) and the AAUA (U.S.). Members will observe from the Draft Strategic Plan that ACHEA has ambitious plans to develop networking relationships with national, regional and international agencies and organisations. Efforts in this direction have already begun.

Finally, I wish to place on record my sincere appreciation to the members of the executive committee and particularly to Mrs. Lorna Parkins, who has served as a voluntary one-woman secretariat. Every member of your

executive is a particularly busy individual in the substantive positions each holds in his/her respective institution. The function requires committed, even sacrificial engagement in ACHEA's operations. Most of the members of the Executive have now served their first term of duty. It is to their credit that they have all indicated their willingness, if so asked, to serve another term of office. As yet we do not know the results of the election of officers, but I take this opportunity to thank every member of the outgoing executive for the yeoman service and intense effort to ensure the sustainability of this fledgling organisation. We look forward to continued hard work and the active support of more of the membership as ACHEA seeks to achieve its mission to promote the highest standards of professionalism and the continued development of management capacity among higher education administrators in the region.

Gloria P. Barrett-Sobers

*President
June, 2003*



(Left - right) Sir Dwight Venner, Mrs. Gloria P. Barrett-Sobers and Dr. Bhoendradatt Tewarie.

REPORT ON THE SECOND ANNUAL CONFERENCE

The Second Annual Conference was held at the Hilton Trinidad and Conference Centre, Port-of-Spain, Trinidad and brought together two hundred and nineteen delegates from across the Caribbean, USA, UK, Malaysia and South Africa. These delegates represented thirty-seven Higher Education Institutions and gave the Conference a truly international flavour.

The theme of the Second Annual Conference was “The Challenge of Quality for the Higher Education Administrative Professional” and every effort was made to ensure that our Second Annual Conference exemplified quality.



Sir Dwight Venner delivers the opening feature address

The keynote address at the opening ceremony was delivered by Sir Dwight Venner, Governor of the Eastern Caribbean Central Bank who identified the need for our educational system to address our developmental needs. He developed on the nexus between education and development and distinguished education for social progress from education for economic development.

Professor Hilary Beckles, then Pro-Vice-Chancellor (Undergraduate Studies) and Principal (Designate), UWI Cave Hill Campus, opened the plenary presentations and delivered a very spirited and exciting paper which captured the full attention of his most appreciative audience.



Cross-section of delegates at the Second Annual Conference

The Second Annual Conference was very fortunate to attract a panel of very distinguished higher education professionals who included, Mr. Richard Mawditt, OBE, Dr. Patricia Spradley, Dr. Bikas Sanyal, Dr. Larry Lauer, Mr. Steve Daysh, Professor Neville Ying, Dr. Rae Davis and Dr. Bhoendradatt Tewarie.



Dr. Bhoendradatt Tewarie, Campus Principal and Pro-Vice Chancellor, UWI, St. Augustine.

A very encouraging feature of the Second Annual Conference was the number of regional delegates who presented at concurrent sessions thereby highlighting the richness of our diverse experiences.

The social calendar for the delegates was very well planned and aimed to expose delegates to the cultural and culinary treasures of Trinidad and Tobago and included a Welcome Reception hosted by the President of the Republic of Trinidad and Tobago, a social and cultural evening hosted by the Campus Principal and a Closing Banquet.

The Second Annual Conference was generally considered an unqualified success.



Welcome from C. William Iton, Conference Chairman



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OPERATIONAL PLAN FOR 2003 – 2004

As per the strategic plan the goal for the ensuing period will be to “establish a sound financial basis for the activities of the association”. To this end, the Finance Committee will seek to do the following:

1. *Develop and implement policies and procedures for the day-to-day operations of the financial affairs of ACHEA by 2004.*
2. *Prepare quarterly financial reports 2003.*
3. *Implement the annual audit exercise 2003.*
4. *Implement a computerised accounting application 2003.*
5. *Develop and implement a system for managing the association's funds in separate currencies and countries 2003 – 2004.*
6. *In collaboration with the membership committee implement a system to encourage timely payment of membership dues 2003.*
7. *Seek grants and engage in fund raising activities.*
8. *Identify and maintain a list of agencies that would likely fund the activities of the association - immediate and on-going.*
9. *Research information on the requirements to access the funds by September 2003.*
10. *Submit proposals to the target agencies – immediate and as needed.*
11. *Set and monitor targets for each chapter - 2004 and on going.*
12. *Continue to seek sponsorship for conferences and workshops – ongoing.*
13. *Become an outlet for memorabilia and professional literature 2005.*
14. *Stage one benefit performance per year of a major cultural event 2005.*
15. *Develop an investment policy consistent with the constitution 2004.*
16. *Implement and monitor the investment policy 2005*



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FINANCIAL REPORT

The finance Committee submits the financial report for the period ended March 31, 2003. Owing to the difficulties of tracking the operations across three countries and four currencies, it was not possible to present an audited report. Detailed transactions are outstanding for one currency hence the unfinished results could not be presented to the auditors. To save cost the Executive is recommending that the Association engage the services of the Internal Audit Unit of one of the Universities. The Internal Audit Unit of the UWI was approached and has expressed willingness to do the job. We were also pleased with their professionalism in undertaking the task of auditing the results of the IMUA Conference held in January 2003.

As at March 31, 2003 the bank balances were as follows:

Ja \$	305,882.00
US\$	15,837.14
BD\$	14,397.41
TT\$	900.00
TT\$	95,619.28
	(UWI St. Augustine Bursary)

The above is equivalent to US\$ 41,659.19 (using exchange rate of Ja\$ 59.5, BD\$ 2 and TT\$ 7 respectively). Known receivables and payables have taken the net asset position to US \$47,205.94.

Outstanding is the reconciliation of the account at the St. Augustine Bursary and for the remaining sums to be transferred to the ACHEA's Bank Account being held in that currency. The results may change the configuration but should not affect the bottom line.

The fund levels in comparison to the previous period are as follows:

	2002	2003	CHANGE
Membership	5,088.64	12,312.29	7,223.65
Conference General	7,704.07	31,365.93	23,661.86
Conference Publication	5,000.00	3,527.73	(1,472.27)
Suspense	1,027.32		(1,027.32)
	18,820.03	47,205.95	28,385.92

The movement on the Publication fund as a result of a bill that was settled for conference 2001 publication. The fund was as a result of a grant specifically for the purpose. At last conference there was an amount that could not be verified and was placed in the suspense account. A reconciliation has been effected hence the movement.

MEMBERSHIP DUES

At the time of writing this report there were approximately eighty-five (85) paid-up members. This is less than a third of names that are on the list. A research has to be done to ascertain whether the list was overstated. Nonetheless efforts would have to be made to get all persons to be paid-up members of the association. I shall be working with the contact persons in each of three countries in which we have accounts as well as the membership committee to have more of our Administrators being contributing members.



ANNUAL REPORT 2002

FINANCIAL REPORT

FOR PERIOD ENDING MARCH 31, 2003

	CURRENCY OF TRANSACTION				CONCERTED TO US \$			Total US \$ EQUIVALENT
	J \$	US \$	BD \$	TT \$	JA \$	BD \$	TT \$	
RECEIPTS								
Dues 2002	179,465.50	648.80	3,250.00		3,016.23	1,625.00	-	5,290.03
Dues 2003	85,860.00	220.00	2,400.00	19,725.00	1,443.03	1,200.00	2,817.86	5,680.88
Workshops 2002	91,715.00	-	-		1,541.43	-	-	1,541.43
Conference 2001	43,351.30	11,766.15	-		728.59	-	-	12,494.74
Conference 2002	-	7,691.12	500.00	76,794.28	-	250.00	10,970.61	18,911.73
Advance to Conference 2003			9,918.91		-	4,959.46	-	4,959.46
Misc.	-	-			-	-	-	-
Loan			10,000.00		-	5,000.00	-	5,000.00
Interest	-	700.68			-	-	-	700.68
	400,391.80	21,026.75	26,068.91	96,519.28	6,729.27	13,034.46	13,788.47	54,578.95
PAYMENTS								
Bank Interest & Service Charges	9.80	189.61	10.30		0.16	5.15	-	194.92
Professional Service	94,500.00	-			1,588.24	-	-	1,588.24
Loan to Conference 2003		5,000.00			-	-	-	5,000.00
Retreat 2003			1,661.20		-	830.60	-	830.60
Conference 2003			10,000.00		-	5,000.00	-	5,000.00
	94,509.80	5,189.61	11,671.50	-	1,588.40	5,835.75	-	12,613.76
Balance	305,882.00	15,837.14	14,397.41	96,519.28	5,140.87	7,198.71	13,788.47	41,965.19



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FINANCIAL REPORT

FOR PERIOD ENDING MARCH 31, 2003

	CURRENCY OF TRANSACTION				CONCERTED TO US \$			Total US \$ EQUIVALENT
	J \$	US \$	BD \$	TT \$	JA \$	BD \$	TT \$	
BALANCE REPRESENTED BY:								
Membership	262,530.70	1,379.87	3,978.50	19,725.00	4,412.28	1,989.25	2,817.86	10,599.26
Conference General	43,351.30	9,457.27	10,418.91	76,794.28	728.59	5,209.46	10,970.61	26,365.93
Conference Publication		5,000.00			-	-	-	5,000.00
	305,882.00	15,837.14	14,397.41	96,519.28	5,140.87	7,198.71	13,788.47	41,965.19
RECEIVABLE								
Dues	85,860.00	220.00	100.00		1,443.03	50.00	-	1,713.03
Advance to conference 2003		5,000.00			-	-	-	5,000.00
	85,860.00	5,220.00	100.00	-	1,443.03	50.00	-	6,713.03
LIABILITIES								
UWI			10,000.00		-	5000.00	-	5,000.00
Conference 2003			10,000.00		-	5000.00	-	5,000.00
Caribbean Quarterly	87,600.00				1,472.27	-	-	1,472.27
	87,600.00	-	20,000.00	-	1,472.27	10,000.00	-	11,472.27
Net Assets	304,142.00	21,057.14	14,497.41	96,519.28	5,111.63	7,248.71	13,788.47	47,205.94



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APPENDIX I

ASSOCIATION OF CARIBBEAN HIGHER EDUCATION ADMINISTRATORS MEMBERSHIP COMMITTEE TERMS OF REFERENCE

The objective of the Membership Committee is "To develop and implement policies and plans to increase the membership of the Association and the involvement of members in its activities"

1.0 RECRUITMENT

- 1.1 Develop database of categories of potential members by: profession, territory and institution
- 1.2 Develop promotional programmes in collaboration with the Public Relations Committee highlighting the aims and objectives of the Association and its potential benefits to members
- 1.3 Conduct intermittent membership drives

2.0 SUSTAINABILITY OF MEMBERSHIP

- 2.1 Develop and maintain database of membership
- 2.2 Monitor membership to determine members in good standing and circulate the Renewal of Membership Form in the Association's newsletters
- 2.3 Maintain contact with other committees in respect of programmes undertaken and their impact on the membership
- 2.4 Prepare annual budget
- 2.5 Prepare annual report for the AGM.

3.0 MEMBERSHIP

- *A Chair who shall be a member of the Executive appointed by the Executive*
- *One other member of the Executive*
- *The Chairs of each Country Chapter*

4.0 FREQUENCY OF MEETINGS

Meetings shall be held at least quarterly

Adopted by meeting held February 26, 2003-03-19

Ratified by meeting held March 19, 2003



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APPENDIX II

ASSOCIATION OF CARIBBEAN HIGHER EDUCATION ADMINISTRATORS
RENEWAL OF MEMBERSHIP FORM

Sections 1,2, 6,7 & 8 must be completed. The other sections are to be completed only if the information has changed since applying for membership

1. NAME: _____

2. JOB TITLE: _____

3. TYPE OF INSTITUTION/ORGANIZATION:

University [] Community College [] Teachers' College [] Other [] Please specify _____

4. NAME & ADDRESS OF INSTITUTION: _____

5. TELEPHONE #: WK: _____ MOBILE: _____

EMAIL ADDRESS: _____ FAX# _____

6. MEMBERSHIP TYPE: Full [] Associate [] Institutional []

7. PERIOD OF MEMBERSHIP: _____

8. _____ Signature _____ Date _____

I enclose a cheque payable to ACHEA in the amount of _____

Please return completed form to the ACHEA Secretariat.

FEES:

Full: []BDS \$100 []EC\$100 []J\$2,500 []TT\$300 []US \$50 []£40
[]Guy\$8,000 (equiv. of US\$40)

Assoc.: []BDS \$60 []EC\$60 []J\$1,500 []TT\$200 [] US \$30 []£25
[]Guy\$5,000 (equiv. of US\$25)

Inst.: []BDS \$350 []EC\$350 [] J\$9,000 []TT \$1,225 [] US\$175 []£140
[]Guy\$28,000 (equiv. of US\$140)

