

THE MICO FOUNDATION



31st ANNUAL GENERAL MEETING
Thursday January 28, 2021



Project Fence 21

The Mico Foundation

PREAMBLE

The Mico Foundation constructed an entry/exit gate to the Mico University College which has become a distinctive show piece along Marescaux Road. Unfortunately, the adjoining fence does not complement the elegance of the gate, neither does it provide the visual aesthetic quality that befits the frontal image of the University College

OBJECTIVE

To build 370 feet of concrete and metal bar fencing. From the corner of Manhattan Road to the borders of Wolmer's Boys' School.

ESTIMATED COST \$30MILLION DOLLARS

MICONIANS!!

THE FOUNDATION NEEDS YOUR SUPPORT

TO RAISE \$30 MILLION DOLLARDS

To complete the Fencing Project in 2021

Contacts: The Mico Foundation: - 876 764 2800, 876 469 2614

HERE IS HOW

THE NEW FENCE ALONG MARESCAUX ROAD WILL HAVE 25, COLUMNS EIGHT FEET HIGH.

This fence will be the start of a walk of honour to be constructed around the perimeter of the campus. Each Column can be identified with a batch and the names of each member of the batch. Batch members will be asked to contribute \$20,000.00 to have their name permanently inscribed for posterity. A batch may contribute or seek sponsorship to have the names of deceased members inscribed on the column of honour.

EACH COLUMN CARRIES A CORPORATE SPONSOR ON THE SIDE FACING THE ROADWAY, AND NAMES OF GRADUATES ON THE INNER SIDE OF THE WALK OF HONOUR



Outside of the column with corporate Adverts



Inside of the column with names of batch members



Existing chain-linked fence



The Fence on the right certainly does not complement the elegance of the gate on the left.





Website: themicofoundationja.com, email: micofoundation@yahoo.com, Telephone: 876 764 2800.

The Mico Foundation
31st Annual General Meeting
Thursday January 28, 2021

THE MICO FOUNDATION

VALUES



Tranparancy

Partnership

Service

Innovation

Commitment

Respect

Truth
Integrity

OUR VISION

To be an active, dependable and viable source for endowment, economic enterprises, assets preservation and an enabling environment for the development of social capital.

Our Mission

- To develop expand and Manage the fixed and intangible assets of Foundation, and preserve the heritage of the Lady Mico Trust
- To maintain an efficient system of estate management that will ensure optimal use by The Mico University College.
- To create and encourage opportunities for entrepreneurship

Table of Content

Mission, Vision Core values.....	2
Message from Lady Mico Trust – Rev. Rachel Benson.....	4
Tribute io Retired Trustee – Mr. Henry Buxton	5
Retirements and Appointments.....	6
Tribute to Retired Trustee - Prof. the Honourable Errol Lawrence Miller OJ, CD	7
Board of Directors 2020	8 -9
Notice for the 31st Annual General Meeting	10
Form of Proxy	11
Statement on Foundation Membership.....	12
Members of Foundation 2020.....	13
The Foundation’s Staff.....	14
Agenda for 31st AGM.....	15
Minutes of 30th AGM	16 - 21
Chairman’s Statement	22 - 23
Directors Report	24 - 31
Mico University College President’s Report	32 – 35
Proposed Projects.....	36 - 37

Lady Mico Trust

MESSAGE FROM THE CHAIRMAN

Revd. Rachel Benson



As I write this message, we are in the grips of one of the most serious crises to have engulfed the modern world. I am acutely aware that whilst no one has been able to escape the effects of the coronavirus pandemic, it has had a serious impact on the staff and students at the Mico University College

I know that the learning experience has changed for everyone with the move away from the traditional lecture room and college experience to online learning. I and my fellow Trustees understand that this has presented new challenges and we have sought to provide as much support as we are able to for this changed working environment. We have been particularly pleased to provide funding for the purchase of laptops which are crucial to the ongoing learning

experience.

On a more familiar note, we have continued to support the construction of the well and we hope that it will not be too long before it will be possible for the benefits of this project to be realised.

During the year, we have had some changes in the Board of the Trustees of The Lady Mico Trust. Professor Errol Miller stepped down in August 2020, having served as a Trustee since December 1982. Over that time, Professor Miller has made an enormous contribution to the work of the Lady Mico Trust and has been an invaluable link with the Mico Foundation and the Mico University College.

We have a new Trustee, Charles Benson, who was appointed in August 2020. Like the other Trustees based in the UK, Charles is a direct descendant of Thomas Fowell Buxton. We look forward to the new insights and views which Charles will bring to the Board.

For the future, the Trustees have agreed that the Chancellor of the Mico University College should be a member of our Board. Accordingly, we have invited Dr. Karl James to take up this position from our meeting in February.

We have also paid tribute to Professor Neville Ying, who had been part of the Mico 'family' for the past 36 years. During that time, he made an exceptional contribution, particularly in the field of Mathematics, and is a past Chairman of the Mico Foundation. I wish you all well for the

forthcoming year. I hope that it will not be too long before life gets better and we can look forward to a brighter future.

Retired Trustee Mr. Henry Alexander Fowell Buxton, DL



The Mico Foundation

Salutes

Mr. Henry Buxton
for over 55 years of service
to the **Lady Mico Trust**
and his unswerving support
for **The Mico Foundation.**



The Foundation acknowledges with much gratitude his wife Victoria.

After some years with Morgan Grenfell and as a Director of Truman Hanbury & Buxton, Henry Buxton returned to Easneye to manage his family's farming estate in Hertfordshire in the early 1970s. A direct descendant of Sir Thomas Fowell Buxton, he was appointed as a Trustee of the Lady Mico Charity on 23 February 1965, serving alongside Paul Buxton, who joined on the same day, his father, John Buxton, the then chairman, Bruce Lushington and Gerard Bonham-Carter who joined three years later. Henry was appointed chairman on 27 February 2007, eventually handing over to Revd Rachel Benson on 30 July 2014. He retired as a Trustee on 30 September 2019.

Over almost 55 years of service, and his many visits to Jamaica, for which he was always accompanied by his wife, Victoria, Henry was a staunch supporter of The Mico. He was proud to see the College build on its illustrious history, traditions and values, and to see it grow into the self-governing, University College that it is today. Over these years, significant progress was made in governance, and the relationship between the Trust, the Foundation and the College. Henry was particularly pleased to have appointed Professor Errol Miller as the first Chancellor, he opened the Bonham-Carter Building, and was greatly honoured that Mico's Mathematics Centre was named after him

Lady Mico Trustees - Retirements and Appointments



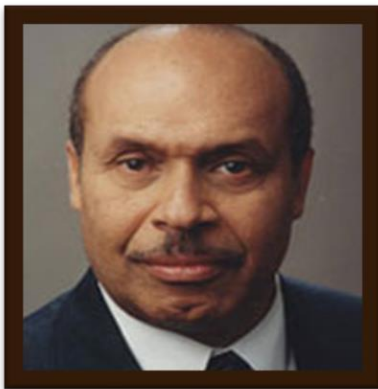
Mr. Henry Alexander Fowell Buxton

Retired in September 2019 after serving the Trust for more than 50 years. The Mico Foundation express sincere appreciation for the tremendous support he has given in advancing the welfare and progress of the Foundation and University College and wish him well in his retirement



Mr. Charles Benson

The Mico Foundation welcomes Mr. Charles Benson in his new role as Trustee of the Lady Mico Trust. He continues in the long tradition of philanthropic service started by the late Sir Thomas Fowel Buxton of which he is a direct descendance. We wish for him every blessing as he brings his thoughts, ideas and service to the Trust.



Professor Errol Lawrence Miller

The Foundation Applauds Professor the Honourable Errol Miller for 36 years of outstanding contribution as a Trustee of the Lady Mico Trust. This historical appointment was significant to The Mico Foundation where Professor Miller Served as Director for 41 years.



Dr. Rodrick Karl James

The Mico Foundation congratulates Dr. R. Karl James as he takes on the mantle of Trustee of the Lady Mico Trust. He brings his vast experience and knowledge of the Mico University College and the Foundation to his role as Trustee. We wish him well as he joins this outstanding 355-year-old Trust

Retired Trustee Prof. Errol Lawrence Miller, OJ,CD.



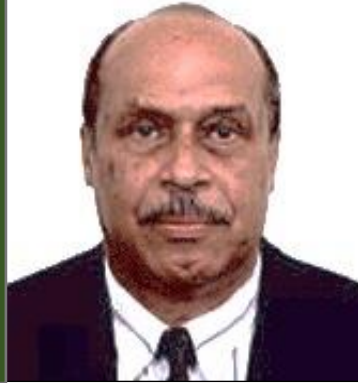
Professor the Honourable Errol Lawrence Miller OJ, CD. became a trustee of the Lady Mico Charity in 1984 when he was appointed by Mr. Henry Buxton the then Chairman of the Charity as it was then called. This appointment was historic as it was the first time that an individual outside of the United Kingdom, and the first principal of The Mico College to have been elevated in the position of a trustee in the then 288-year-old Charity. Professor Miller served as Trustee for 36 years before he retired in August 2020.

His appointment as a Trustee was predicated on the development and efficient functioning of The Mico Foundation which he created. Professor Miller's vision for the Foundation is *"to benefit, enhance and ensure the continuation of The Mico in its mission to serve by providing high quality education appropriate to succeeding eras"*

Professor Miller served as member and Director of the Foundation for 41 years. He chaired the Governance Committee and helped guide the Foundation in becoming a Limited Liability Company not for profit. He was pivotal in ensuring that the Foundation owns and manages the fixed and tangible assets of The Mico as it retains its position as a Trust institution. It is difficult to think of any other individual leader of The Mico in modern times who has contributed more to its development as an institution of higher learning than that which has been provided by Professor Miller. He has left a tremendous legacy of which the Mico University College and The Mico Foundation can be justly proud.

The foundation applauds his outstanding contribution, his vision and support and wishes for him the very best as he retires from active service in The Mico Foundation.

BOARD Of Directors 2020



Professor Errol Lawrence Miller OJ., CD. has provided the leadership for the implementation of major reforms in the public education system. As Principal of The Mico Professor Miller established The Mico Foundation as an enterprise which grew into a Limited Liability Company-Not for Profit. He was the appointed Trustee of the Lady Mico Trust in 1984 where he served for 36 years.



Dr. Sylvester Tulloch, CD is a graduate of The Mico who entered the world of business and is now owner and Chairman of Kemtek Development and Construction Limited, a successful Rail Estate Company.

**Dr. Sylvester Tulloch, CD-
Chairman Board of Directors**



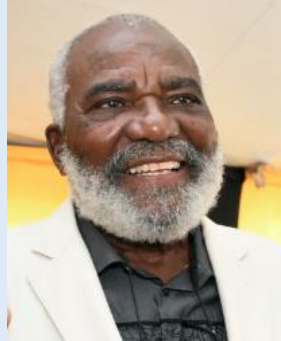
Dr. R. Karl James, CD., served The Mico for over 40 years. As Chairman of the Board of Directors, he was pivotal to many of the developments that brought The Mico to University College Status. He serves on the Board of the Foundation.

**Dr. R. Karl James CD.,
Chairman Governance**



Dr. Asburn Pinnock JP., President; The Mico University College. An educational leader who served for over 30 years at various levels of the education system;

**Dr. Asburn Pinnock an Ex-officio
Member of the Board of Directors**



Dr. Arthur Geddes., an outstanding public servant and Community Leader who serves in senior positions in government in his church, and The Mico Alumni Association (MOSA),

**Dr. Arthur Geddes CD., Chairman
Projects Committee**



Dr. Pansy Hamilton, Assistant Director Hugh Wynter Fertility Management Unit Faculty of Medical Science, UWI. Dr. Hamilton represents The Mico University College on the Board of the Foundation

**Dr. Pansy Hamilton- Member
Governance Committee**



Dr. Nkrumah Young is an education management specialist, with research interests in financing and resource allocation models in Higher Education. He currently represents Moravian Church on the Board of the Mico Foundation.

**Dr. Kofi Nkrumah-Young JP
Chairman, Finance Committee**



Dr. Peter-John Gordon is a member of the Economics Faculty of the UWI (Mona). He has served on a number of public sector boards and currently represents the Anglican Church on the Board of the Foundation.

**Dr. Peter-John Gordon –
Member Projects Committee.**



Miss Audrey Williams, JP., Educator and outstanding public servant. Serves on several committees in the education sector. Represents the University College on the Board of Directors of the Foundation.

**Miss Audrey Williams, JP.,
Member of the Finance
Committee.**

BOADR OF DIRECTORS 2020

NAMES OF DIRECTORS	REPRESENTS	DATE APPOINTED	TENURE	COMMENTS
Professor Errol Miller	Trustee	1984	As per Office	Retired in August 2020
Dr. Sylvester Tulloch	MOSA	2015	5yrs	Chairman of Board Has one year to complete a second term.
Dr. R. Karl James	Trustee		As per office	Appointed Trustee to replace Prof. Errol Miller Ex-officio as of 2021
Dr Asburn Pinnock	President MUC		As per office	Ex-Officio
Dr. Arthur Geddes	MOSA	2013	8yrs	Has one additional year before retiring.
Dr. Peter John Gordon	Trustee	2016	4 yrs.	Has two years to complete a second term.
Dr. Kofi Nkrumah Young	Trustee	2016	4yrs	Has two years to complete a second term.
Dr. Pansy Hamilton	MUC	2017	3 yrs.	Eligible for reappointment
Ms. Audrey Williams	MUC	2017	3 yrs.	Eligible for reappointment
Dr. Glen Christian	MUC	2017	3 yrs.	Eligible for reappointment
Burchell Duhaney	MOSA	2017	3 yrs.	Appointed Secretary Manager. Position as Director is now vacant

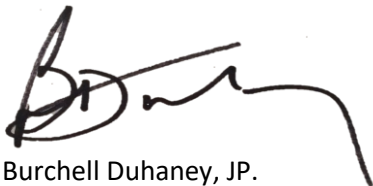
Notice of the 31st Annual General Meeting

NOTICE is hereby given that the Annual General Meeting of The Mico Foundation will be held at the Enos Nuttall Lecture Theatre, 1A Marescaux Road Kingston 5, on Thursday January 28, 2021 at 3:00 p.m. for the following purposes:

1. To confirm the Minutes of the thirtieth Annual General Meeting held on Thursday January 16, 2020
2. To present for consideration and adoption, the Financial Statements for the year ending December 2019.
3. To present for consideration and adoption, the Directors report for 2020.
4. To elect Directors and Members in accordance with the Articles of Association 35 – 36 (g)
5. To deal with the appointment of Auditors.
6. To deal with any other business that may arise.

Members are reminded of section 26 and 27 of Schedule 1 of the Articles of Incorporation relating to the appointment of proxy, in the event you are unable to attend the meeting. A proxy form is enclosed which, if necessary, should be completed by you, and deposited at the Registered Office of the Foundation at least 48 hours before the time appointed for holding the meeting. Your attendance will be greatly appreciated.

Yours truly,



Burchell Duhaney, JP.

Secretary Manager

The Mico Foundation

**The Mico Foundation
Form of Proxy 2020**

I/We

of

being a Member/Members of The Mico Foundation, hereby appoint

or failing him/her _____

of _____

as my/our Proxy to vote for me /us on my/our behalf at the Annual General Meeting of the Foundation to be held on

and at any adjournment thereof

Signature _____

Address _____

Date _____

MEMBERSHIP

Pursuant Schedule 1 number 3 of the Articles of Incorporation, the number of

members with which The Foundation proposes to be registered is thirty (30) but the Board may from time to time register an increase of members.

1. All members of the Foundation shall be:-
 - (a) Ten (10) Registered Members of The Mico Old Students Association (MOSA),
 - (b) Ten (10) Nominees by the Board of Directors of The Mico of which (5) shall be members of the Board of Directors of The Mico and five (5) from amongst the academic, clerical and administrative staff of The Mico; none of whom shall be past students of The Mico.
 - (c) Ten (10) Nominees by The Lady Mico Trust.
 - (d) Two (2) Ex-officio Members: One of whom shall be the President of The Mico and the other the resident Lady Mico Trustee

The Chairman of The Lady Mico Trust shall name (10) members, to be drawn from: -

- (i) One (1) representative each from the five (5) denominations with historic ties to The Mico, namely, Anglicans, Baptists, Methodists, Moravians and United Church in Jamaica and the Cayman Islands.
- (ii) The Chancellor of The Mico
- (iii) Four (4) Friends of The Mico, of which two are to be proposed by the Chancellor; one by the Chairman of the Foundation and one agreed nominee between the Chairman of the Trustees and the Chairman of the Foundation; none of these four shall be a past student of The Mico nor be a member of the Board of The Mico

Note: At any general meeting a resolution put to the vote of the meeting shall be decided on a show of hands unless a poll is (before or on the declaration of the result of the show of hands) demanded: -

- (a) by the Chairman; or
- (b) by at least three (3) members present in person or by proxy, or
- (c) by any member or members present in person or by proxy and representing not less than one tenth of the total voting rights of all the members having the right to vote at the meeting.

Members of The Mico Foundation 2020

The Number of Registered Members of The Mico Foundation in their representative groups are as follows:

#	Members	Representing	Position	
1	Dr. Sylvester Tulloch	The Mico Alumni (MOSA)	BOD	
2	Dr. Arthur Geddes	The Mico Alumni (MOSA)	BOD	
3	Mr. Burchell Duhaney	The Mico Alumni (MOSA)	BOD	
4	Mr. Uraldo Clarke	The Mico Alumni (MOSA)		
5	Mr. Churton DaCosta	The Mico Alumni (MOSA)		
6	Mr. Edward Nugent	The Mico Alumni (MOSA)		
7	Dr. Deloris Brissett	The Mico Alumni (MOSA)		
8	Mr. Winston Knott	The Mico Alumni (MOSA)		
9	Mr. Hugh Morris	The Mico Alumni (MOSA)		
10	Dr. Merritt Henry	The Mico Alumni (MOSA)		
1	Dr. Pansy Hamilton	The Mico University College	BOD	University Coll. Rep.
2	Mrs. Audrey Williams	The Mico University College	BOD	University Coll. Rep
3	Dr. Glen Christian	The Mico University College	BOD	University Coll. Rep
4	Ms. Annett Daley	The Mico University College		Admin. Staff Rep
5	Mr. Adrian Adman	The Mico University College		Admin Staff Rep
6	Mrs. Deon McIntosh	The Mico University College		Admin Staff Rep
7	Mr. Andrew Hinds	The Mico University College		President, Students' Guild
8	Mrs. Vivine McLeary	The Mico University College		Academic Staff Rep
9				
10	Dr. Asburn Pinnock			Ex-officio
1	Dr. R. Karl James	The Lady Mico Trust	BOD	Chancellor
2	Dr. Peter-John Gordon	The Lady Mico Trust	BOD	Anglican Rep
3	Dr. Kofi Nkrumah Young	The Lady Mico Trust	BOD	Moravian Rep
4	Rev. Norbert Stephens	The Lady Mico Trust		United Church
5	Mrs. Janet Barrett	The Lady Mico Trust		Methodist
6	Mr. Mark Taylor	The Lady Mico Trust		Baptist
7	Mr. Raymond Campbell	The Lady Mico Trust		Chancellor's Nominee Friend of The Mico
8	Dr. Georgiana Gordon-Strachan	The lady Mico Trust		Friend of The Mico
9		The Lady Mico trust?		
10				
	Prof. Errol E. Miller	Trustee		Ex-officio

THE FOUNDATION Management Team



Burchell Duhaney
Secretary Manager



Jennifer Lynch Accounts
Pavable



Lorns Foster Accountant



Judith Palmer
Administrative Assistant



Sharon Heslop Brown
Assistant Accountant



Suzette Campbell Rose
Bookshop Supervisor

AGENDA

January 28, 2021

1. Notice Convening the Meeting
2. Prayer
3. Welcome and Opening Remarks
4. Apologies for Absence
5. Congratulations & Obituaries
6. Minutes of the 30th Annual General Meeting
 - Matters Arising
7. Chairman's Statements
8. Directors' Report
9. Presentation of Financial Statements and Auditors Report
10. Appointment of Auditors
11. Election of Directors
12. Resolutions
13. Any Other Business
14. Closure of Meeting

MINUTES OF THE THIRTIETH ANNUAL GENERAL MEETING

THURSDAY, JANUARY 16, 2020 AT 4:30 P.M.

HELD IN THE MUSUEM LECTURE HALL

In Attendance

- | | |
|-----------------------------------|---|
| 1. Dr. Sylvester Tulloch, CD | -Chairman, The Mico Foundation |
| 2. Professor Errol Miller, CD, OJ | - Trustee, The Lady Mico Trust |
| 3. Dr. Peter John Gordon | -Board Member, The Lady Mico Representative |
| 4. Dr. Kofi Nkrumah Young | - Board Member, The Lady Mico Representative |
| 5. Mr. Mark Taylor | - Board Member, The Lady Mico Representative |
| 6. Dr. Janet Gordon-Strachan | - Board Member, The Lady Mico Representative |
| 7. Mr. Hugh Morris | -Member, MOSA Representative |
| 8. Mr. Edward Nugent | -Member, MOSA Representative |
| 9. Mr. Uraldo Clarke | - Member, MOSA Representative |
| 10. Mr. Winston Knott | -Member, MOSA Representative |
| 11. Mr. Cheriton DaCosta | -Member, MOSA Representative |
| 12. Dr. Pansy Hamilton | -Board Member, The Mico University College Rep |
| 13. Ms. Audrey Williams | -Board Member, The Mico University College Rep. |
| 14. Miss Annett Daley | - The Mico University Cpollege Rep. |
| 15. Mr. Burchell Duhaney | -Secretary/Manager, The Mico Foundation |
| 16. Mrs. Lorna Foster | -Accountant, The Mico Foundation |
| 17. Mr. Leighton McKnight | -Auditor, PWC |
| 18. Mr. Andrew Hines | -Guild President, The Mico University College |

Mrs. Sharon Heslop-Brown **Recording Secretary**

Called to Order and Welcome

The meeting was called to order by Dr. Sylvester Tulloch, Chairman of The Mico Foundation. Professor Errol Miller offered prayers. Commendation was given to Mr. Burchell Duhaney on a beautifully prepared magazine for this Annual General Meeting.

Apologies for Absence

Apologies were received from the following persons:

- Dr. Arthur Geddes – off the island
- Rev. Norbert Stephens – off the island
- Mr. Adrian Adman – prior engagement
- Dr. Merritt Henry – prior engagement
- Dr. Asburn Pinnock – Meeting with the Prime Minister on the STEM Centre
- Dr. Glen Christian – Meeting with the Prime Minister on the STEM Centre

OBITUARIES

- Dr. Moulton Poplin – Miconian and former lecturer at The Mico
- Miss Winifred Carby – Former lecturer at The Mico.
- Mr. William Hezekiah Posey – Oldest known Miconian

CONGRATULATIONS

Dr. Glen Christian – International Humanitarian Award

Ms. Carmen Latty – Publication, “Dare to be Me”

Mr. Owen James – Publication, “Pebbles & Pearls”

Ms. Rosetta Williams – Publication “Destined to be Blessed”

Dr. Merritt Henry – publication “Exploring Careers- Guidelines for Decision Making”

MOSA Gold Medal Awardees:

- i. Mr. Cyril Lebert
- ii. Mr. Winston Wright
- iii. Ambassador Byron Blake

Professor Clinton Hutton – UWI Professorship

Professor Disraeli Hutton – UWI Professorship

Mrs. Barbara Allen – National Award

Mr. & Mrs. Laban Roomes – 50th Wedding Anniversary

Mr. & Mrs. Edward Nugent – 50th Wedding Anniversary

Presentation and confirmation of the Minutes of the Twenty Ninth Annual General Meeting held on December 13, 2018

With on corrections noted, the minutes were confirmed by Dr. Peter John Gordon and seconded by Ms. Audrey Williams.

Matters arising from the Minutes

The Georgian Buildings

The Chairman noted that steps were taken to minimize the use of the three historic buildings and restore them, beginning with Kelvin Lodge in early 2020.

Security Services

Quest Security Company has been engaged since October 2018 at a cost of approximately \$36 million per year. It was also noted that the rental charges to the University College had been increased in order to cover the cost of the security services.

Insurance of the Georgian Buildings

The chairman indicated that the current insurance coverage for the Georgian Buildings was inadequate and that steps should be taken to have the coverage increased to the full replacement cost of these buildings.

Gift of Land in St. Thomas

Mr. Duhaney informed the meeting that the children of the late Miconian, Mr. Edwin Marcus Williams have indicated their intention to donate a parcel of land in Barland, St. Thomas to the Foundation. He said that Dr. Claudia Williams, the daughter of the late Edwin Williams has indicated that she wants to ensure that all taxes on the property are cleared before transferring the property to the Foundation.

Directors Report

The Chairman asked Mr. Duhaney to guide the meeting through the report that was submitted to the meeting. Mr. Duhaney referred the meeting to page 21 of the AGM Programme magazine.

Mr. Duhaney welcomed all the new members of The Foundation and hoped their tenure would be mutually rewarding.

Mr. Duhaney said The Foundation continued to experience limitations in the funds available to carry out its work, making reference to a summary of the financial status on the first page of the report, which showed that there was a deficit of \$6million dollars of expenditure over. income. He indicated that new ways will have to be found to improve the income stream in order for the Foundation to be financially viable.

Bringing Closure to Outstanding Matters

- **Amendment to Articles of Incorporation**
The Company's Office of Jamaica approved the amendments and updated the Articles of incorporation of The Mico Foundation. A new certification is expected to be submitted to the Foundation early in 2020.
- **Donations of Land**
The transfer of 47 acres of land in St. Thomas to the Foundation was completed and the title will be handed over by February 2020.
- **Transfer of Mico Property**
The long outstanding matter of 7,185.62 square metres of land was transferred to Wolmer's Trust in exchange for 1 – 1 ½ Manhattan Road. This was completed in April 2019 and titles for the properties were delivered to the Foundation by the Land Agency of Jamaica.

Status on Current Projects

The Well Project

Phase 2 of the well project which involved the installation of an automated irrigation system started in April 2019. A drainage for waste water system had to be put in place and upgrade to the fire protection system was completed. The total expenditure for this phase costed \$22,779,693.00

Phase 3 of the Well Project

This phase involved the filtration, purification and distribution of potable water for domestic use. Some aspects of this phase have started with the construction of platforms for water tanks, building to house the pump and purification system and the purchase of water tanks. The estimated cost for this phase was US\$115,675.00. The system is expected to be in operation by April 2020.

Proposals for Collaboration.

1. The Mico foundation was approached by the Wolmers' Trust and their Alumni Association to collaborate in the development of a standard running track. A German consultant was brought in by The Woolmer's Alumni Association to look at the space available. There were limitations to the available space so the Foundation commissioned a survey of the playfield and was awaiting a report before a decision is taken.

2. The Jamaica Cheer Federation approached the Mico Foundation to collaborate in building a state-of-the-art training facility and sports coliseum. Further discussion on this matter will take place later in January 2020

Fencing along front of the University College

This project is estimated to cost approximately \$30 million. Sponsors were being approached to advertise on columns of the fence to help pay for its construction. A report was expected from the K.S.A.C engineers as to how to develop the appropriate water way before construction can begin.

Governance Committee Matters

Mr. Duhaney expressed thanks to Professor Errol Miller, the Chairman of the Governance Committee for sharing his thoughts on the way forward as the University considers a proposal to gain full University status. In a special combined Governance Committee Meeting it was recommended that the Proposal submitted to the Ministry of Education be placed on hold until further clarity can be given regarding queries raised by the Trust and the Foundation.

Special Projects

During the period under review, the Foundation has been asked to manage the following projects: -

- Jamaica Social Investment Fund (JSIF) Project on Capacity Building for Social Workers and Care Givers in Children's Homes. Funded through a grant of \$2.6 million.
- The Mico /OAS Digital Centre Project
This is in partnership with the Trust for the Americas and N.C.B. Foundation to train unattached youths. Project cost US\$78,000.00
- OAS/Inter-American Teacher Education Network (ITEN)
This project will train a limited number of primary school teachers in the STEM programme. Project Cost USD\$10,000.00

Relocation of the Heritage Café

The Heritage Café will be removed to the Pavilion which has been renovated to offer increased food services. The space vacated by the café will be used to house a printing and documentation service centre which is expected to be in place by the first quarter of 2020.

Restoration of the Heritage Building

Restoration of the Kelvin Lodge is scheduled to start in January 2020 as the first of the Heritage buildings to be restored. The Alumni and Development Offices will be relocated to the Projects Office in order to begin the process of restoration. The National Heritage Trust was written to gain approval on the use of the decra shake shingle to replace the wooden shingles. We are awaiting their approval.

MPC Renewable

The Mico Foundation signed a memorandum of understanding with MPC Capital, a German based company to install a rooftop solar PV facility with a peak capacity of 2 MW at Mico University College. This is the same company that built the solar plant at Paradise Park in Westmoreland. An energy audit will be done by Denergy Solutions to look at our current infrastructure, energy usage and to make recommendations on how to move ahead with the proposal from MPC. Dr. Gordon Strachan asked that careful consideration be given to the type of

technology used. Professor Miller recommended that our legal representatives look at the fine print of the contract. Dr. Tulloch said that due diligence will be done and we have both the technical and legal support to guide us in this matter.

National STEM Centre

Mr. Duhaney informed the meeting that Dr. Pinnock and Dr. Christian were at a meeting with the Prime Minister to discuss matters pertaining to the development of the STEM Centre and considerations for Teacher Training in STEM education.

Mr. Duhaney posited that members should consider how the Foundation can increase its revenues. He said we should consider the development of properties at Anderson Road, Manhattan Road and Red Hills Road. He again suggested that approach should be made to the NHT to refinance the current mortgage loan which is coming to a close soon so that the developmental proposals could be seriously looked considered.

Dr. Tulloch thanked Mr. Duhaney for the report.

Adoption of Director's Report was moved by Ms. Audrey Williams and seconded by Professor Errol Miller.

Financial Matters

To present, for consideration and adoption, of the audited Financial Statements for the year ending December 31, 2018.

The Chairman asked Dr. Kofi Nkrumah Young, Chairman of the Finance Committee, to guide the meeting in the Financial Reports. Dr. Nkrumah Young welcomed and introduced Mr. Leighton McKnight of Price Waterhouse Coopers to guide the meeting us through the Audited Financial Report. Mr. McKnight presented the auditors' statement as required by the International Financial and Reporting Standards (IFRS). He read the auditor's report of The Mico Foundation which indicated that the Financial Reports give a true and fair view of the financial position of The Mico Foundation as at December 31, 2018. He indicated that rental revenue increased by \$2.9 million which was offset by the cost of security. There was a turnaround from losses of \$16.9 million to surplus of \$14.2 million before financing expenses.

Financing charges arising from loan from NCB for the well was compliant with IFRS 9 and IFRS 16.

Dr. Kofi Nkrumah Young thanked Mr. McKnight for the report. He said the Foundation must look at ways of increasing income streams for the Foundation. He said we will gain from savings as soon as potable water becomes available, for the repositioning of the Campus bookshop and from being more focus on Project management. Professor Miller encouraged the management team to have a more planned approach to projects and more collaboration with the University College in undertaking projects.

Appointment of Auditor

The Chairman also thank Mr. McKnight. He indicated that Pricewaterhousecoopers has expressed an interest in continuing as Auditors and enquired of the meeting if there are any objections. There being no objection, the Chairman asked that a motion be moved for the reappointment of Pricewaterhousecoopers as Auditors. The motion was moved by Dr. Kofi Nkrumah Young and seconded by Mr. Burchell Duhaney. Pricewaterhousecoopers was reappointed as Auditors for the Foundation for the ensuing year.

Appointment of Member and Board Members

The Chairman asked if there were retiring Board Members to which Mr. Duhaney indicated that there were none and neither were there any vacancies on the Board. The Chairman asked what was the status of the membership.

Mr. Duhaney said there was one vacancy for the University College and two for the Trust. He said he would speak with the relevant sectors to have these positions fill before the next AGM.

Any other business

Retirement of Mr. Henry Buxton

Mr. Duhaney informed the meeting of the retirement of Mr. Henry Buxton who has served The Lady Mico Trust for over 50 years. He said Professor Miller will take a gift from the Mico to Mr. Buxton when he visits to attend the retirement function.

Mico Foundation of the Americas

Mr. Duhaney informed the meeting of a proposal from Mico Foundation of the Americas to offer scholarships to students. He suggested that both Foundations collaborate in the interest of common objectives geared towards the support for the University College.

Termination of meeting

Dr. Tulloch expressed thanks to all for their participation and wished them all the best for 2020. With no other business to discussed, the Annual General Meeting was terminated at 5:54 p.m.

Signed By: _____ Signed _____

Dr. Sylvester Tulloch CD
Chairman, The Mico Foundation

Mr. Burchell Duhaney JP
Secretary Manager, The Mico Foundation

CHAIRMAN'S STATEMENT



Dr. Sylvester Tulloch CD., Chairman

Directors and Members of the Foundation, allow me to extend to you warm greeting as we enter this new year. I am indeed happy that by all indication, you have done well in navigating the difficulties of the past year. The frightening effects of Covid-19 have disrupted the lives of many across the globe, including our operations here at the Foundation. We are thankful to God for keeping us safe.

I wish to extend the appreciation and gratitude of The Mico Foundation to all front-line workers for their efforts doing all that are necessary to keep the population safe and to reduce the impact and spread of this dreaded virus.

As you would imagine, while we started 2020 with great optimism. We had great hope that what we were hearing from Wuhan, China, may not have greatly impacted us here in the West. However, all hopes were dashed by March 2020 as we had our first case of infection by the virus. Out of an abundance of caution the stay-at-home orders were quickly put into effect by the Jamaican government.

Although the office of the Foundation remains active, all the necessary safety precautions were put in place. I wish to use this opportunity to publicly express sincere thanks to the staff who ably availed themselves on a shift basis to ensure that the work of the Foundation was not significantly impacted.

The prevailing situation disrupted the meeting schedule of the Board of Directors as well as those of our standing committees. You may also recall that we should have had a Special General meeting in July 2020. This had to be postponed during the period of virtual closure. We were however, kept informed of the business of the Foundation through a comprehensive mid-year report from the Secretary Manager. I wish to thank Mr. Burchell Duhaney and his team who have been consistent in their efforts to do well even under very difficult circumstances.

I believe we are all conscious of the fact that the state of normalcy cannot be seriously contemplated any time soon especially with the emergence of new strains of the virus. While we must continue to be cautious and keep safe in our daily endeavours, we cannot become victims of the fear that Covid 19 and its attendant strains place in our paths. As the saying goes, ‘the work must go on’ I therefore urge the standing committees to refocus on the business at hand as we find new ways to operate. We should be mindful of the vast number of technological tools available to us and use them to our best advantage as we navigate the virtual space.

I wish to thank our Projects Chair, Dr. Arthur Geddes who has been working with the Secretary Manager to ensure that we keep in sight the ongoing projects. Thanks to Dr. Kofi Nkrumah Young Chair of the Finance Committee, for his oversight of the financial operations, particularly in this difficult period.

In August 2020, we lost by way of retirement, the services of our Governance Committee chairman, The Honourable Professor Errol Miller OJ. Professor Miller served the Foundation as Director from its inception, 41 years ago. I wish to put on record the appreciation and gratitude of The Mico Foundation to Professor Miller who was the bedrock of the Foundation, having established it as an avenue of support for the College in 1979. It should not be lost on anyone that this Foundation is one of the lasting legacies of Professor Errol Miller. One which he has clearly indicated, and I quote, “must benefit, enhance and ensure the continuation of The Mico in its mission to serve by providing high-quality education appropriate to succeeding eras”. We applaud the wisdom, vision and efforts of Professor Miller and wish him well in his retirement.

Members, we do not know what 2021 will unveil for us as there is still that level of uncertainty as to how we will fare, given the displacement caused by Covid-19. However, in all this we must still strive to be strategic in our plans to keep the Foundation viable and productive amid the challenges and changes that are impacting the entire fabric of society. It follows that very soon the Foundation must retreat, evaluate, and analyze its operations and create a plan that will ensure that its mission of service to The Mico University College is maintained.

Given the present situation brought on by the Covid-19 pandemic, most students are not allowed to take face-to-face classes. They now have to pursue their course of studies by receiving lectures on the virtual platform. It has become even more important that we continue the development of the infrastructure that will enhance the teaching/learning experience. To this end, during 2021, we hope to collaborate more with the University College in completing the development of additional SMART classrooms to complement those that were already established.

We will also continue to work on our Well project to deliver potable water to the entire Campus, in addition to the elaborate irrigation system that has been developed.

Let me thank you all for the services that you continue to give to the work of the Foundation. I trust that we will be able to look to the future with renewed energy, optimism a clearer vision and with a creative spirit that will allow us to emerge more resilient from the difficulties of this period in our history.

Dr. Sylvester Tulloch CD.
Chairman,
The Mico Foundation.

DIRECTORS' REPORT 2020

Introduction

The Mico Foundation came to the end of a year in which it was faced with many uncertainties and challenges. These created great difficulties for the implementation of our proposed plans and programmes. We could aptly describe 2020 as a watershed year where there was time for deep reflection and analysis of the changes that must be made as we move into the future. The Foundation may not be able to provide you with a robust year of accomplishments. However, we were able to complete the year with some achievements which we are happy to share with you. We are also happy to report that in spite of the decline in revenue during the year, we were able to fulfill all our financial obligations. We commend the management team for their compliance with policy issues and the ably way in which they maneuvered during the difficult periods. We also thank the standing committees of the Foundation for the oversight given to ongoing projects and other operational activities.

Challenges

The declining annual revenue continues to be our biggest challenge when assessed against the needs for developmental projects and ongoing operational costs. Our ideas for increasing the income stream during the year, could not be implemented due mainly to the uncertainties brought on by the Covid 19 pandemic. There were major downturns in all the income bearing enterprises operated by the Foundation. Summer rentals from which the Foundation would normally earns substantial income, was significantly reduced. Although the office of the Foundation remained open during the periods of lockdown and stay at home orders, the volume of work had to be reduced in tandem with the work shift arrangements of the staff.

Summary of Financial Status.

The revenue of the Foundation during 2020, declined by approximately 12% from that of 2019. This loss of income had significant effect on our cashflow, particularly with the ongoing projects. We factored into our 2020 budget, an amount of \$12M from the University College towards the Well project and 2.8M towards the development of the football field. We also included \$4.4M from staff rental and \$5M for other facility rental. None of these materialized. The decline in revenue from rental of the Heritage Café and reduction in sales at the Campus Bookshop, also accounted for the reduced income during the year. Consequent on these and other fall-out in revenue, the 2020 budget was reduced to \$110M down from a projected \$124M. The actual for 2019 was \$117M compared with an actual of \$103M for 2020. To preserve liquidity, prudent measures had to be implemented while paying attention to key project matters. The Foundation had to look more critically at proposed projects and prioritize with the intention of reducing our expenditure. We were able to pay all critical bills. Our loan portfolios were efficiently serviced, with debts on loan at December 31, 2020 reduced by 27.6% over December 31 of 2019.

Investment

Our investment portfolio had marginal growth of 6.4% over the past twelve months moving from \$47.7M in December 2019 to \$50.7M November 2020. The reason for this was due primarily to the softness in the financial market

Operational Procedures

Governance Committee

The Governance Committee lost the services and experience of Professor Errol Miller, who retired in August 2020, after 41 years of esteemed service and guidance a part of which he chaired the Committee. We are saddened by the absence of Professor Miller whose presence as a Director and Trustee has helped to energized the Foundation and gave it a direction that made it into a formidable organization on which the University College now stand as the chief agent for support as it moves into the future.

The Chairmanship of the Committee is now placed in the capable hands of Dr. R. Karl James whose leadership both at the University College and the Foundation are unquestionable. For obvious reasons, only one meeting of the was held during this past year. At that meeting the proposal for the University College transitioning to full University was discussed. Arising from that proposal, the Governance Committee asked Attorney Linton Gordon to give a legal opinion on the proposal as it relates to the Trust and the Foundation's omission from the proposal.

While the Foundation and the Lady Mico Trust applaud the idea of the University College moving to full University, it was noted that there were omissions regarding funding, staff quality, the Foundation and Trust in the proposed documentation. In this regard, the Foundation has asked that the proposal be placed on hold until these areas were thoroughly discussed and there was clarity relative to how these areas will be accommodated in the proposed plans. The Foundation is awaiting further discussions on this matter.

PROJECTS 2020

Although there were significant setbacks in the operations of the Foundation in 2020 the following projects were given priority and are considered to be other major accomplishments in 20 20.

Well Project			
Activities	Cost	Time period	Comments
Production of Potable Water	\$33.5M	<i>Major accomplishments Ongoing</i>	Pump house built, Tank platform built, subsidiary pump repaired. Search for storage tanks are being done.
Complete Irrigation System		December 2020 Completed	Irrigation system installed on both sports fields and on major lawns
Storm Water drainage System	\$5.6M	April -June 2020 Completed	Completed with sponsorship from Kemtek Development.
Development of Football Field	\$4.3M	To be completed by January 21, 2021	To be handed over to the Foundation in January 2021. ASI Aquatics conducts system operations training for watering of fields.
Development of Cricket Field	\$6.1M	December 2020 – July 2021	Activities are projectized and will be done in segments.
Fencing of Cricket Field	\$1.3M	June 2021	To be erected when field is 90% complete

Heritage Buildings Refurbishing			
Refurbishing of Kelvin Lodge	\$4.9M	April 2020- February 21	Refurbished building will house the University College Board Room and offices of The Chancellor & pro-chancellor.
Preliminary work starts on Buxton Hall	\$12M	Nov. 2020 – Sept. 2021	
Prepare permanent space for Mico Digital Centre			
Refurbish Room 6 at Continuing Ed., and building gazebo on the adjoining space	\$4.5M	June 2020 – February 2021	
Total actual expenditure on projects/2020	\$30.4M		

Details on Well Project

The external development of the Well remains an ongoing major project of the Foundation. The two phases to be completed are:

1. The Production of Potable Water

2. The Surface Development of the Football and Cricket Fields.

- 1)** The production of potable water is an imperative that is critical to savings of over \$30M annually by The Mico University College. The current estimated cost to complete this phase of the Well project is \$32.1M. The Foundation is of opinion that the University College should be an equal partner in funding the completion of this project. The University College stands to benefit significantly from having its own source of potable water and hence, reducing dependency on the public water supply. This was the primary objective of sinking the well.

The Foundation has already invested in excess of \$60M to bring the Well project to its current state. These funds were acquired through Bank loans, remittances from the Lady Mico Trust and contributions from alumni. Every effort must therefore be made to bring the project to its completion so that the intended benefits can be realized.

The results of the last water testing on the Well were very encouraging. There was marked improvement in the water quality, as there was no evidence of excess base metal residue. As a result, the contractor, ASI Aquatic Solutions was asked to contact the supplier of the RO water purification system for advice, to ascertain if there would be any changes in the capacity and price of the system resulting from the improved water quality. The Foundation is awaiting a response.

2. The development of the Football and Cricket Fields is attributed to the Well project because of the major infrastructure work that was done to provide proper irrigation for both fields. The estimated cost for the surface development of both fields excluding the irrigation is \$12.4 Million. In addition, a storm water drainage system had to be constructed to remove excess storm water from both game fields to prevent surface erosion. The estimated cost for the drainage system was \$10.5M. It was however, erected and completed at a cost of \$5.6M due mainly to a significant sponsorship in kind from Kemtek Development and Construction.



Construction of the drainage system

\$4.3Million has been spent on the football field which is near completion. The development of the cricket field and its perimeter fencing will be projectized and done incrementally over the next six to eight months at an estimated cost of \$7.4 million. The intention is to make the field a state-of-the-art Cricketing park of international standard and befitting the image of the University College. It is anticipated that the Foundation will be able to recoup the expenditures on these sports fields from rental of the facilities.



The Football field before it was fully



The Football Field after development.

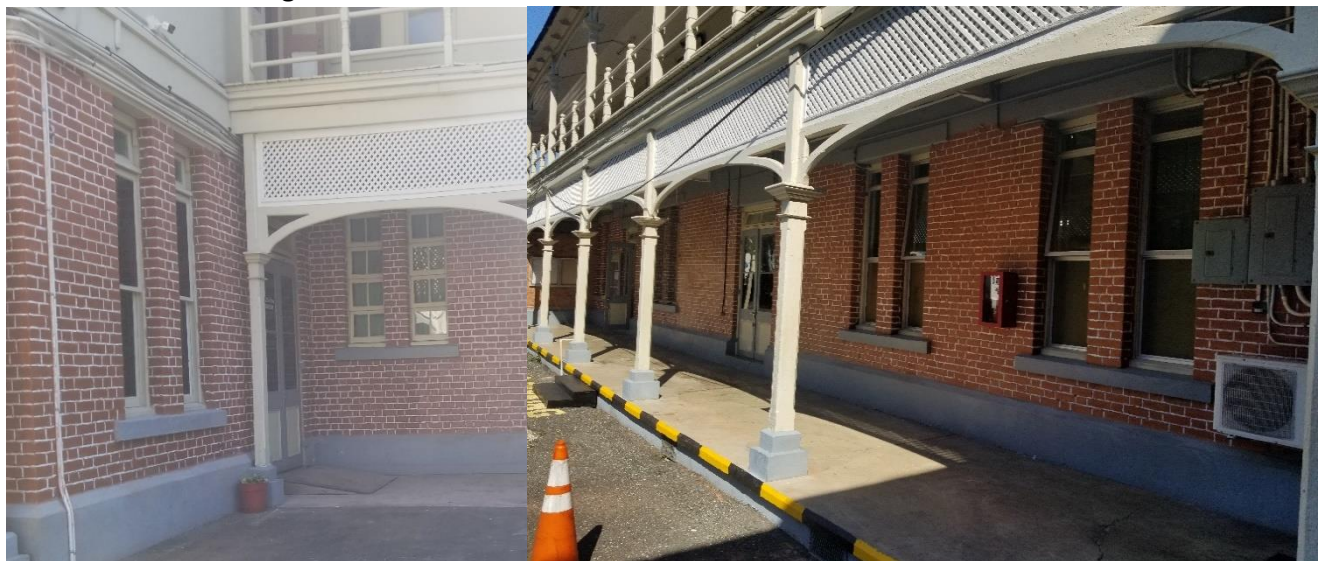
3 Heritage Buildings

The restoration of the Heritage Buildings was one of two new infrastructure refurbishing projects proposed to start in 2020. The other was the refurbishing and repainting of the Hostel Blocks at 64 Arnold Road. The Estimated cost for restoring of the Heritage Buildings was \$22.4M. Refurbishing and restoration of Kelvin Lodge was the first of the three Heritage Buildings proposed to be started. The estimated cost was \$4.9Million. This project started in April 2020 and is currently in an advanced stage of completion. The expenditure on this refurbishing to date is \$3.7Million. It should be noted however, that repairs were effected to the roof rather than the re-shingling as was originally planned.

The other two buildings, Buxton Hall and the Cottage will be done incrementally over the next two years. Work on the Buxton Hall has started with cleaning the bricks.



Refurbished Kelvin Lodge interior and exterior



Cleaned and repolished bricks on Buxton Hall

2. The Mico Digital Centre

The Mico ICON Digital Center located at The Mico University College School of Continuing Studies, is home for a training programme to provide youths access to innovation, technology and entrepreneurship training that will give opportunities for developing a livelihood. The Mico University College was engaged to design and implement this project with sponsorship of USD\$ 74,000.00, from the NCB Foundation, and Trust for America (OAS). In addition, the Foundation's contributed JA\$3.1 million for preparing and refurbishing the space to convert it a training Lab.

Digital Lab being refurbished



Developing Environment of Quality.

It is the intention of the Foundation to ensure that the look and feel of the Mico University College environment take on an image that meets both local and international standards. The aesthetics of the buildings and the grounds are critical to how the University College is view in the minds of prospective students, donors, graduates and education partners. Therefore, The Mico environment, like its academic programmes, should be seen as important for attracting and sustaining partnerships. To ensure a sustained aesthetic quality in the physical plant of The Mico Campus, it is Important that a clearly articulated strategic developmental plan with the necessary operational procedures and the attendant cost be developed between the Foundation and the University College. We must once more look at our routine maintenance and capital infrastructural development and respond to each according to the portfolio responsibilities of each entity.

During 2020, the Foundation strategic initiatives were geared towards creating a more pleasing look within the campus. However, this ideal can only be sustained by careful supervision of a committed maintenance team that can appreciate the value and need for a high-quality Campus environment.

Proposals for 2021

The changing nature of institutional operations and how education is delivered will require new ways of thinking as to how the Foundation operates. The Foundation's priorities must however, be underpinned by the direction of the University College and the Foundation's mission of service. It must be understood that the changing

dynamics for survival require a common understanding between the Foundation and the University College as we move forward into the future.

Repurposing Unused Spaces

The current usage of the buildings on campus has been significantly reduced. Perhaps this trend will continue even after the Covid 19 pandemic has subsided. It is therefore, important that serious thought be given to how buildings may be retrofitted and repurposed as the online modalities for teaching and learning become the preferred method in educational institutions.

Boundary Fence

The aesthetics of the buildings and the grounds are critical to how the University College is view in the minds of others. The boundary fence along Marescaux Road gives a first impression of the Campus and must be targeted for rebuilding. This will be done between August and December 2021. The estimated construction cost for this 370 feet of concrete and metal fencing is \$30M. it is anticipated that this fund will be raised through special projects which will includes an on-campus walk of honour.

Cricket Field

The resurfacing of the Cricket field facing Marescaux Road will be a major project for 2021. This project is estimated to cost approximately \$7.4M. and should be completed in six months, between January and June 2021. Preliminary work on this field has already started.

Refurbishing of Hostel at 64 Arnold Road

The refurbishing and repainting of the Hostel at 64 Arnold Road are scheduled to be done between April and May 2021. The estimated cost for this project is \$9M.

Retrofitting of Heritage Ancillary Buildings

These buildings will be refurbished and retrofitted for the Print and Documentation Centre. The estimated cost for this project is \$12M.

MPC Renewable Project

A new MoU was prepared and submitted to MPC (*MPC is a company duly incorporated under the laws of Germany, MPC is an international investment and asset management company*) for the Renewable Energy Project. The Foundation has indicated the payback arrangement to be as follows:

The Foundation shall purchase and offtake such amount of the energy generated by the Facility that the Foundation requires for the operation of the University Campus and Student Housing Facilities. The purchase price is yet to be agreed between MPC and the Foundation. The Foundation shall further pay MPC a certain amount (yet to be agreed after design of the system) of the energy costs savings realized by the Foundation through the acquisition and offtake of energy generated by the Facility. The Foundation shall grant MPC the capability to apply for the JPS net-billing program, inject the surplus energy generated by the Facility and not consumed by the Foundation to the grid, and be reimbursed by the JPS for such surplus energy.

The Foundation is awaiting an agreed response before a contractual arrangement is made

Conclusion

The unusual and difficult circumstances of 2020 called for personal sacrifices as individuals maneuvered their way through the uncertainties of the times. Like Many other businesses and organizations, the Foundation was engulfed in the vortex of change but remained steadfast to its mission of service and its commitment to serve the Mico. This could only happen because of the commitment of the leadership given by the Board of Directors, the interest of the Lady Mico Trust in the United Kingdom and the diligence of the staff in the office. I wish to express our gratitude as we close the year. We face a new year ambivalent of what it holds but with the right attitude and understanding of the inevitability of change, we will continue to stay true to our mission, vision and core values.

Burchell Duhaney
The Mico Foundation

THE MICO UNIVERSITY COLLEGE

PRESIDENT'S REPORT JANUARY TO DECEMBER 2020

Introduction:

This calendar year as we can all appreciate was dominated by COVID-19 and its effects. Despite the COVID-19 Pandemic, The Mico still managed to focus on our strategic objectives while making the necessary adjustments to operations under a new normal. We managed to keep the institution functioning as close to optimal capacity as possible.

Institutional Strategic Planning Goals

The report relates to evidence of alignment of activities to the **9 Institutional Strategic Planning Goals (ISPG)** for the period 2019-2022. The goals are as follows:

1. Achieve Institutional Accreditation as a University by 2020
2. Have sufficient and suitably qualified and engaged staff
3. Develop and manage the institution's infrastructure to improve functionality
4. Promote a Research Culture through ITER (Institute of Technology and Educational
5. Ensure the Quality and the expansion and internationalization of the programme offerings
6. Establish a robust Quality Assurance Mechanism
7. Ensure sustainable financial self-sufficiency
8. Engage in Community Building
9. Ensure the promotion of the institution

Initial Response to Covid-19 Pandemic

No sooner than we settled into Semester 2, the campus executed its shutdown plan on Friday, March 13, 2020 based on orders from the Government of Jamaica under approved protocols by The Mico University College Covid-19 Task Force:

- Residential students were required to vacate the Halls of Residence
- All classes were suspended until further notice
- Staff members were asked to remain at home unless specifically required to attend to matters on the campus

The mode of operation shifted to remote access except for persons who were required to carry out critical tasks on the campus from time to time. The following arrangements were put in place to facilitate business continuity:

- Remote access to computers by staff members
- Procurement of additional laptops for use by critical administrative staff
- Transportation of workers who were required to attend duties in person; i.e. those who would otherwise have to use public transportation
- Remote answering of telephone calls to the institution

Actions taken to deal with any risks associated with the new mode of operation included the following:

- Arrangements made for the payment of salaries and supplier invoices
- Remote control of ICT Infrastructure to support operations
- Security arrangements adjusted to deal with a relatively empty campus

A. Develop and manage the institution's infrastructure to improve functionality

The closedown order, required a transition to online modality immediately using existing Moodle supplemented by Zoom platforms. This required the building out of an online Zoom infrastructure, increased deployment of technical staff to this project and accompanying capacity building of academic staff. Presently, actions in support of continued online teaching, learning and assessment have been organized as Phase II in order to enhance online instruction and evaluation. Seven hundred and sixty-six (766) virtual containers have been created to accommodate as many classes in Semester 1, 2020-2021.

As part of the ongoing phase 2 stabilisation, webinar Zoom room that can accommodate 1000 persons at a time were procured to address the large numbers associated with orientation and similar events (ordinary Zoom rooms can accommodate a maximum of 300). A new ZOOM license agreement was finalized. Seventy rooms were purchased and thirty were negotiated as a bonus.

In preparation for the new semester, 50 additional ZOOM Rooms are needed along with 1TB of cloud storage to fully accommodate teaching and learning as well as virtual meeting rooms on the Mico eCampus. One Webinar room forms part of the license agreement for this academic year. An additional 50 Zoom rooms will be available for semester II.

Information and Communications Technology (ICT) Support

A special submission was made to the Ministry of Education, Youth and Information (MOEYI) for the provision of \$M11.7 to assist in creating a more robust and reliable ICT infrastructure to support online learning and remote access to services. A request was also made for \$M37.3 for ICT support to staff and students as they engage in full online programme delivery. After reviewing the request, the MOEYI granted \$M6 to be used for ICT infrastructure upgrade. To this end, the procurement process for an additional network server and critical network switches are being undertaken.

All preparations were made for the hosting of the Online Learning Management platform and for technical support to staff and students. Through The Mico Covid-19 Relief Fund we raised \$1.5 million in cash and kind to support this need. Seventy (70) tablets were made available to students as gifts, on a rental system for purchase or on loan from the Library. Funds have also been allocated for the purchase of data plans for students experiencing challenges accessing Internet. Seven Thousand pounds was donated by the Trustees to the relief fund in order to purchase technological equipment for student use.

B. Institutional Accreditation:

Our big ticket item in 2020 was Institutional Accreditation, which involved

- A. Updating the institution's regulatory documents
- B. Auditing and Monitoring processes within various departments
- C. Contributing to the Strategic Planning process
- D. Managing the Institutional Self-Study and Report Writing Process
- E. Organizing for the Virtual Site Visit of the UCJ's Assessors.

The Mico entered the final phase of the Institutional accreditation process.

i. Organizing the Virtual Site Visit Nov.30th to December 3, 2020

As a result of the pandemic the site visit to verify the Self-Study Report, was a virtual one, with Assessors who were all from overseas. The arrangement for the visit was in 4 categories

1. Artefacts (which replaced the physical exhibits)
 - Artefacts were collated electronically and were uploaded to the Google Drive within the OQA Drive (the link was sent to the UCJ)
 - The Artefacts were organized by Standard.
 - Most of Academic Artefacts were in Standard 4 (Teaching and Learning)
2. Website
 - OQA did a content audit on the Website and made recommendations for updating the site
3. Virtual Tour
 - A virtual tour video of the campus, its physical attributes and student and staff interactions was done in alignment with the UCJ standards, and this was completed and sent to the UCJ prior to the site visit.
4. Interviews
 - Simulation exercises were carried out with most groups, and this proved beneficial.
 - The official UCJ interviews took place between Nov. 30 – Dec. 3.

On December 3, 2020, we had the Exit Meeting, which is really a preliminary feedback. The Exit meeting was generally positive, with some areas noted for enhancement. The institution was commended in particular for – the establishment of an Office of Quality Assurance (OQA) and the sense of community demonstrated by its constituents.

C. Have sufficient and suitably qualified and engaged staff

We continue to train and offer professional development opportunities for all staff to enable them to function effectively especially in COVID-19 and the use of technology which is needed especially during this COVID era.

Major Projects (January – August 2021)

Project	Timeline	Cost (\$J)
Renewal of Firewall Licence (ICT Infrastructure)	January 2021	3,800,000.00
Replacement of End-of-Life Wi-Fi Access Points (Phase 1)	January 2021	2,800,000.00
Purchase of Microsoft Office Licenses	February 2021	2,100,000.00
Upgrading of Uninterruptible Power Supply for ICT Network	March 2021	3,000,000.00
Painting of Buildings (Phase 2)	May 2021	2,500,000.00
Implementation of Human Resource Management System	June 2021	15,000,000.00
Implementation of Records Management System	June 2021	6,000,000.00
Replacement of End of Life Wi-Fi Access Points (Phase 2)	July 2021	2,800,000.00
Painting of Buildings (Phase 3)	July 2021	2,500,000.00
Critical Equipment Upgrades for Instructional Laboratories	July 2021	12,000,000.00
Total		52,500,000.00

D. Ensure the Quality of programmes and the expansion of the programme offerings

A. The strategic goal of Internationalisation of programmes and partnerships have continued. The current activities are listed below:

- i. Boward County
- ii. Sunny New Paltz
- iii. University of Plymouth
- iv. OAS ITEN
- v. MOUs with JMMB and Sam Sharpe TC (Graduate School)
- vi. National STEM Centre
- vii. Grades 12-13 Programme with the MoEYI
- viii. Training of grades 7-9 teachers with the MoEYI
- ix. Revised Specialist Primary Model Programme with the MoEYI

I use this opportunity to thank the board of Governors, the Board of Trustees and The Mico Foundation and other stakeholders for their support over the year especially during these difficult times.

Asburn Pinnock, JP
President

The Mico MILLS HALL What NEXT!

Mills Hall as a residential accommodation has outlived its purpose in its current location. This observation is made against the background of the building out of other administrative service buildings around this male Hall of residence. The Hall is now affection by issues of privacy, campus aesthetic and the general of male behavioural issues at a space that could easily be described as the middle of the College Campus.

It is recommended that male residence on the Marescaux Road property be relocated to new multi-story residential accommodation that should be built on property owned by The Foundation at 2 ½ Anderson Road.

Mills Hall should be retrofitted and repurposed as an administrative service facility. The following diagram gives an idea of what next for Mills Hall.



External view of a retrofitted Mills Hall.

Internal views of conference room and offices on the Ground floor of the retrofitted Mill Hall



The proposal to retrofit Mills Hall to facilitate additional spaces for the Administration Services for the University will cost an estimated Sixty Million, Dollars (\$60,000,000.00). This project will be a part of a larger strategic developmental plan.

That's not a GAME It's a PLAN.

Approximately 12 Acres of land where the two sports fields and the Eli Matalan auditorium occupies on the southern side of The Mico Campus. This property is large enough to be developed into a multipurpose sports complex that could bring significant benefits to The Mico.



This schematic rendering of the Multipurpose Sports training facility and auditorium was submitted by an organization that has an interest in partnering with the Foundation to construct a multimillion Sports Centre.



