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**THE MICO FOUNDATION**  
**33<sup>RD</sup>, ANNUAL GENERAL MEETING**  
**TUESDAY MAY 16, 2023**

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## **EXTRACT FROM THE MEMORANDUM OF ASSOCIATION**

1. The name of the Company is THE MICO FOUNDATION, hereinafter called “The Foundation”.
2. The registered office of the Foundation is 1A Marescaux Road, Kingston 5, Jamaica.
3. The objects for which the Foundation is incorporated are the promoting, in Jamaica, of the educational institution known as The Mico, which is located at 1A Marescaux Road in the parish of Saint Andrew and the Diagnostic and Therapeutic Centre for handicapped children and hostel for students associated therewith, and wherever The Mico operates.

The following powers are purely ancillary to the above-stated objects: -

- (i) To raise funds for the assistance and improvement of The Mico and the Foundation.
- (ii) To fund scholarships, grants, exhibitions, and repayable loan scheme to provide financial assistance for students and support staff of The Mico.
- (iii) To promote scholarship through the award of prizes in recognition of outstanding performances, the holding of public lectures, seminars, workshops, and such other activities as may be deemed fit for such purposes.
- (iv) To do such things as the Foundation considers tradition to promote the non-denominational Christian tradition of The Mico, to engage various Christian religious denominations to participate in the work of The Mico, and to ensure that the operations of The Mico are governed by Christian principles.
- (v) To permit the property of the Foundation and its buildings, equipment and facilities to be used by societies, associations, institutions, organizations or other persons, having exclusively educational, charitable, scientific or religious objects either gratuitously or for payment and to provide therein or therewith, sleeping and other accommodation and for the sale of food and beverages.
- (vi) To advance and lend money to employees of the Foundation and The Mico on real, personal and mixed securities at rate of interest below the Commercial Bank rate.
- (vii) To purchase, take or lease or hire, or by device legacy or gift or otherwise acquire any real or personal property and any rights or privileges required for the purpose of the Foundation in the promotion of any of its objects and to make, accept or otherwise handle consignments of goods, wares and merchandise or any of them so required.
- (viii) To construct, maintain and alter any structures, buildings, works, plant and equipment required for the purpose of the Foundation in the promotion of any of its objects.
- (ix) To sell, lease, exchange, dispose of, develop and turn to account, or otherwise deal with all or any part of the real and personal property and rights for the being of the Foundation on such terms as the Foundation shall determine.

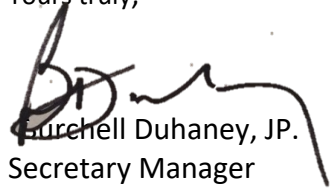
## **Notice of the 33<sup>rd</sup> Annual General Meeting**

**NOTICE** is hereby given that the Annual General Meeting of The Mico Foundation will be held at the Kelvin Lodge Board Room, 1A Marescaux Road Kingston 5, on Tuesday May 16, 2023, at 3:00 p.m. for the following purposes:

1. To confirm the Minutes of the Thirty-second Annual General Meeting held on Thursday January 28, 2022
2. To present for consideration and adoption, the Audited Financial report and Statements for the year ending December 2021.
3. To present for consideration and adoption, the Directors report for 2022.
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 pertinent business that may arise by the membership. 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 1A Marescaux Road, Kingston 5 at least 48 hours before the time appointed for holding the meeting.

However, your attendance would be greatly appreciated.

Yours truly,



Churchill Duhaney, JP.  
Secretary Manager  
The Mico Foundation.

The Mico Foundation  
Form of Proxy 2023

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 \_\_\_\_\_

## AGENDA OF THE 33rd ANNUAL GENERAL MEETING

May 16, 2023

1. Notice Convening the Meeting .....

2. Prayer ..... Dr. Pansy Hamilton

3. Welcome and Opening Remarks..... Chairman -Dr . Sylvester Tulloch

4. Apologies for Absence .....

5. Congratulations & Obituaries.....

6. Minutes of the 32<sup>th</sup> Annual General Meeting ....

□ Matters Arising

7. Chairman's Statements .....

8. Directors' Report.....

9. Presentation of Financial Statements and Auditors Report

10. Resolutions-

11. Election of Directors .....

12. Appointment of Auditors .....

13. Any Other Business .....

14. Closure of Meeting.....

# MEMBERSHIP

Pursuant to 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.

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 University College

Note: At any general meeting a resolution put to the vote of the meeting shall be decided on by 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	Representing	Position	
1	Dr. Sylvester Tulloch	The Mico Alumni (MOSA)	BOD	Chairman
2	Alfred Thomas	The Mico Alumni (MOSA)	BOD	
3	Mr. Winston Knott	The Mico Alumni (MOSA)	BOD	
4	Mr. Hugh Morris	The Mico Alumni (MOSA)	Member	
5	Mr. Churton DaCosta	The Mico Alumni (MOSA)	Member	
6	Mr. Edward Nugent	The Mico Alumni (MOSA)	Member	
7	Mr. Raymond Green	The Mico Alumni (MOSA)	Member	
8	Junior Williams	The Mico Alumni (MOSA)	Member	
9	Arthur Geddes	The Mico Alumni (MOSA)	Member	
10	Dr. Merritt Henry	The Mico Alumni (MOSA)	Member	
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		The Mico University College	BOD	University Coll. Rep
4	Ms. Annett Daley	The Mico University College		Admin. Staff Rep
5	Mr. Devon Gordner	The Mico University College		Admin Staff Rep
6	Mrs. Deon McIntosh	The Mico University College		Admin Staff Rep
7	Mr. Joshua Brown	The Mico University College		President, Students' Guild
8	Mrs. Maureen Nelson	The Mico University College		Academic Staff Rep
9		The Mico University College		
10	Dr. Asburn Pinnock			Ex-officio
1	Dr. Georgiana Gordon-Strachan	The Lady Mico Trust	BOD	Chancellor's nominee
2	Dr. Peter-John Gordon	The Lady Mico Trust	BOD	Anglican Rep
3	Ms. Doreen Prendergast	The Lady Mico Trust	BOD	Chairman's Nominee
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
	Mr. Ray Howell	The Lady Mico Trust		Chairman's Nominee
8	Mr. Eric Crawford	The lady Mico Trust		Moravian Rep.
9	Dave Jeffery	The Lady Mico trust		Chancellor's Nominee
10	Dr. R. Karl James		Ex-officio	Chancellor

DIRECTORS	REPRESENTS	DATE APPOINTED		TENURE
Dr. R. Karl James	Trustee/ Chancellor			As per office
Dr Asburn Pinnock	President MUC			As per office
Dr. Sylvester Tulloch	MOSA	2015	7yrs	Chairman of Board Starts a third term in Office
Dr. Peter John Gordon	Trustee	2016	6yrs	Second term reappointment.
<b>Dr. Kofi Nkrumah Young</b>	Trustee	2016	5yrs	Appointed to the MUC Board
Dr. Georgiana Gordon-Strachan	Trustee	2020	3 yrs.	Entering a third year
Ms. Audrey Williams	MUC	2017	5 yrs.	. reappointed for the start of a second term
<b>Rev. Prof. Verant Satchell</b>	MUC	2020	2 Yrs.	Appointed Chairman of MUC.
Dr. Pansy Hamilton	MUC	2017	5 yrs.	reappointed for the start of a second term
<b>Mr. Hugh Morris</b>	MOSA	2020	3 yrs.	Resigned from the Board but Continues in membership
Mr. Burchell Duhaney	MOSA			Secretary Manager



The Mico Independent Water Resource Solution.

**Commissioned**  
March 30, 2023





## Trustees of the Lady Mico Trust



**Rev. Rachel Benson Chairman**

**Mr. Nicholas Buxton**

**Ms. Patricia Day - Secretary**





# BOARD OF DIRECTORS



Dr R. Karl James - Trustee CD



Dr. Sylvester Tulloch- Chairman CD



Dr. Asburn Pinnock JP - President



Dr. Peter John



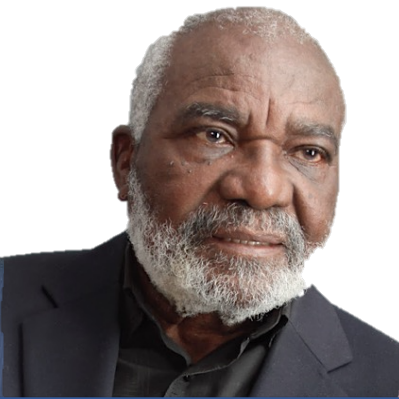
Dr. Pansy Hamilton



Dr.. Hugh Morris CD, JP.



Dr. Kofi Nkrumah Young JP



Dr Arthur Geddis CD



Dr. Georgiana Gordon-Strachan



Ms. Audrey Williams JP



Mr. Burchell Duhaney, JP



### **Mrs. Doreen Prendergast**

Doreen has been a Public Servant for the past 32 years, sixteen (16) of which have been at the senior management level. Currently, she is the Chief Technical Director with responsibility for Housing and Urban Renewal within the Ministry of Economic Growth and Job Creation. We are happy to welcome Doreen into membership of The Mico Foundation



### **Mr. Alfred L. Thomas**

Mr. Thomas is a successful businessman who currently holds the position of Managing Director of Pioneer Manufacturing Distribution- PMD. Company Limited. Alfred is a graduate of Mico Teacher's College, now The Mico University College, Purdue University, and Harvard University. With his long and distinguished history of service, The Mico Foundation is happy to welcome Mr. Alfred as a member.



### **Mr. Dave O. Jeffery**

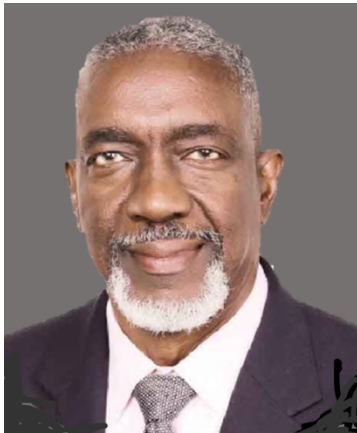
Mr. Jeffery is the Deputy Commissioner General - TAJ. His substantive responsibility is oversight for the general management and administration of all Tax Offices across the island. The Mico Foundation is pleased to welcome him into membership



### **Mr. Ray Howell**

Mr. Howell is an outstanding educator who has served at the highest level in the education system. He is a creative and innovative practitioner who believes that positive influence is impactful to lives and can make a difference for national development. Ray is a graduate of The Mico Teachers College, now Mico University College. Principal of an outstanding high school, President of the Jamaica Teachers Association, Chairman of a credit Union, a lay preacher among several other things. We are happy to welcome Mr. Howell into membership of the Foundation.





### **Mr. Eric Crawford, OD.**

Mr. Crawford is highly acclaimed Chartered Accountant and is a Fellow of the Institute of Chartered Accountant. He is regarded in the Business Community for his ability to develop innovative workable solution for addressing the taxation needs of businesses. Mr. Crawford had a thirty-five-year career at PricewaterhouseCoopers (PWC) He had partner responsibility for the delivery of taxation service to the firm's clientele. The Mico Foundation is pleased to welcome Mr. Eric Crawford as a representative of the Moravian Church.



### **Mr. Raymond Green**

Mr. Green is a businessman who engaged in manufacturing before moving into architecture and construction. He is owner and managing director of Charroc Construction Company Limited which has done significant work throughout Jamaica. Mr. Green is a graduate of The Mico and the University of the West Indies. His keen interest in social entrepreneur, accountability in the workplace and adult learning makes him an ideal candidate for membership in The Mico Foundation.



**The Mico Independent Water Resource Solution commissioned.**

**This filling station is opened to show the readiness of the system to distribute potable water throughout the campus.**

## The Foundation - Management Team



**BURCHELL DUHANEY, JP.**

SECRETARY MANAGER

**"THREE THINGS NEVER COME BACK -- TIME, WORD AND OPPORTUNITY. THEREFORE, DO NOT WASTE TIME, CHOSE WORDS, AND DO NOT MISS THE OPPORTUNITY"**



**LORNA FOSTER.**

ACCOUNTANT

**"BY THREE METHODS WE MAY LEARN WISDOM: FIRST, BY REFLECTION, WHICH IS NOBLEST. SECOND BY IMITATION, WHICH IS EASIEST. AND THIRD BY EXPERIENCE WHICH IS THE BITTEREST".**



**Jennifer Lynch**

ACCOUNTS PAYABLE



JUDITH PALMER  
ADMIN. ASSISTANT



**SUZETTE CAMPBELL ROSE**  
CAMPUS SHOP SUPERVISOR

**OUR GREATEST GLORY IS NOT IN NEVER FALLING, BUT IN RISING EVERY TIME WE FALL.**







## CHAIRMAN'S STATEMENT



Directors and members, as Chairman of The Mico Foundation, it is my pleasure to welcome you all to this Annual General Meeting. The Foundation continues to be committed to positively impacting the Mico University College community through innovation and social responsibility. We are enthusiastic about our work and believe that through our effort, we are making a meaningful difference in the aesthetic and quality of the Mico campus. Today we look forward to sharing our accomplishments, goals, and vision for the future. Again, thank you for being here with us, and we hope our mission will inspire you.

The COVID 19 pandemic has left a profound and lasting impact on the world, with far reaching consequences for individuals, societies, and economies. It has tested our ability to adapt and respond to crises. Most importantly the COVID 19 pandemic has accelerated the pace of technological innovation, particularly in the area of remote work and digital connectivity which enables companies to embrace flexible work arrangements. While the pandemic has brought unrepresented challenges, it has also spurred innovation, highlighted the importance of solidarity and cooperation, and provided an opportunity for reflection and renewal.

You will agree that among the legacies of the pandemic from which we are slowly recovering is the reality that, as a board, we do not have to be in the same physical space to conduct business effectively.

The pandemic has left us with many great lessons. One such is the benefits of a synchronous virtual platform in bridging the gap of distance. The imperative of this fast-growing virtual world is that it provides opportunities to widen communication and ensure connectivity. Therefore, adaptation is the key to ensuring full and productive use of the technological space in which we have all found ourselves and to which we should get accustomed.

I am indeed grateful for the support of all Directors during the past year's challenges. Special thanks to our standing committees, which keep working to monitor the business of the Foundation. We thank the Secretary Manager and his team for the significant work over the ensuing months. Some of which can be seen in the improved appearance of university college campuses. After 186 years, the Lady Mico Trust still supports this critical gift of education to the people of Jamaica and the wider Caribbean region. We are very grateful to the Trust and hope to keep working together as we maintain our long-term relationship.

We acknowledge that the Foundation has a lot of work yet to be done. Although it has taken us a considerably long period of time to develop and complete our own independent water supply system, we are pleased to announce that the water system is now completed and will be commissioned within the next few weeks. As such we will now be able to deliver both irrigation and potable water to the entire campus on a consistent basis.

Buxton Hall's renovation also needs significant funding and will be prioritized in the forthcoming fiscal year. The three construction phases for the 1060 feet perimeter fence along Marescaux Road began in May 2022 and should be completed in the first quarter of 2023. The Foundation has been considering the development of the properties at 9 Manhattan Road and at Red Hills Road, and will seek to pursue these more aggressively in the upcoming year.

### Financing the Foundation

The primary concern of the Foundation at this time is having a consistent source of funding that will allow for the support of projects as we continue to improve the physical infrastructure of the university college. We intend to align the plant with the images and standards of a first-world university campus.

To succeed, the Foundation must determine how to generate funds to finance the improvement plans over the next five years.

In the past three years, the pandemic has slowed our growth, and all our business activities have lost money, which means we would have had less money for projects in 2022. The rental of the premises has continued to be our primary source of revenue. Still, there was a significant decrease in revenue from rental over the past two years, although we had enough income for daily operations. The Foundation must, however, find new ways to generate more revenue to build an adequate reserve and to maintain and improve its services

## **Development Initiatives**

We must now look seriously at the possibility of developing the prime real estate properties on Manhattan Road and Red Hills Road that have the potential to generate significant sources of income as a long-term investment. Both properties are approximately one acre each, allowing the development of at least sixty habitable rooms, some of which could be sold on the commercial market and some for long-term rental. Every effort must be made during this new year to source the funds needed to develop these properties.

It must be understood that while we look toward new investment opportunities, our obligation to maintain and manage the assets of The Mico must be our priority, particularly our heritage buildings, which have become the signature of excellence in teacher education. We are therefore committing to keeping the Buxton Building Hall and the other heritage buildings in good condition.

We are proud of the water resource project that was commissioned in March. It was a lengthy effort to bring potable water to the university campus, and we regret the delay, but we can now look forward to the savings that will accrue from this investment.

We look forward to 2023 and beyond with tremendous hope and significantly more prospects for growth and production. We know we will face even more significant challenges, but the difficulties of the last three years have made us more resilient. We look forward to greater participation from the broader membership as we plan for the future.

Sylvester Tulloch CD  
Chairman  
The Mico Foundation

# MPC. Energy Solution

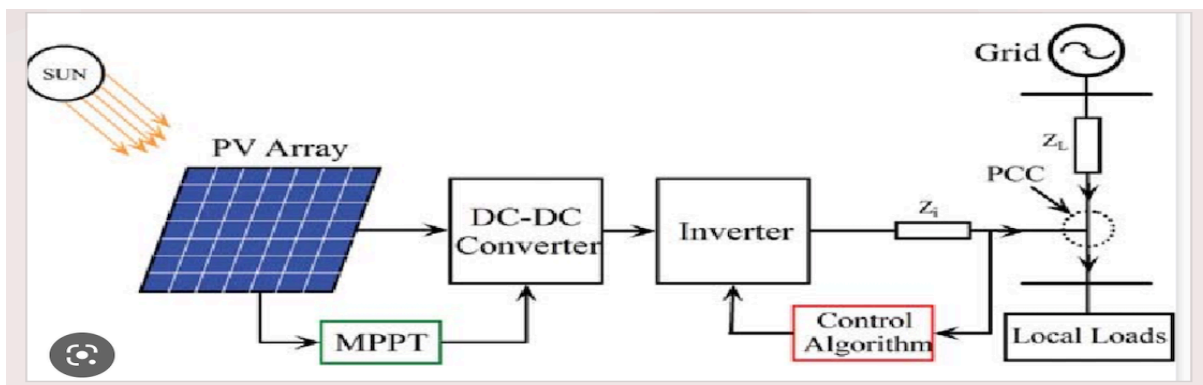


MPCES commissioned RINA Consulting to complete the energy usage assignment by December 2022 to confirm the site conditions identified by the 2020 Level II Energy Audit undertaken by Dennergy Solutions.

The exercise consisted of carrying out evaluation of the EE and RE measures as per the Energy Audit and to confirm the technical scope of the recommended measures for both EE and RE. Each measure was then assessed further to determine their economic feasibility.

RINA recommended that implementation of a global optimization solution under recommended measures is estimated at a preliminary cost of approx. US\$780,000.00 which will lead to a cost-benefit optimization, with the achievement of the maximum energy/water savings for the University College.

The size of this project MOU for this project ended in December 2022 and will not be renewed. The Foundation is therefore open for discussion with other falls below the scope of MPCES and would not be feasible or cost effect for the company. The **Solar Photovoltaic Designers.**







# MINUTES

## ANNUAL GENERAL MEETING 2022.

HELD ON THURSDAY, JANUARY 27, 2022 AT 4:00P.M.

### In Attendance were:

Dr. Sylvester Tulloch, CD	-	Chairman, The Mico Foundation
Dr. R. Karl James, CD	-	Trustee, LMT, The Mico University College
Mr. Burchell Duhaney	-	Secretary/Manager, The Mico Foundation
Mr. Leighton McKnight	-	Auditor, PWC
Dr. Arthur Geddes, CD	-	Board Member, MOSA Representative
Dr. Peter John Gordon	-	Board Member, The Lady Mico Representative
Dr. Asburn Pinnock	-	President, The Mico University College
Mr. Hugh Morris	-	Member, MOSA Representative
Mr. Edward Nugent	-	Member, MOSA Representative
Mr. Cherton DaCosta	-	Member, MOSA Representative
Dr. Deloris Brissett	-	Member, MOSA Representative
Dr. Pansy Hamilton	-	Board member, The Mico University College Rep.
Ms. Audrey Williams	-	Board Member, The Mico University College Rep.
Mr. Raymond Green	-	Member MOSA representative
Mrs. Lorna Foster	-	Accountant, The Mico Foundation
Ms. Annett Daley	-	Director of Student Services, The Mico University College
Mrs. Sidoni Freckleton	-	Admin Staff Rep, The Mico University College
Mrs. Deon McIntosh	-	Assistant Registrar, The Mico University College
Mr. Shavoy Lyons	-	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. Prayer was offered by Mr. Hugh Morris.

The Chairman extended welcome to all present; special welcome was extended to Mr. Leighton McKnight, Auditor, PWC, and Mr. Shavoy Lyons, President, The Mico Students' Guild. Dr. Sylvester Tulloch stated that due to the pandemic, many things have changed.

He noted that students have been doing online classes, which could become a positive outcome of the pandemic and the new normal for education delivery. He further commented on the need for The Mico University College to seriously consider the impact of the different modalities for teaching and learning and respond to the developmental needs that would enable students to effectively interact with their classes from wherever they may find themselves. He cautioned that for the training of teachers, there needs to be careful attention to how off-site training will impact the critical interpersonal requirements of training teachers.

### **Apologies for Absence**

Apologies were received on behalf of:

1. Dr. Kofi Nkrumah Young - prior engagement
2. Dr. Asburn Pinnock - prior engagement

### **Congratulations**

- Professor Neville Ying - on the publication of his book, "*The Servant Leader*"
- Dr. Merritt Henry - appointment to the Board of HEART Trust
- Dr. Kofi Nkrumah Young - appointment to the Board of HEART Trust
- Mr. Ian Forbes - Installation, Custos of St. Andrew

### **Obituaries**

- Dr. Karen Morgan - Former Lecturer at The Mico
- Uraldo Clarke - Board Member The Mico Foundation
- Owen James - Chief founder of MUFGA
- Verna Duncan - Retired Lecturer of The Mico
- Phyllis Grand - Mother of Dr. Sharon Miller, and Grand Mother of Lecturer Dr. Sharon Hayden.

### **Presentation and Confirmation of the Minutes of the Thirty Second Annual General Meeting held on Thursday, January 27, 2022.**

The following corrections were made to the minutes.

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first bulletin should read – "a recommendation was made that the Foundation had intended to go on a retreat in 2021". With no further corrections, the minutes were confirmed by Mr. Edward Nugent and seconded by Mr. Hugh Morris respectively.

There being no matters arising from the minutes for discussion, the Chairman proceeded to page 20 of the AGM Programme.

### **Chairman's Statement**

The Chairman highlighted the struggles of the Foundation brought on by the Covid-19 Pandemic. The resilience it displayed as it managed its way with care, trust, and piloting hands of God that steered us through. The board committed itself to good corporate governance and compliance with the development of the Foundation. He also highlighted the work done by the Foundation on projects such as the Independent Water Resource Solution, the refurbishing of the heritage building, the development of the sporting fields, the general aesthetic appearance of the University College campus, and the improvement of the security fence.

The Chairman congratulated The Mico University College on its latest achievement of gaining institutional accreditation from the University Council of Jamaica (UCJ). He encouraged the membership to consider the changing paradigms brought on by the pandemic and make the necessary adjustments to adapt to what is now popularly referred to as the new normal.

In conclusion, he expressed sincere thanks to the Secretary/Manager, Mr. Burchell Duhaney, and the staff for the efficient operations of the Foundation. He also thanked the members of the standing committees of the board for the oversight given to their portfolio responsibilities. Special thanks were expressed to Dr. Arthur Geddes, who effectively cheered the Projects Committee for the last five years and who would be retiring from the Board of Directors.

## **Directors' Report**

In the presentation of the 32nd Directors' report, the Secretary Manager, Mr. Burchell Duhaney acknowledged that the Pandemic had caused disruptions that required new procedures in the foundation's day-to-day operations. Notwithstanding, its main objectives of supporting the University College and upholding the legacy of the Lady Mico Trust remained intact. Mr. Duhaney noted that the absence of the students from the campus during the lockdowns provided an excellent opportunity to make steady and timely progress on various projects. He posited that although the Foundation's rental revenue was impacted by the reduced inflow of funds, this did not significantly reduce the work on the ongoing projects. He highlighted the work on the ongoing projects, which include:

### **1. Independent Water Resource Project (*The Well Project*)**

The installation of a 65,000-gallon raw water storage tank that was purchased at a cost of \$ 13,450,000.00 has been completed. In July 2021 the well water underwent analysis and was determined to be of excellent quality, rendering the proposed reverse osmosis system unnecessary. As an alternative, a filtration and water Softener system has been recommended and was ordered to be delivered by the end of February 2022.

### **2. Development of Cricket Field.**

The initial work on the field has developed into a more comprehensive project involving several issues. In addition to leveling the surface by cutting and filling, a wall has been constructed on the southern side of the field to control floodwater and the preparation of the base for the installation of a site screen. It was also reported that three Cricket pitches would be laid on the field. Works on these pitches are being done simultaneously with the preparation of the outfield.

### **3. Refurbishing of Hostel at 64 Arnold Road**

The hostel blocks at 64 Arnold Road were refurbished during May and June 2021. However, those buildings were not currently in use because of precautionary measures taken by the university not to have students in residence due to Covid-19 pandemic. Refurbishing was done at a cost of \$3.4 million this was supported by remittance from the Lady Mico Trust.

### **4. Refurbishing of Heritage Buildings**

It was highlighted that refurbishing of the Kelvin Lodge was completed and work had started on the Buxton Block. A proposal to change the wooden roofing shingles to decra shake shingles was presented to the National Heritage Trust (NHT) but was rejected; they recommended instead, the use of culture shake. A source for this shingle was located at New Development Inc. a company in the USA, a quotation and sample of the shingle was sought from the company. The sample will be shared with NHT for final approval.

### **5. MPCES Energy Solution (EMCES)- Renewable Energy Project**

MPCES and the Foundation signed an MOU for the Renewable Energy Project on November 1, 2020, with an end date scheduled for December 30, 2022. In preparation for the end of this agreement, MPCES sought bids from companies to conduct a feasibility study on The Mico renewable energy project. Proposals were submitted by DNV, RINA Technical Service, and Fosrich, and ultimately, RINA Technical Service was selected to conduct the study, which took place in October 2022.

Findings from the feasibility study and the financial and commercial proposal would be reviewed and evaluated before an official engagement of MPCES for the Solar System would be considered.

## **6. Boundary Fence**

Mr. Duhaney reported that a concrete and metal fencing spanning 760 feet was being reviewed. The funds for the fence would be raised through a special initiative which would include an on-campus walk of honour. The project was, however, proposed to be initially funded by the owner and manager of Charros Construction Company, an alumnus of the Mico, with the understanding that the Foundation would reimburse him incrementally. An agreement will be drafted with Charrac Construction to proceed with the fence project.

## **7. Special Projects Report**

The following projects were being managed by the Foundation:

- Jamaica Social investment Project (JSIF) – Capacity building for Social workers Care Givers in children homes.
- The NCB ICON Lab – Training of persons in computer skills and project design for productive work.
- OAS/Inter-American Teacher Education Network (ITEN) – Training of primary schools in STEM Education.
- St. Lucia Education Quality Improvement Project (EQUIP) – To provide training in Mico Diagnostic Reading Test and certification in Special Education

## **8. Conclusion**

In his concluding remarks, Mr. Burchell Duhaney expressed his appreciation to the Chairman of the Board of Directors, the members of all standing committees, the Trustees, and the dedicated staff for their unwavering support throughout the year. He especially recognized Dr. Arthur Geddes, the outgoing Chairman of the Projects Committee, for his exceptional leadership and oversight of the ongoing projects.

Looking ahead, Mr. Duhaney emphasized the Foundation's commitment to enhancing its operations and adapting to the evolving times. He expressed hope that the University College would reciprocate by fostering collaborative partnership for mutual benefits.

The Chairman thanked Mr. Duhaney and enquired if there were any questions. With no questions raised, the Chairman asked for adaption of the report which was moved by Ms. Audrey Williams and seconded by Dr. Arthur Geddes.

## **9. Presidents University College Report**

The President requested an early departure from the meeting; hence he was unable to present his report to the meeting. However, his report having been circulated, was taken as read. See page 29 of the AGM programme for the report.

## **10. Presentation of Financial Statements and Audited Report**

Mr. Leighton McKnight of PricewaterhouseCoopers presented audited financial statements for the year ended 31 December 2020. He highlighted that the revenue for the year 2020 as \$124,492 million against an expense of \$118,259 million, resulting in a surplus of \$6,733 million. This, he noted, was a decrease in income from \$131,283 million in 2019 to \$124,992 million in 2020, which was attributed to the downturn in activities resulting from Covid-19 Pandemic. Additionally, there was a reduction in

investment and cash balances as well as a significant movement in loan balance, moving from \$20.5 million to \$9.6 million in 2020.

Having conducted the audit, he stated that in the opinion of PriceWaterHouseCoopers, proper accounting records have been kept, so far as it appears from an examination of the records and the accompanying financial statements were in agreement with and give the information required by the Jamaican Companies Act, in the manner so required.

Mr. McKnight announced that he would be retiring from PriceWaterHouseCoopers in June 2022. The Chairman thanked him for his years of service to the Foundation and wished him well in his future endeavours.

The Chairman asked for the adaption of the report. This was moved on a motion by Mr. Hugh Morris and seconded by Mr. Burchell Duhaney

### **11. Appointment of Auditors**

The Chairman thanked Mr. McKnight and asked that a motion be moved for the reappointment of PriceWaterhouseCoopers as Auditors. The motion was moved by Mr. Burchell Duhaney and seconded by Dr. Pansy Hamilton.

### **12. Any Other Business**

Mr. Duhaney informed the meeting of the development of the Mico Foundation website and encouraged members to view the site from the URL "themicofoundation.org" and give the necessary feedback for further improvement.

### **13. Closure**

With no other matters to be discussed, The Chairman thanked all for attending. He then called for the termination of the meeting. This was moved by Dr. Pansy Hamilton and seconded by Mr. Edward Nugent. The meeting ended at 6:15 PM.

Signed By \_\_\_\_\_  
Dr. Sylvester Tulloch, CD  
Chairman, The Mico Foundation

Signed \_\_\_\_\_  
Burchell Duhaney JP,  
Secretary/Manager, The Mico Foundation



## **PRESIDENT'S**



# **REPORT- The Mico University College**

## **Introduction**

This calendar year was once again dominated by the COVID-19 Pandemic. The Mico University College however continued to direct its attention on meeting the strategic goals under these circumstances. The institution continued to be functional while making continued adjustments to accommodate life in the new normal.

## **Institutional Strategic Planning Goals**

The report relates to evidence of alignment of activities to the seven (7) **Institutional Strategic Planning Goals (ISPG)** for the period 2022-2023. The goals are as follows:

1. Institutional Reach and Recognition
2. Academic Excellence
3. Impactful Research
4. Supportive Environment for Staff and Students
5. Competent and Engaged Staff
6. Financial Sustainability
7. Allied Centres of Excellence

The Plan which was approved by the Board of Directors at its Annual General Meeting held on December 7, 2022, was developed through a number of consultations and included inputs from the various constituents within the community. It reflects the institution's vision aligned with its values and outlined in the themes and goals.

## **Compliance with the Disaster Risk Management Act**

The Mico University College enforced the COVID-19 prevention measures in accordance with all Enforcement Orders under the Disaster Risk Management Act (DRMA). When the Orders were repealed by the Government of Jamaica, plans were activated for offering classes using face-to-face and blended modalities.

Beginning Semester 2, Academic Year 2022/2023 The Mico offered classes using blended modalities at a ratio of 50:50 (face-to-face and online) for classes held between 8:00 a.m. and 5:00 p.m. The ratio adopted for classes held from 5:00 p.m. to 8:00 p.m. was 40% face-to-face and 60% online. Programmes offered specifically online remained online as well as programmes offered by the Graduate School and the mathematics programme developed for online by the Faculty of Science and Technology.

A review of our decision on the blended modalities for classes is to be considered as gradual normalcy is restored.

## **Further Responses to Relaxed COVID-19 Measures**

- i. As of September 2022, two (2) students were accommodated per room.
- ii. Accommodated practical face-to-face delivery of courses on campus.
- iii. Continued to:
  - Facilitate teaching and learning online via synchronous and asynchronous modes.
  - Provide professional development training for Online Facilitation for teachers.
  - Offer overnight accommodation for students who sat practical area courses and travelled far distances.
  - Offer psychosocial support to staff and students
- iv. Procured proctor services to improve integrity of our assessment process, especially online examination.
- v. Continued to hold tuition fees at the 2020 rates. However, for academic year 2023/2024 a one-percentage point increase in fees has been proposed.
- vi. Reverted to the 15-weeks engagement period for final year students under the Teaching Practice programmes in the schools.

## **Accreditation**

Having received institutional accreditation from the University Council of Jamaica (UCJ) in September 2021, The Mico University College submitted its first Annual Status Report (ASR) to the UCJ in April 2022. In response, the UCJ sent its Accreditation Report in November 2022, highlighting high-priority areas to be addressed by the University College before the next ASR due April 2023. The Office of Quality Assurance team is working diligently towards meeting that deadline.

## **Recruitment and Graduation**

The input and output remain similar to pre-covid averages.

A successful face-to-face Graduation Ceremony was held on December 1, 2022, at which 449 graduates and two (2) Honorary Graduands received their conferral.

I extend heartiest commendation and appreciation to the Graduation Committee, and all categories of staff for their input, resilience, and innovation, resulting in the success of the event.

## **The School of Continuing Studies Update**

The School of Continuing Studies (SCS) for 2022 aimed to ensure that the goals of the Mico University are the primary drivers of its operation. The Pre-University Men's Programme (PUMP), The Pre-University Early Childhood Education Programme, the Pre-university External Examinations Programme, Professional Enhancement courses, short courses and stackable credentials represent some of the offerings and programmes that have enabled student's certification and matriculation into higher education. The SCS continues to partner with the Ministry of Education and Youth to offer the Sixth Form Pathways Programme with a verified student enrollment of 268 students. The Programme operates primarily in the face-to-face modality as stipulated by the Ministry. SCS uses online delivery for short courses and stackable credentials, with mixed modalities employed for the PUMP and Pre-U learners.

SCS continues to benefit from using the NCB Foundation ICON Lab and its partnership with the JMJB Joan Duncan Conversations for Greatness course in Teacher Education. Through its students and staff, the school has conducted two outreach activities at the Marie Atkins Shelter and the Good Samaritan Inn, where they shared care packages. They are also engaged in a learn-to-drive programme and facilitating

the students opening bank accounts through Sagicor Bank as a part of its holistic development strategy. The SCS is projecting an income of \$20M for the academic year. SCS has commenced planning an explosive Summer School with all faculties and schools collaborating to attract students to the wide range of programmes offered here at the Mico.

### **Conferences / Workshops / Webinars / Publications**

Throughout the period under review students and staff participated in developmental webinars and workshops locally and internationally. The STEM Conference scheduled for November 2022 was postponed to July 2023 while the Annual Mico University College Conference is being planned for October 2023.

The editorial and technical work done by the Institute of Technological and Educational Research (ITER) for the two issues of the *Mico Journal Education* due for this academic year is in train. ITER has also decided to publish the Garvey book in light of the fact that publishing of this kind has gotten much easier. Moreover, this would be a step towards establishing the Mico University College Press.

For this Semester ITER is re-orienting the President's Hour series beginning with at least two sessions where the President meets with students to discuss current and international affairs plus other impactful issues.

### **Partnerships and Memorandum of Understanding (MOUs)**

- The initially proposed site for the development of the STEAM Centre for Excellence on lands owned by the National Water Commission opposite the Mico on Marescaux Road is no longer available. Alternative lands have been offered by the Prime Minister and those options are being explored. Past Miconian, Dr the Hon. Glen Christian. has made a pledge of US\$1 million towards the STEAM Centre for Excellence.

- The Higher Education Review Magazine (India) has selected The Mico as International College of the Year 2022. Possibilities were being explored for the promotion of MUC's programmes and services in India.

- Other collaborations and partnerships include:

- a) Coporation Universitaria Iberoamericana: The engagement with Iberoamericana involved facilitation of the exchange of teachers and students from Columbia and Jamaica. Implementation of stages 1 and 2 were activated in October and November 2022. A short online course in Inclusive and Intercultural Education was launched. The first cohort is from November 2022 to May 2023. A 9-member delegation (staff and students) visited in November 2022.
- b) Georgia State University Collaboration: This collaboration is in virtual student exchange initiative. The MOU is legally cleared by both institutions and its signing done in November/December 2022.
- c) Arizona State University: A certificate course in Blended Learning and Facilitation is being developed by the Online Department. A meeting was scheduled for November 2, 2022, to further explore a possible partnership.



- d) Broward College: A successful meeting was held with Broward and a partnership is being pursued. Deans and Directors have identified an area for fine tuning leading to an MOU.
- e) SUNY New Paltz: Both institutions are in active discussions to decide on areas for mutual strategic benefits.
- f) University of Minnesota, College of Education and Human Development: Collaboration discussions began. An exploratory visit was arranged but postponed because of the threat of Hurricane Ivan. The visit is to be arranged.
- g) Jamaica Diaspora Taskforce Action Network (JDTAN) Collaboration: Implemented Summer (August 2022) Virtual Conference; held discussions with representatives to agree on strategic areas for support from JDTAN. Discussions are ongoing.
- h) The Homi Bhabha Centre for Science Education (HBCSE), Tata Institute of Fundamental Research (TIFR), India Collaboration: Negotiations had begun.

## **Infrastructural Needs**

### **a) Physical Amenities**

The physical development of the campus has been spearheaded by the Foundation, and includes the cricket field, the gateway and perimeter wall, guard house and exit southern gateway, also the wall of honour and independent water resource.

### **b) Virtual Amenities**

The focus remained on ensuring that technological amenities and support kept pace with global standards. The ICT Department continued to execute its mandate by playing a pivotal role in support of the logical business processes and providing the appropriate technologies, systems, and other resources to achieve greater efficiency and accomplish the strategic objectives of the institution. The department manages over twenty (20) IT projects concurrently including providing daily IT support to students, administrative and academic staff. The highlights are presented below:

- **Microsoft 365** - Microsoft 365 A3 Faculty Enterprise Application was purchased in December 2021. The deployment was done in four (4) phases which covered forty-three (43) departments. The project followed an agile approach and was completed in twelve (12) weeks. There was a slightly steep learning curve for the ICT team as they had no formal training on the application and no experience on of how to deploy the application. The ICT team accepted the challenge and through collaborative effort, was able to successfully complete the project. The ICT team was presented with a plaque and an award certificate and was commended for their effort and hard work in delivering the project successfully and on time. The awards are mounted on the wall in the ICT department.

- **Wi-Fi Access Points** - A memorandum was submitted to the office of the Vice President for Administration, to request approval with recommendations for forty-eight (48) Ubiquiti WiFi- Access points. The access points will be strategical placed in areas around the campus both indoor and outdoor including the halls of residents. This initiative is to provide better internet coverage and internet access across the campus. The shipment is expected to arrive in February 2023.

- **Twenty-Five Computers (Phase 2)** - A memorandum was submitted to the office of the Vice President for Administration to request approval with recommendations for twenty-five (25) desktop computers. This is phase 2 of the workstations strategic plan to replace and upgrade underperforming computers located in critical administrative offices. The computers were procured and are in the process of being provisioned and deployed.

- **Computer Labs** - 90% of the computers in the computer labs twelve (12) are performing below standard and below the required specifications. A memorandum was submitted to the office of the Vice President for Administration to request approval to modernize and upgrade twelve (12) computer labs with computers that meet the standard specifications. The recommendation is to procure and implement them in phases.

- **Software Licenses - Academic Programmes** - A memorandum was submitted to the office of the Vice President for Administration to request approval with recommendations to acquire software to support the Academic programmes and the required licenses to comply with the standard use of software for its intended purpose.

- **Server RX750XS Upgrade** - As part of the strategical plan to upgrade the ICT infrastructure, a Dell PowerEdge R750XS server was procured. The current server host some of our critical IT services and is at end-of-life. The new server will host the Aeorion database, the Aeorion Web Portal and the Domain Controller. Plans are in place to identify and house the server in a new server room location that meets the standard requirements.

- **PBX phones replacement** - Maintenance exercises and upgrades to the Avaya IP 500 PBX phone system were performed and major issues were identified and resolved. Work is in progress to optimize the phone system for efficient performance. The installation of PBX digital cables was completed in September 2022 for the following departments: Transcript, Accounts, Student Affairs, Student Finance and Exams. Fifteen (15) of the IP phone handsets will be replaced with the digital phone handsets that were identified in storage last year. The current phone handsets will be removed from their locations and distributed in other offices that are without handsets.

- **Replacement of Network Switches** - During September 2022 thunderstorms damaged a total of five (5) Cisco SG350x network switches. These switches provided connectivity of the core IT services which included access to the Internet, Aeorion, Sage300, the PBX phone and other essential IT services. The damaged switches were replaced, and connectivity was restored. Redundancy measures are being implemented to mitigate the risk of a switch failure.

- **Printers** - In an effort to better manage our print services and reduce the volume of prints, a pilot project began with a new print supplier (PBS) in September 2022. Two leased printers were brought onboard. One was placed in the Faculty of Education and the other in the Human Resource Department. Controls mechanisms were implemented to consolidate and better manage prints. An assessment will be performed at the end of this semester to determine the next move forward. Activities included procurement, commissioning, and implementing upgrades in keeping with the institution's risk management plan.

• **Other Projects** – The following are other projects in progress:

IT Projects	Status	Comments
1. Server room relocation Project Planning	Planning	
2. Internet Service Provider redundancy Project Planning Awaiting approval	Planning	Awaiting approval
3. Campus Network Upgrade Project	Planning	Supplier engagement in progress
4. ICT Team professional development Training	Executing	Awaiting approval from VP and HR to commence training in April 2023
5. Computer Lab Modernization Project Executing Phase1 underway	Executing	Phase1 underway
6. Computer Upgrades- Administrative Offices	Executing	Implementation in progress for the administrative offices
7. Virtual Smart Rooms Upgrades Project	Planning	Assessment in progress
8. Sage300 and Financial Institution Integration Project	Executing	
9. Microsoft 365 Teams and Azure Project	Executing	
10. Sharepoint2019 Project	Planning	
11. Software Licenses (Admin & Academic) Project	Executing	
12. Website Project	Executing	
13. ICT Policy documentation update	Executing	
14. IT Asset Management Project	Executing	
15. Surveillance system upgrade Project	Planning	
16. IT System Structure and Documentation Project	Monitoring and Controlling	
17. Backup Solution and Disaster Recovery	Planning	
18. Sage300 Invoicing Project	Executing	
19. SMS Optimization Project	Executing	
20. Boardroom – Museum	Executing	
21. Virtua Classroom project	Planning	

• **Costings** - The following outlines upgrade of labs at a cost of \$50,671,615.00.

Labs	Cost per Lab
e-Learning (33)	\$6,405,495.00
Tech Lab (25)	\$4,386,045.00
Smart Lab (24)	\$4,900,045.00
Computer Science (69)	\$13,157,090.00
Continuing Studies (41)	\$7,867,090.00
Math Lab (20)	\$4,328,045.00
Library (22)	\$5,257,990.00
Writing Lab (18)	\$4,010,495.00
Lab Management Software	\$359,320.00
<b>Grand Total</b>	<b>\$50,671,615.00</b>

Below are the details and costing for other infrastructural upgrades at \$11,164,000:

#	Focus Areas /PROJECT	Resources	PROJECTED COST
1	Furnishing of New Board Room and Chancellor's Office		\$3,000,000
2	Painting/Upgrading of Guidance Counsellors Offices		\$250,000
3	Replacement/Installation of window blinds		\$300,000
4	Optimization of Aeorion SMS Operations	SM-S Consultant (Mr. Edward Allen and NCU)	\$720,000
5	Installation of Wi-Fi Access Points	Internal and External	\$2,500,000
6	Upgrading of PBX System (external/internal call handling)	Internal and External	\$400,000
7	Establishment of Information Booth		\$200,000
8	Procurement of 25 Desktop Computers	Internal	3,700,000
9	Locks to be installed on computers in Animation Laboratory (Computer Studies Department)	Internal	94,000

#### CONCLUSION

We are grateful for the achievements gained this past year and we are thankful for the lessons we continue to learn from the challenges. I use this opportunity to thank the Board of Governors, the Board of Trustees, The Mico Foundation, and all other stakeholders for their continued support to The Mico University College as we navigate this new normal.

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Asburn Pinnock, Ed,D., J.P.  
President



The Mico University College eyeing a new Technology Campus for innovative Teaching & Learning in a STEAM culture - A culture in which artistic and scientific inquiries merge & coexist to enlighten, innovate and create new energies for development







### Introduction

The Foundation is pleased to report on its activities during the 2022 calendar year. Like the preceding two years, 2022 was challenging, occasioned mainly by economic difficulties and the need to fulfill the objectives of making the physical plant of the University College a pristine environment for education and training. Although much more work remains to be done, we were happy with the work completed during the period under review. Without the kindness and goodwill of our supporters and the dedication and hard work of the Foundation's staff, none of the year's successes would have been possible. I must especially recognize the continued support of the Lady Mico Trust; In addition, we are grateful for the work and support of Cherroc and Sumree Construction Companies, who understood the limitations of the Foundation and extended

themselves to ensure the success of the significant projects undertaken during the year. I also wish to thank the leadership of the University College, in particular Mr. Rudolph Sewell, Acting Vice President of Administration, for bridging the gaps as he worked with the Foundation to support some activities throughout the year.

### Summary of FINANCIAL STATUS

The Foundation ended the 2022 financial year with net revenue of \$135,271,882, 11% more than the \$120 million income of 2021. The increase was mainly because the University College advanced \$15 million in support of the Independent Water Resource Project. The net operating expenses during the period under review were \$109,280,519; the main operational cost areas were security, which accounted for \$38.8 million; maintenance, \$27.1 million; and staff costs, \$15.5 million. It should be noted that depreciation, which accounted for \$25.9 million, is not included in this expense.

### CAPITAL PROJECTS

The Foundation's primary objective is to respond to the capital developmental initiatives of the University. During the period under review, \$55 million was spent on capital development projects. These include expenses for:

- The Mico Independent Water Resource Project,
- the cricket field development project, and
- the perimeter fence, security post, and restroom construction.

I must express the gratitude of the foundation for the in-kind contributions that allow us to continue the work on these projects.

### INVESTMENTS

The Foundation's Investment portfolios are with

1. Barita Investment Limited - \$11.2 million
2. NCB Capital Market - \$6.6 million
3. JMMB \$ 9.0 million
4. BNS \$ 15.6 million

The period ending December 2022 accumulated \$42,552,406 in the investment accounts. This is 8.4% less than the previous year's balance. This reduction results from the foundation withdrawing funds from its investment account to finance aspects of its ongoing capital projects.

## LOANS.

The Foundation carried two loans, one with the NHT and the other with NCB. The NHT loan of \$50 million was liquidated in 2022, while the NCB loan of \$21 million has been paid down to a balance of \$3,775,703, Which is expected to be liquidated by June 2024.

## PROJECTS

Between 2018 and 2021, the Foundation undertook work on five developmental projects. These include

- Installation of The Mico Independent Water Resource Solution
- The restoration of the cricket and football fields
- The construction of the perimeter fence
- Refurbishing of the Hostels on Arnold Road, and
- The restoration of the Heritage Buildings.

Although the completion of these projects was impacted by the onset of the pandemic, which slowed the revenue stream and consequently the timely progress of the projects, it is anticipated that all projects except the restoration of the Buxton heritage building will be completed within six months of 2023.

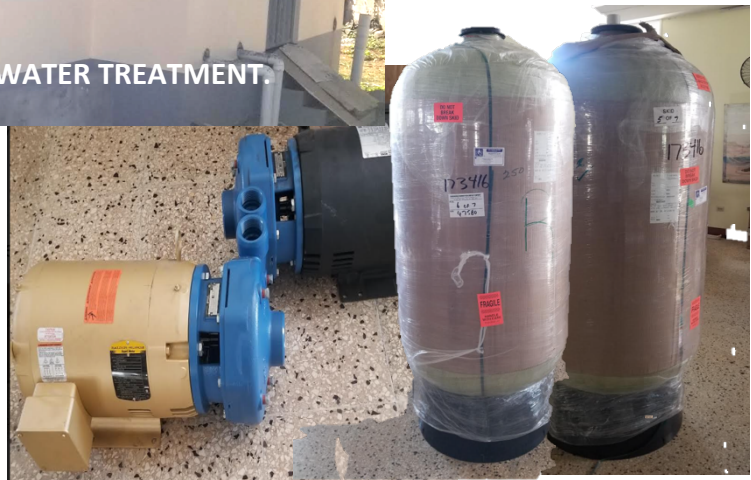
## THE MICO INDEPENDENT WATER RESOURCE SOLUTION.

This project was hit by yet another unexpected misfortune occasioned by the forced renovation of the pump house that was retrofitted in 2019 to house the water pumps and purification system. This 600-square-foot building that was annexed to the rear of the Bonham Carter Building and close to the Well was conveniently located to be retrofitted for housing the pump and purification system. Unfortunately, when the equipment arrived in December 2022, we discovered that the building was inadequate to house the equipment. This forced a renovation that took over eight weeks, thus creating a delay in the installation of this final phase of the project.



The building was completed and handed over to the Foundation on February 6, 2023 and is now ready to install the external pumps and the water purification system. We anticipate that this project will be completed and commissioned by March 2023.

## EQUIPMENT FOR THE FILTRATION AND PURIFICATION SYSTEM





**THE INSTALLED  
WATER TREATMENT  
SYSTEM**

## **RESTORATION OF THE CRICKET FIELDS**

This project encountered significant challenges that delayed its completion. It was essential to level the field to create a standard international playing surface. As the area was graded and leveled, it became imperative to reroute a sewage line that ran through the middle of the field around the eastern borders of the playing surface as well as to relocate the manholes that were on the field. This was not only a significant challenge



**THE SEWAGE LINE REROUTED AROUND  
THE BOUNDARY OF THE CRICKET FIELD**

**THE SEWAGE LINE RUNNING  
THROUGH THE CRICKET FIELD**

but also an expensive operation. The playing surface was thereafter top-dressed and rolled and should be completed and ready for use by the end of March 2023. The next stage of development will be fencing the field to secure it from unauthorized use.

Relocating the sewage lines around the cricket field was a necessary operation to free the field of flooding from sewage when there is a blockage in the line. This exercise was an unbudgeted expense for which \$5,541,029 had to be found to complete this work.

## **THE CONSTRUCTION OF THE PERIMETER FENCE**

When the fence between the entry and the exit gate was being constructed, there was a noticeable



absence of restroom facilities on the eastern side of the campus. It was decided to build these facilities adjoining the security post to facilitate the viewing public using the cricket field and also for the use of the University College when events are being held on the front lawn.



The 270 feet fence, along with the exit gate, the security post and restrooms, and the paved walkways for the walk of honour project, were constructed by Charroc Construction Company at the cost of \$18,000,000.00

#### THE SECURITY POST AND RESTROOMS AT THE EXIT GATE.

The second phase of the fence between the exit gate and the borders of Wolmer's Boys School is 420 feet long. At the time of this report, it was being prepared for

construction. This is estimated to cost approximately \$18.5 million.

It should be noted that the three eight steel bars used in phase one were from the original fence.



SECTIONS OF THE FINISHED FENCE

### THE RESTORATION OF THE HERITAGE BUILDINGS.

The restoration of the heritage buildings started in 2019. Kelvin Lodge was completed and is now used as the board room and office for the alums (MOSA). Restoration of the Buxton building started with the cleaning of the bricks, but the most significant areas for refurbishing are the roof, ceiling, and areas of the floor. The National Heritage Trust objected to using Decra Shake roofing tiles that the foundation recommended for replacing the wooden shingles. Instead, it suggested Culture Shake, which is more expensive but looks more like the cedar shingles that were being replaced.

Buxton Hall has three thousand and ten (3010) square feet of roofing that must be changed. The Culture Shake tiles for this project cost \$30 million, excluding shipping and freight charges. Other attendant costs, including replacing some ceilings and labour are estimated at \$45 million.

The Lady Mico Trust is committed to supporting this restoration project and has begun remitting funding. Because of the active use of the building, special arrangements must be made for the incremental removal and replacement of the shingles over a one-year period, beginning in August 2023. Most of the work will be done during the periods when the university college is on academic breaks.

### **THE FOUNDATION MPC RENEWABLE ENERGY PROJECT**

The MPC Renewable Energy Project has been moving at a snail pace since a decision was made to restart the project under the new MOU, which ended in December 2022. Contact has been made with Mr. Wayne Grant, Director of Projects Development, regarding a new MOU and the way forward.

It is important to note that this proposal for energy usage reduction started in 2019. In 2020 the Foundation commissioned a level II energy audit by Dennergy Solutions, to determine the baseline energy consumption profile for the campus and Errol Miller Halls. The audit detailed energy efficiency measures (EEM) and renewable energy solutions (solar PV) for implementation, which would allow the university to reduce its energy costs.

In 2022 MPC Capital selected RINA, a private, multinational company, after a competitive bid between three (3) highly qualified companies, to conduct a technical and financial feasibility assessment based on the energy audit. The feasibility analysis would help determine the cost reduction to the University College and how MPC would recoup the investment in the Project.

### **FUTURE PLANS**

The Foundation has four undeveloped properties, three in St. Andrew and one in St. Thomas. Two properties, one at 9 Manhattan Road, Kingston 5, and the other at Red Hills Road in upper St. Andrew, are considered for housing development. This year, every effort will be made to do all the preliminary works, including negotiating for funding to carry out construction on the Manhattan Road property.

A four-story, one and two bedroom, and studio apartment was proposed for Manhattan Road. We may revisit this to update or propose a different model of housing solution that would be commercially viable for income generation.



The idea is to access National Housing Trust (NHT) funding to facilitate this construction. It should be noted that we have accessed funding from NHT before to build the hostel blocks at Arnold Road. That loan of \$50 million was liquidated without any significant difficulties. I believe the foundation can go to this source again to build at 9 Manhattan Road, although this loan will be significantly more than the previous NHT loan.

The property at Red Hills Road was also proposed for housing development but will be delayed to give priority to the development on Manhattan Road.

## **CONCLUSION**

The evidence of the Foundation's involvement in the development of the University College is clear to see. It is, however, a challenge to keep pace with the developmental needs of the university college without guaranteed financial resources. Understanding that the primary purpose of the foundation is to support the university college, we need to apply more creative means to earn more revenue to fulfill this purpose.

We must also update the commercial enterprises on campus and promote the activities beyond the campus to increase the customer base. The Print and Documentation Center is one such enterprise that has a lot of earning potential, but we need to invest more in the equipment for greater output. Additionally, we must now look beyond our sures for partnerships with other foundations that have the potential for collaboration for financial gains.

Again, let me thank all our stakeholders who have extended themselves and resources to make the year successful.

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Burchell Duhaney  
Secretary Manager

## ■ RESOLUTIONS

### 33rd ANNUAL GENERAL MEETING.

ELECTION OF DIRECTORS	yes	no
<p><b>1.</b> Whereas Dr. Karl James, the Chancellor of the Mico University College has a ceremonial role in the affairs of the University; and Whereas the Dr. James also holds the position of Trustee of the Lady Mico Trust; and Whereas the Foundation is aligned to the Lady Mico Trust as the custodian of the properties of The Mico; and Whereas Dr. R. Carl James was a Director of the Foundation prior to his appointment as Chancellor and Trustee. Now therefore, be it resolved that Dr. R. Karl James, the Chancellor &amp; Trustee continues as a Director of the Foundation in an ex-officio position with a casting vote. Be it also resolved and that a Director be appointed to fill the complement of three Directors representing the Lady Mico Trust</p>		
<p><b>2.</b> Pursuant to Schedule 1 number 3 of the Articles of Incorporation, the number of members with which The Foundation is registered is thirty (30) but the Board may, from time to time, register an increase of members. and whereas there are six vacant positions across the three entities of the Foundation membership and, whereas six individuals have been identified to fill these vacant positions, Be it resolved that the following nominees be accepted into membership representing each entity as follows.</p> <ol style="list-style-type: none"> <li>1. Dave Jeffery - Chancellor's nominee - Lady Mico Trust</li> <li>2. Mr. Ray Howell - Chairman's nominee - Lady Mico Trust</li> <li>3. Mrs. Doreen Prendergast -the chairman's nominee - Lady Mico Trust.</li> <li>4. Mr. Alfred Thomas - Mico Alumni Association (MOSA)</li> <li>5. Mr. Raymond Green - Mico Alumni Association (MOSA)</li> <li>6. Mr. Eric Crawford - Moravian Church nominee.</li> </ol>		
<p><b>APPOINTMENT OF AUDITOR</b></p>		
<p><b>3.</b> Pursuant to the provision of schedule three article 66 of the article of incorporation, an auditor shall be appointed at the Annual General Meeting; and Whereas PricewaterhouseCoopers has served as auditors for The Mico Foundation for several years, and whereas there is no discussion regarding a change of Auditor at this time. Be it resolved that PricewaterhouseCoopers be reappointed as Auditors of The Mico Foundation to serve for the Financial year 2023.</p>		

