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Issue No 479

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Roatan is the most attractive tourist spot in Honduras

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(L-R) His Excellency the Governor Mr. Martyn Roper, Centurion Mr. Wesley Howell and former CMEA President Jean-Eric Smith

New exhibition celebrates artistic journey

By Lindsey Turnbull

Gordon Solomon is a popular figure within Cayman's art fraternity, a consistent and award-winning artist who has carved a niche for himself

painting large scale pieces that reflect life in the Caribbean cleverly created using his favoured 'spots of light' medium.

... Continued story on page A4



Artist Gordon Solomon

CCMI to Launch Healthy Reefs Campaign



In this age of climate change and other threats to its healthy existence, Cayman's fragile ecosystem needs protecting like never before, so the Central Caribbean Marine Institute has launched an information campaign to explain the importance of keeping our reefs pristine. Beginning last year and continuing on into 2020, the CCMI's 'We need Healthy Reefs' campaign is ramping up, starting with their first lecture of this year which will be one of three held in Grand Cayman.

The first lecture will be presented by Dr Anya Brown, collaborative scientist

... Continued story on page A5

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EDITORIAL

The Potential Divide: Caymanian vs. Non-Caymanian

The Cayman Islands is a melting pot of cultures. This situation is common around the globe as many foreign nationals leave their homeland for better employment opportunities or to find a life partner. The Cayman Islands is no exception and in the past 30 years many non-Caymanians travelled to these shores for a better wage and also to avoid paying income taxes in their countries.

These migrants were welcomed as they were able to fill the workforce gaps that existed for a nation with a developing financial industry.

Today, the chickens have come home as they say, as many Caymanians are finding it difficult to secure jobs that are filled by non-Caymanians. The daily complaints and concerns aired in the media is evidence to this potential divide as some Caymanian employees

experience resistance in the workplace.

There has to be a balance and we wish for that day we can all get along. Non-Caymanians form an essential component in our economic model, but on the other hand, Caymanians should not be sidelined. This media source will always publish articles that seek to unite all residents in an attempt to avoid the disastrous division that may result if the current employment situation is not resolved.

Everyone wants a piece of the pie. It is better to share your piece than to build walls to prevent others from taking what they need to survive.

It is time to eliminate the potential divide and work together for the good of all.



COMMUNITY NOTICES

Overseas Scholarship Application Deadline Approaching

The Ministry of Education, Youth, Sports, Agriculture and Lands (MEYSAL) invites all eligible Caymanians to submit applications for Overseas Scholarships for the 2020/2021 academic year before the application deadline on Friday, 31 January 2020.

"These scholarships provide an excellent opportunity for Caymanian students to pursue further education and gain recognised qualifications in their career of choice; therefore making them more prepared and competitive for the world of work," comments Manager of the Scholarship Secretariat Dr. Shari Smith. "For 2019, we have issued a total of 193 new overseas scholarships to successful applicants. 140 of these scholarships were awarded to applicants pursuing their bachelor's degree, and 53 students were awarded to those pursuing post-graduate degrees."



The overseas scholarship for undergraduate degree awards a maximum of CI \$20,000.00 per annum for up to four years per successful applicant, whereas the post-graduate award is up to \$25,000 per annum. Interested applicants are asked to apply and find more details about the application process online by visiting www.education.gov.ky/scholarships.

The period of application opened on 15 November 2019.

DEH set to collect Christmas trees for Mulch

The Department of Environmental Health (DEH) wishes to advise the public that bins have now been placed for the public to drop off Christmas trees.

Locations include:

- Spotts Dock
- The Cricket Grounds, George Town
- The George Town Landfill 24 hour drop off site

The trees will be collected and mulched in the landfill. The mulch will then be taken to the Cricket Grounds next to the Farmer's Market in George

Town for public collection on Saturday 25 January, 2020 starting at 8am.

For more information DEH can be reached at 949-6696 or by email at dehcustomerservice@gov.ky



Widespread Outage on Grand Cayman – Sunday, January 12th 2020

On Sunday, January 12th over 25 thousand customers from areas in West Bay, George Town, South Sound, Prospect, Savannah, Bodden Town, North Side and East End experienced interruptions to their electricity service for various lengths of time during the period of 4:50 p.m. to 7:26 p.m. Customer outage periods varied from 7 minutes to 2 hours and 36 minutes.

This interruption to service was caused by faults in the control systems of three major generating units at the North Sound Plant. CUC's line crews worked diligently throughout the afternoon and into the evening to safely restore power to customers.

Interim measures and system upgrades are in progress to reduce the likelihood of similar outages reoccurring. Large outages such as these are rare. However, from time to time they can occur on a small island power system.

The company continues to install and maintain modern and efficient generating systems to ensure CUC's

customers experience the highest level of reliability in the region and has a Reliability 2.0 programme which is aimed at reaching North American levels of reliability.

Four major reliability projects currently on schedule for completion by year-end include increased black start generating capacity and a major upgrade of the control centre at the North Sound Road plant, a new distribution substation on the West Bay Road and a new replacement distribution substation in the Prospect Area, all of which are intended to provide additional capacity and reliability to our customers.

CUC apologizes for the inconvenience this outage caused.



DOTS Thrift Store

Waltons Centre
Eastern Avenue
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Is having a Christmas Sale going on now. Just come in and you will find lots of things – clothes, shoes, kids' toys and lots more.

You can also full a bag for just \$10.00

Expressions of Interest invited

Lease of **Country Western Bar and Restaurant**

Caymanian Interest sought for lease of local Bar and Restaurant currently in operation with available parking.

Expressions of interest in this business are invited from Cayman Residents on or before January 31, 2020. Interested parties should provide evidence of financial ability to participate in a business of this nature supported by a letter from a financial institution within the Cayman Islands.

Alcohol sales and Music & Dancing licenses are included in the lease.

Interested parties should call 916 0932 or email countrywesternbar@gmail.com

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Centenarian Proves Music is a Fountain of Youth

Centenarian and Musical Icon Awardee, Mr. Wesley Howell is officially the oldest man in the Cayman Islands at 105 years of age.

The Musician and shoemaker celebrated the special occasion playing his beloved saxophone over the weekend at the Constitution Hall in George Town, along with dignitaries, friends and family.

Initially, Mr. Howell came to the Cayman Islands for a 'gig' in the 1950's, after a band leader heard about his talents on the saxophone and sent for him to come to Cayman from Jamaica for a bit.

As the saying goes, 'the rest is history' and what started out only as a 6 months stint on the Island, turned into a life time of song and service.

Today, Mr Howell is one of Cayman's Musical Icons; formally being honored in 2018 by the Cayman Music and Entertainment Association (CMEA), alongside other notable stalwarts in the sonic tapestry of the Cayman Islands such as - Aunt Julia Hydes, Radley Gourzong, Dr. Melano McCoy, Dalmane Ebanks Ducksy Ebanks; Bunny Myles; Edward Solomon, Lammie Seymour; Edmond Scott, Melvin Augustine; Charles 'Greggie G' Gregory and Jonathan Ebanks.

Although his saxophone was never out of reach, Mr. Howell was also known for, designing and making custom shoes and slippers, as well as boots for police officers and leather straps for the schools over the years.

An entirely self taught musician, his first instrument was actually a bamboo flute, which he fashioned himself, before moving onto the clarinet and eventually the sax, where he said he found his calling.

He noted that finding the instrument was a divine plan and explained how the



► Mr. Wesley Howell and H.E. the Governor, Mr. Martyn Roper share a drink to mark his 105th Birthday

path was serendipitously paved before him to play it: "After I bought it, I found that I knew how to play it. I have the feelings that it's God's power, God give me a gift of music and I live off that," he said.

From his time with working with early Caymanian bands like the Tornados,

playing with Caymanian legends such as Eldon Rankine, as well as other stars of yesteryear and recording albums in the Cayman Islands, Mr. Howell's impact has certainly struck a chord with the entire community who celebrated his birthday with him each year.

His Excellency the Governor, Mr. Martyn Roper was also in attendance at Saturday's celebration and spoke about his admiration for the grace, fortitude, resilience and commitment Mr. Howell has displayed throughout his life.

"Many congratulations to Wellesley Howell, shoemaker and saxophonist and also Cayman's oldest man at 105! Delighted to meet him and family last

night (Saturday 11th, January) at a birthday celebration at Constitution Hall in George Town. He even played the saxophone brilliantly for guests. What an inspiration for all of us," he said.

President of the CMEA Jean-Eric Smith echoed the sentiments of Mr. Roper and lauded the contribution Mr. Howell had made professionally, as well as personally; praising him for his roles as a musician and family-man.

"Mr. Howell has set a great example in every aspect and if we should have the privilege of seeing the years that he has, it would be a magnificent blessing to do so with the grace and dignity he has shown," he remarked.



► The Saxophone is never far away and 105-years-old, Mr. Howell still plays a fine tune



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New exhibition celebrates artistic journey

... Continued story from page A1

Last Saturday, Gordon held an opening of his latest works, entitled, '2020: We made it', at his studio where he works and also exhibits, on Cayman Brac.

Never afraid to shy away from large scale paintings, Gordon has produced a show exhibiting seven recent paintings and four past works, the smallest of which is around 30" by 40", going all the way up to 50" by 100", a comprehensive survey, Gordon explained, of his work since 2006.

"I started experimenting using spots of light back in 1999 and I feel over the years, although it's a cliché, my work has got better and matured like a fine wine," he said. "When I started out, I was just at the earning stage. Moving to the Brac in 2016 and into my own studio has allowed me to branch out creatively."

Viewers to the exhibit (which will run for an entire year) can enjoy such work as Gordon's 'Crown Prince' painting from 2006 (exhibited in the Native Sons' 'Five' exhibition in 2006) as well as 2020's 'Pelican inlet'. Gordon said the artwork features abstracts and landscapes, under the theme of Caribbean art and in particular "gravitate around the heritage and early development of the Cayman Islands", he explained.

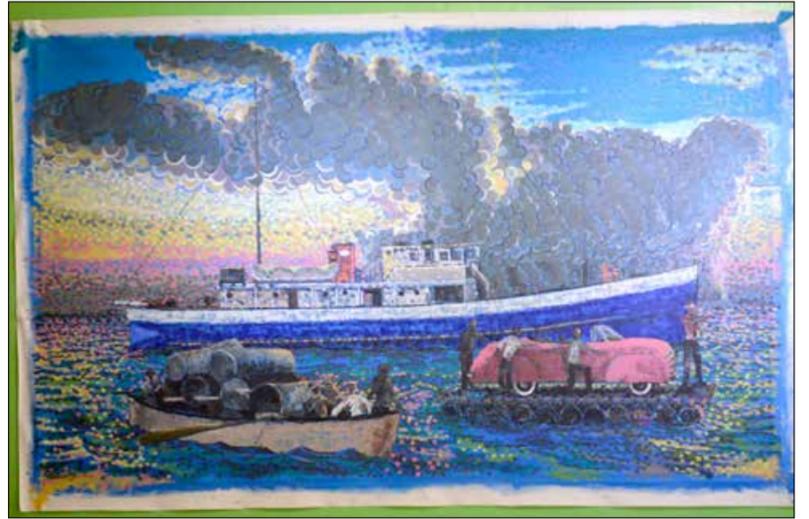
Branching out

Gordon and his wife Alta have been busy since the move from Grand Cay-

man and now produce music and videos at their studio, much of the music being based on Alta's poetry. The studio is a 500 square foot space that Gordon uses for exhibiting and teaching painting, and is also equipped with a small area at the back for creating new works. They also use the space for music practice and share the area with writers and poets one Saturday of every other month, encouraging the community to come together to share self-expression.

Alta and Gordon are currently working on recording, 'Good Enough to Eat', which is an ensemble of poetic musical arrangements featuring Alta's poetry and Gordon's original musical arrangements, which will be available as singles throughout 2020, with the completed project anticipated in December. The couple released 'Age of Innocence' in February 2019, their fourth original music album, featuring their children with songs about youth and recorded in a Christian rock genre.

Since moving to the Brac, Gordon has not only been busy creating new works of art, music and videos, he's also launched online stores to help promote his artwork. www.zazzle.com/artvibes features various t-shirts with his original designs, while <https://shopvida.com/collections/gordon> also has Gordon's wearable art for sale, including his active wear collection, which was first launched in 2017 with art from a series of artwork titled 'Cleansing Carnival'.



Healthy reefs info campaign launches

... Continued story from page A1

from the University of Florida, entitled 'Coral Health: from microbes to branches' and will be held on Tuesday, 21st January 2020 at the National Gallery of the Cayman Islands in the Dart Auditorium. The University of Florida and CCMi have had a long relationship, having developed projects together on the invasive lionfish and coral restoration since 2009. Dr Brown is part of the collaborative UF/CCMI team investigating the various aspects of coral reproduction and resiliency, including out-planting survival techniques, spawning and resiliency to disease and bleaching.

Dr Brown recently received her PhD from the Odum School of Ecology at the University of Georgia and she studied marine biology at Brown University. As well as to the Cayman Islands, her research has taken her to Massachusetts, Maine, Georgia, California and French Polynesia.

In a statement, the CCMi explained more about the presentation: "Healthy corals are critical for sustaining reefs. Corals are in a tightly coupled relationship between bacteria (like in your gut!), microscopic algae, and the coral animal itself. This seminar will focus on trade-offs between types of coral growth, a coral disease outbreak, and what clues the microbes on corals tell us about their health," they explained.

Located on Little Cayman, the CCMi works to protect healthy coral reefs and vibrant oceans for the future, and it will continue this work in 2020. Their 'We Need Healthy Reefs' campaign, which started in 2019 as 'We Love Healthy Reefs', has a new message in 2020: 'We Need Healthy Reefs'. This year the



CCMI's message will focus more on why healthy coral reefs are critical to the well-being of the oceans and the Cayman Islands.

The CCMi gave some more background to these latest efforts to inform: "This effort complements the growth of CCMi's research programme through our Vision 2025 efforts, where we increase our efforts to unlock the secrets of coral resiliency and solidify the state of our reefs

as being among the healthiest in the Caribbean – and among the healthiest in the world," they explained. "CCMI will continue important reef health assessments and coral monitoring field work while also providing valuable education and outreach experiences to engage the community and inspire action for Cayman's coral reefs. Members of the public are encouraged to participate in events and activities, many of which are free, in

order to enhance their knowledge about coral reefs and their importance as a marine ecosystem.

The Reef Lecture will begin at 5:45 pm, and it will conclude at 7pm. This event is free and open to the public. Registration is requested at: <http://donate.reefresearch.org/coralhealth2020>.

For more information about CCMi, upcoming events, and how to help protect our reefs, visit www.reefresearch.org.

HSM Interns Gaining Valuable Work Experiences

The HSM Group once again offered a legal internship for the 2019/20 academic year in partnership with the Cayman Islands Further Education Centre (CIFEC).

Eleven interns have been recruited from the CIFEC Career Fair that was held in September 2019. The team at HSM has welcomed: Joshua Bent, Nahomy Bonilla-Zelaya, Derique Powery, Sheyla Scott, Rickhams Zuniga, Aaliyah Morris, Toshonna Kelly, Zara Hydes, Chrissy Stewart-Brown, Nyanza Henry and Amaya Jackson.

Since HSM is a full-service law firm, these students are able to gain experiences across a wide-range of practices including immigration, debt collection, intellectual property and even areas outside of law, such as finance.

Natasha Whitelocke coordinates the CIFEC Internship Programme on behalf of HSM and is also the Head IP Paralegal. Whitelocke along with HSM's Managing Partner, Huw Moses, carefully select and pair an intern with a lawyer or expert at HSM. These personnel will monitor the student's work and mentor their professionalism. As part of the CIFEC curriculum, the internship runs until April 2019 and each student attends work twice a week during school hours. When the programme ends, HSM offers a select amount of summer jobs that will provide some students a deeper look into the working world. HSM currently employs six CIFEC graduates fulltime.

"We remain committed and passionate about developing Cayman's next



► (L-R) Natasha Whitelocke (HSM IP Head Paralegal) and Huw Moses (HSM Managing Partner) seated in front of HSM Interns: Aaliyah Morris, Amaya Jackson, Nyanza Henry, Joshua Bent, Nahomy Bonilla-Zelaya, Sheyla Scott, Chrissy Stewart-Brown, Derique Powery and Toshonna Kelly. Missing from photo: Rickhams Zuniga and Zara Hydes

generation of professionals," shares HSM Managing Partner, Huw Moses OBE. "Whether they become lawyers or

not, our team will also teach them the basic skills needed to excel in any industry they choose."

HSM has worked with the CIFEC programme since the firm's inception in 2012.



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► Minister Rivers provided an overview of the Ministry's projects



► Over 400 financial services industry professionals attended the event (Photos credit: Ministry of Financial Services)

Ministry Provides Financial Services Industry with Outlook for 2020

The Ministry of Financial Services updated over 400 industry practitioners in the Cayman Islands on the latest developments within financial services on Friday, 10 January at the Ritz-Carlton, Grand Cayman.

The event is held quarterly and is an opportunity for industry to stay abreast of the various legislative changes and projects on which the Ministry is working.

Opening remarks were given by the Premier, the Hon Alden McLaughlin;

the Minister of Financial Services, the Hon Tara Rivers; and Chief Officer for the Ministry of Financial Services, Dr Dax Basdeo. The morning also included presentations and panel discussions with Ministry representatives including Michelle Bahadur (Director, Department for Financial Services Policy and Legislation), Duncan Nicol (Director, Department for International Tax Cooperation) and Heather Smith (Head of Securities and Investments, Cayman Islands Monetary Authority).

Among the topics covered were the new Private Funds Bill, the Economic Substance Bill and changes to the beneficial ownership regime.

Minister Rivers was grateful for the participation of industry practitioners, both at the event and for their continued engagement on relevant working groups and legislative consultations.

'It is through our constructive and cooperative working relationship, which has significantly strengthened

over the past two and a half years, and your commitment to doing what is in the best interests of the jurisdiction as a whole (which in turn, will have a direct positive impact on your respective companies and firms), that we can meet the challenges facing Cayman's financial services industry; and succeed in ensuring that the Cayman Islands remains as one of the best and highly sought after places to do business in the world', Minister Rivers said in her remarks. 🌐

POLICE NEWS



Traffic Diversion on Shamrock Road

CUC will be conducting road works on Shamrock Road, in the vicinity of the Chrissie Tomlinson roundabout, beginning on Thursday, 16 January. In order to facilitate these works, Shamrock Road, between Mahogany Drive and the Chrissy Thomlinson roundabout, will be closed to east-

bound traffic daily from 9:00AM to 2:00PM, beginning on Thursday, 16 January. The road works are expected to last for seven days, through Wednesday, 22 January.

Motorists are advised to exercise caution when travelling in this area during these times. 🌐

Man Charged in Relation to Assault Incident in West Bay

On Thursday, 9 January, officers responded to a report of an assault at a location in the Morgans Harbour area of West Bay. A woman had left work at another location when she was approached by a man known to her, who threatened her with a knife and forced her to leave in his vehicle. He then drove her to Morgans Harbour where she exited the vehicle and was assisted by a member of the public. A struggle

ensued, during which she was struck in the head and the man damaged the window of another vehicle at the location. The man then fled the location in his vehicle.

A man, age 21 of West Bay, has been arrested in relation to the incident and charged with Abduction, Assault ABH, Threats to Kill, Damage to Property and Carrying an Offensive Weapon. He appears in court today, 14 January. 🌐

Water-Related Death on North Church Street

Shortly after 3:30PM on Saturday, 11 January, the 9-1-1 Communications Centre received a report of a person in distress at a location on North Church Street, George Town. A man had been snorkeling when he encountered difficulties and was assisted back to shore. Emergency services attended the scene

and the man was transported to the Cayman Islands Hospital where he was later pronounced dead.

RCIPS have confirmed the identity of the man as 72-year-old Jack Joseph Pardo of North Carolina in the United States.

The RCIPS expresses condolences to the family of the deceased. 🌐

Daily Grind Café Lunch Specials

T: 945-1175, www.dailygrindcayman.com

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Monday

Baked Chicken with Plantains and Potato salad 8.00

Spicy Black Bean Soup (Vegan) 3.50

Egg Salad Croissantwich 6.00

Tuesday

Oxtail and Beans with Rice and Peas, Green salad 8.00

Chicken Dumpling soup 3.50

Cumin and Curry Spiced Chickpea Wrap (Vegetarian) 6.50

Wednesday

Shrimp Pasta Alfredo with Spiralised carrots on the side 8.00

Cream of Broccoli soup (Vegetarian) 3.50

Spicy Jerk Chicken Wrap/Sandwich 6.50

Thursday

Curried Chicken with white rice and coleslaw 8.00

Carrot Coconut Cream soup (Vegan) 3.50

Salmon Salad Wrap/Sandwich 6.50

Friday

No-Fry "Fried" Chicken wings with Celery sticks and Pasta salad 8.00

Brownie A La Mode (Brownie, Ice cream, Caramel sauce & Whip cream) 5.50

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The UCCI Learning Experience: Extracts from its Academic Standards Document

Academic standards are the benchmark of excellence and quality and the assurance to various stakeholders of the basis of accountability.

The local university, UCCI, correctly believes that student centredness is the linchpin, the connecting principle, the common core around which all activities, plans and ideas cohere. In this respect, one of the things it has done is explicitly state the standards to which it aspires.

These standards cover the gamut of student achievement and learning outcomes, institutional integrity, faculty, institutional planning and effectiveness and policies, procedures and practices as they affect the academic enterprise.

In this article, I share extracts of Part One of this document which relates to the UCCI learning experience.

Student Experience

'Every academic department, in tandem with the rest of the University, will aim to ensure that all students have an exceptional and distinctive experience while at the University College.

'The student experience encompasses many aspects of academic and intellectual development; social and emotional life; and the growth and refinement of cultural, political, sporting, and artistic interests.

'The experience of being a student at the University College, from applicant to alumni should prepare students for life beyond their studies and foster a positive lifelong relationship with us. We will accomplish this through collaboration among the admissions office, the academic enterprise, student life, financial services, the office of alumni relations and the office of the President.

Student Engagement

'UCCI faculty will aim to have students engaged intellectually, behaviourally, emotionally, physically, and socially. Department Chairs will incorporate this as part of faculty evaluation.

'Student engagement is defined as the degree of attention, curiosity, interest, optimism, and passion that students show when they are learning or being taught, which extends to the level of motivation they have to learn and progress in their education. This definition stands on the premise that learning improves when students are interested, inspired, inquisitive, and interested. The reverse naturally occurs when they are disengaged.

There are five forms of student engagement:

Intellectual engagement: Heightening interest by choosing topics of interest to students, widening presentation options, and varying presentation styles. The use of high-impact teaching methods is outlined later in this document, and their use will go a far way in enhancing intellectual engagement.

Behavioral engagement: Developing purposeful interactive methods with students, assigning tasks or roles, groups, routines encompass this form of engagement. Research done on brain-based learning has revealed evidence that novelty, variation, and physical activity can stimulate and improve learning. The UCCI faculty member will need to become more creative in facilitating learning that engage students in active learning methods.

Emotional engagement: This requires the use of a wide variety of strategies to promote positive emotions in students that will support the learning process, decrease negative behaviours, and keep students from dropping out. For example, the learning environments may be redesigned to make them more conducive to learning; professors should be more alert and monitor students' moods and adjust delivery and interaction or use counseling, peer mentoring or other intervention services as deemed necessary. Students would then likely feel more positive, optimistic, and excited about learning. Some examples may be facilitating open discussions on personal passions, future aspirations, and specific learning challenges and needed support.

Physical engagement: Addressing or providing support and information in the areas of finance, nutrition, sleep, and time management are aspects of physical engagement. The Student Life Department at UCCI is especially poised to contribute to this area.

Social engagement: Through social interactions, students may be paired or grouped to work collaboratively on projects, or teachers may create academic contests through which students engage in friendly competition. Teams can be given specific tasks to complete in the shortest amount of time. Academic and co-curricular activities, volunteerism, involvement in civic groups among other activities can promote social engagement.

Cultural engagement: Take deliberate steps to assist students from all cultural backgrounds to feel welcomed, oriented, accepted, safe, and valued. The aim is to reduce the feelings of confusion, alienation, disconnection, or

exclusion that some students may experience.

Student engagement is generally accepted as being connected to academic success, retention, learning, and student experience. It must be a guiding force at UCCI.

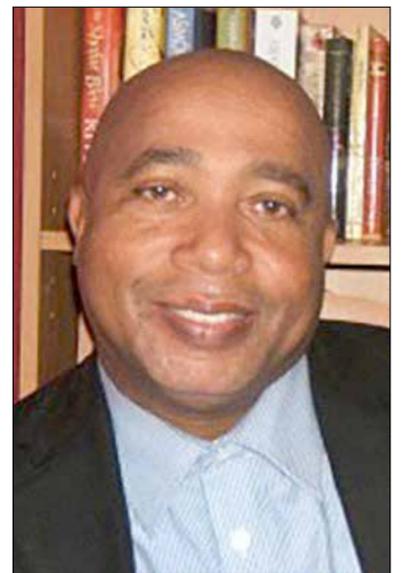
'Student engagement can take different forms. Students can be engaged in learning itself to include collaborative experiences, with research opportunities, peer mentoring, teaching as graduate assistants, study abroad, placements, at work sites, and volunteering.

'Opportunities can be provided for students to be engaged with the institution through participation in student representation, evaluation, and feedback activities. Students can also be given voice in programme development.

Workforce Readiness through Experiential Learning

'Each academic department at UCCI will ensure that students, regardless of the programme they are pursuing, gain appropriate workforce involvement and experiences. Where appropriate, competency-based assessments will be used to determine workforce readiness. Department Chairs will ensure that at least two forms of experiential learning are part of the programmes offered by the department.

'In the US, The National Association of Colleges and Employers identified the top skills employers are looking for from recent college graduates in 2018. In order: problem-solving skills, ability to work in a team, communication skills, leadership, strong work ethic, analytic/quantitative skills, verbal communication skills, initiative, detail-oriented, flexibility/adaptability, technical skills, interpersonal skills, computer skills, creativity, friendly/outgoing personality, tactfulness, entrepreneurial skills/risk-taker and fluency in a foreign language. The top-five are problem-solving skills, ability to work in teams, written communication, leadership, and a strong work ethic. These are similar to the top ten list of essential 21st Century Employability Skills unearthed by the New World of Work: adaptability, analysis/solution mindset, collaboration, communication, digital fluency, entrepreneurial mindset, empathy, resilience, self-awareness and social/diversity awareness. The New World of Work (NWoW) is a 21st-century employability skills curriculum being taught at over 50 community colleges in California. The curriculum provides instruction in



► Dr. Livingston Smith is a Professor at the University College of the Cayman Islands. He is also Director of the CXC Education Volunteer programme

10 key competencies, using work-relevant content.

'Whereas the classroom experiences are crucial in developing and honing these skills, ultimately, it is real-life experiences in workplace settings that will truly allow and prepare our students for employment.

'Experiential learning is defined as knowledge and skills acquired and developed outside the traditional collegiate setting by means of experiences including, but not limited to, study abroad programmes, internships, undergraduate research, service-learning, scholarly and creative activities for which the student has not received academic credit, as well as professional work experiences and professional development self-study programmes.

Student Advisement

'As experts in their fields, faculty members are expected to assist in the advisement of students. Advisement is here referred to in its widest sense inclusive of career, course progression and scheduling, course expectations, academic (relating to performance and solutions), retention and persistence, co-curricular activities and orientation. Student advisement is critical to students' matriculation and success at the University. Academic advisors must be knowledgeable of the curriculum, graduation requirements, and their respective field of study.'

We continue with further extracts in upcoming articles. 🌐

Growing Restaurant Revenues: Revenue Management Series. Part 2

In last week's Spotlight on Tourism column we began a 3-part series: Growing Restaurant Revenues: Revenue Management. In part one, we defined the concept of what restaurant revenue management is and in this week's column we will begin to unpack two of three restaurant revenue management strategies that will help to grow even the busiest restaurant's revenues: Managing the restaurant's capacity and controlling the table turnover.

Next week, in part 3 of this series, we will take a deeper dive into the third strategy: Engineering your menu for sales and profits.

Manage Restaurant Capacity

Managing your restaurant's capacity is crucial as it impacts your profits, sales, customer service, and the dining experience. If you're over capacity, you don't have enough seating to meet the demand, which means you must turn customers away. Overcapacity leads to: Deterioration of service as staff are overwhelmed, a tense atmosphere, unhappy customers because employees

are likely making more mistakes than usual, and overall reduced revenue and profits.

If you're under capacity, demand is low with a lot of available seating. Being under capacity has its own set of challenges as well: Fluctuating service quality from one server to the next, boredom among staff because they have nothing to do, a poor atmosphere which is a turn off for many guests, and overall profit erosion as there are not enough sales to cover costs.

The goal then is to achieve optimum capacity-where roughly 80% of your seats are occupied. With optimum capacity, everything is balanced. There's some open seating, but not too much, and staff have a decent amount of work to maintain the quality of service without feeling swamped. The result? You're able to maximize your revenue and profits.

But how do you properly manage capacity during high demand periods to boost sales, particularly as restaurants have limited space?

The answer: Maintain flexibility in your restaurant floor plan.

Firstly, have a mix of table types to accommodate different group sizes. Having two and four-seater tables is an excellent place to start because two and four-person groups are common. The goal is to avoid where couples enter your restaurant and sit at a four-seater table. Your restaurant loses two seats that some other paying customers can use.

Secondly, review your customers and analyze what size groups typically arrive at certain times of the day. Then, arrange your layout to accommodate different group sizes at different times.

Finally, use the right tools to help you confidently optimize your restaurant's floor plan. For example, there are table management software that enables you to design a restaurant floor plan and change these plans in response to peak periods.

Manage Table Turnover

Average order value varies among customers, but you can generally expect to make more revenue if you turn over more tables. So, your goal should be to maintain a suitable table turnover.



► Brooke Meyer is the managing partner of Caymera International

We say suitable because your servers shouldn't rush service while compromising on the quality of customer service. Instead, servers should maintain high service quality while remaining efficient.

Maintaining quality service is especially important in fine dining establishments. Customers pay a premium for quality food, which takes time to prepare and expect a highly personalized experience.

To improve the table turnover rate without compromising on service quality you could:

Use music, lighting, and color strategically. Studies have found that fast-paced music decreased meal duration. The downside was that average spending also suffered.

Provide subtle clues to inform guests the service is over. You don't want to rush guests. However, your



... Continued story on page A12

COMMUNITY EVENTS

Traveling Art Exhibit: Ward Scott Photography

17 January - The Brac Heritage Autumn Festival Cayman Air presents a Traveling Art Exhibit: Ward Scott Photography, continuing through January 31st. Email bracautumnfestival@gmail.com for more information.

Junior Squash Program

17 January - Get your kids moving for the year by registering them for Junior squash at the South Sound Squash Club. Registration is now open and the program continues until 4 April. Classes are on Saturdays at 7pm. Go to caymanactiv.com for more information.

Free HIV Screenings

21 January - Free, confidential HIV screenings sponsored by the Public Health Department are available this Tuesday and every Tuesday at the Cayman Islands Red Cross on Huldah Avenue, George Town from 10am to 2pm. Call 949-6785 for more information.

Community Chess

21 January - Thinking about learning to play chess or upping your game? Then, join the Cayman Chess Club at the West Indies Wine Company, Camana Bay on Tuesdays from 5 - 8pm for a complimentary chess class and open challenges weekly. Anyone can learn, play and enjoy chess; even complete beginners. Call 640 - 4000 for more information.

Cayman Cookout

16 - 19 January - Cayman Cookout is hosted by chef Eric Ripert in partnership with Cayman Islands Department of Tourism and brings together talented chefs, wine and spirit experts, and culinary in-

fluencers. It is in one of the most prestigious celebrations of food and wine in the world. Guests at this exclusive, interactive festival enjoy dynamic cooking demonstrations, exclusive tastings and dining events, exciting local tours and unique epicurean experiences. For more information, visit www.caymancookout.com.

Faith Hospital Diabetes Health Fair

18 January - There will be eye screening, dental screening along with Music, Food, Exhibits, Arts & Careers from 9:30am - 2:30pm on the Faith Hospital Grounds. Contact 244-7635 for more information.

BIG Little Beach Volleyball Tournament

18 January - The CI Volleyball Federation's BIG little tournament is back by popular demand! Youth players ages 10-18 are welcome to participate on Saturday, January 18th at 1pm at Public Beach. This one day tournament will be a king and queen of the court edition, so each youth player will have a chance to play one game with each adult player. The registration fee is \$10 per youth player. BIGS are adults 18 and over. For more information feel free to contact Cindy Joe at youth@civf.ky or visit <http://civf.ky/events/>.

Auditions for Red Sky at Night

18 & 19 January - Calling all performers! Come out and audition to appear on one of the many stages located throughout the event! Whether it is dancing, acting, storytelling, singing or whatever your performing talent, we hope you will come out and show us your skills! Auditions will be held at the Harquail Theatre on Saturday

18 & Sunday 19 January. Call 949 - 5477 for more information.

Employment & The Labour Law - Part 1: Understanding the Basics

21 January - The Chamber of Commerce is offering a comprehensive course at 107 Governors Square, West Bay from 9am to 1pm. This half day course will provide an in-depth overview of the major components of the Labour Law and will cover the employment contract, types of leave, hours of work, severance pay and termination. It will be conducted by Huw Moses and/or Hilary Brooks. The cost is \$250 for members and \$300 for future members. Call 949-8090 for more information.

National Gallery of the Cayman Islands - Curator's After Hours Tour

21 January - Join exhibition chief curator Natalie Urquhart and curator William Helfrecht for a discussion on Bendel Hydes' life and art, using select works from the temporary exhibition as a platform for discussion. This programme is free to attend and members of the public are welcome to sit in. Refreshments will be served. For additional details or to RSVP please email education@nationalgallery.org.ky or call (345) 945 8111.

Prospect Primary School Sports Day

23 January - All are invited to Prospect Primary School's Sports Day which will be held at the Truman Bodden Sports Complex on Thursday 23 January beginning at



► Botanic Park Family Fun Day

ing event to benefit the Cayman Islands is Sunday January 26th starting at Seven Mile Beach and Saturday 25th for the Little Cayman Stride. CI\$25 early bird registration until midnight on January 11th, after which the cost is CI\$30. No registration on the day of the event. Race packets (t-shirts) can be collected from the Cayman Islands Cancer Society offices from January 20th. Start time is 6:00am for the 13.1 mile half marathon timed race. It's a 6:30am start for the 6.5 mile quarter marathon walk / run. Check <https://www.cics.ky> for more information.

Botanic Park Family Fun Day

26 January - The Garden Club of Grand Cayman invites the public to its annual Family Fun Day held at the Queen Elizabeth II Botanic Park on Sunday 26th January 2020 from 10:00 am to 3:00 pm.

Heroes Day

27 January - National Heroes Day is a public holiday celebrated in the Cayman Islands on the fourth Monday in January. Awards are presented to persons who have made a significant impact to the Cayman Islands.

Hatitute: Tea by the Sea

1 February - The National Trust of the Cayman Islands is having its annual Hatitute event on Saturday 1 February at the Grand Old House from 2 - 4:30pm. Cost is CI\$75.00 for adult members, CI\$90.00 adult non-members, CI\$45.00 children members (ages 6-12) and CI\$50.00 children non-members (ages 6-12). To buy tickets, go to nationaltrust.org.ky.

approximately 9:00am. For more information, call the school at 947 - 8889.

5th. annual Burns Supper - A Jasmine Event

24 January - Jasmine invites you to their 5th annual Burns Supper on January 24th at 6:30pm at Grand Old House. Tickets are \$150 an include dinner, wine, whiskey and Scottish dancing. For more information, call 945.7447 or email info@jasmine.ky.

Traditional Craft Class: DIY Art Workshop with Kara Julian

January 25 - The National Trust will be hosting a Traditional Craft Class to be conducted by Kara Julian. This will take place at The Mission House, 63 Gun Square Road, Bodden Town from 10:00am to 12:30pm. The cost is CI\$35 per person. Contact 749-1121 or info@nationaltrust.org.ky for more information.

Stride Against Cancer

26 January - The Nationwide Stride Against Cancer, a fundrais-

Open for Motivation!



► Ernest Ebanks

If you're struggling to find motivation to get to exercise, allow these seven reasons to inspire you to get moving...

Exercise Because —Your Body Works

It may seem like an odd reason to work out, but the fact that you can work out ought to inspire you to do so. After all there are plenty of folks who have

been affected by disease or congenital conditions that make working out impossible. If you are able to exercise, do it! Every movement you make, be grateful and work to learn your body's limits. In essence when you do this you're giving your body a high five!

Exercise Because —Disease Can't Handle It

True, there are diseases that will attack you regardless of your fitness level. However, exercising regularly (starting today) is one of the best ways to build yourself up against all sorts of ailments and illnesses. From the common cold to heart disease, exercise helps you avoid health issues and live a healthier, longer life.

Exercise Because —You Family Loves You

Because you want to be around for years in the future, you need to exercise. As seen above, exercise is a great way to fend off all sorts of health issues, many of them life-threatening. So if you want to show love to you family members who love you, you'll need to work out regularly. Afraid your workouts will take away family time? Get up earlier or take your loved ones with you.

Exercise Because —You Beat Goals

Some people meet goals. When you commit to getting in the gym today, you set yourself up to beat goals. Because once you reach your new bench-press or weight-loss goal, you move on to the next. Do this in the gym enough and it will start to happen in the rest of your life. Deadline at work coming up soon? No problem. Wish you could read more books? Consider it done. Ready to quit smoking? You can do it. All because you worked out today.

Exercise Because —Life Will Be Easier

Ever struggled to get out of bed and get on with your day? Exercising today can help that. Wonder why you always feel stressed out? Once you get in the gym this afternoon you'll be able to shed the stress. Wish you had the sex drive that you seemingly lost a few years ago? Today's workout will get you on the right track there as well. See a heavy couch that needs lifting? After spending time in the gym today, that couch will be light as a feather tomorrow. In other words, exercise makes everything in life better, easier, and more bearable!

Exercise Because —Your Body Will Surprise You

When you started on your exercise journey, you wanted to change your body. But somewhere along the way you forgot about that swimsuit-ready body you desired so much early on. Well, guess what? It can still be yours! All you've got to do is get in the gym today and get back on the road to it. In six months, you'll be amazed at how much better your body looks and how much more you enjoy being you.

Exercise Because —Your Friends Will Join You

It can be hard to keep working out in the gym every day if your loved ones aren't into it. However, if you stick with it and trust your trainer, your loved ones may eventually want to join you in your exercise. Once they realize you're seeing positive results, they won't want to miss out. So by going to the gym today, you're helping others be healthy!

Call Ernest at 325-8696 or email me today at bodyshaperscayman@gmail.com today to get started on my very best exercise program - together we will get you to your goals once and for all! Don't wait - act now! 📍

JAPANESE POWERHOUSE

It's an ancient Japanese superfood. I am talking about NATTIOKINASE. It is an enzyme extracted from a popular Japanese food called Natto. This contains powerful cardiovascular benefits and has been linked to a reduction of death due to heart problems. For hundreds of years Natto has been used as a folk remedy for diseases of the heart and circulatory system. Natto is boiled soybeans that have been fermented with a bacterium called *Bacillus natto*.

Dr. Kevin Wang, professor of molecular biology at Northeastern State University says, "It has the ability to get into the blood stream and can directly destroy blood clots, thin the blood and improves blood flow." Here are some benefits of supplementing with it:

PROBIOTICS - It contains billions of living *Bacillus natto* bacteria that play a role in gut health. It helps fight against *E. Coli* and salmonella.



INCREASE LIFE SPAN - Natto consumption is believed to be a major

contributor to longevity amongst Japanese. In fact, research shows that they

enjoy 5 years longer lives than Americans.

CREATES STRONGER BONES - Vitamin K2 is critical to healthy bones, but is not found in plants. Vitamin k2 helps deposit calcium to our bones. One study showed that women who ate more than 160 grams of natto per week showed reduced bone mass loss. Vitamin K2 has also been found to prevent bone fractures and maintain bone mineral density.

INCREASES HEART HEALTH - Natto breaks up clots and prevents them from forming. The unique enzymes that play this role are Nattokinase and pyrazine. Studies suggest that helps to remove calcium from the arteries. Eating Natto can greatly benefit those with high cholesterol and triglycerides.

There you are, and until next time this is Anthony. Remember, "**your health is your wealth, and your wealth is your health.**" 📍

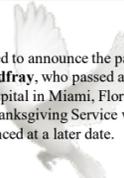
WEEKLY WEATHER FORECAST

Friday	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday
						
81° / 78°	81° / 78°	82° / 77°	81° / 77°	82° / 72°	81° / 75°	80° / 74°
Mostly sunny and windy	Sunshine; breezy, pleasant	Partly sunny and nice	Nice with clouds and sun	An afternoon shower or two	Mostly cloudy and less humid	Low clouds

OBITUARIES

Churchill's Funeral Home

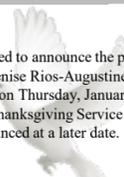
We have been asked to announce the passing of **Ms. Christine Godfray**, who passed away at the Baptist Hospital in Miami, Florida. Details of a Thanksgiving Service will be announced at a later date.




Condolences can be registered at churchillsfuneralhome.com

Churchill's Funeral Home

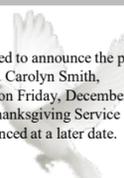
We have been asked to announce the passing of **Mrs. Denise Rios-Augustine**, who passed away on Thursday, December 19, 2020. Details of a Thanksgiving Service will be announced at a later date.




Condolences can be registered at churchillsfuneralhome.com

Churchill's Funeral Home

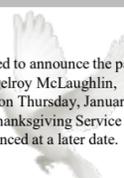
We have been asked to announce the passing of **Ms. Carolyn Smith**, who passed away on Friday, December 27, 2019. Details of a Thanksgiving Service will be announced at a later date.




Condolences can be registered at churchillsfuneralhome.com

Churchill's Funeral Home

We have been asked to announce the passing of **Mr. Delroy McLaughlin**, who passed away on Thursday, January 09, 2020. Details of a Thanksgiving Service will be announced at a later date.




Condolences can be registered at churchillsfuneralhome.com

The Family of the Late **Doris Florient Ebanks-Mejia** regret to announce her passing on Wednesday, 8 January 2020.

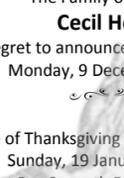


A funeral service will be held at Church of God Chapel, Walkers Road Saturday, January 18, 2020, at 2:00 p.m.

Interment will follow in Prospect Cemetery.

Bodden Funeral
"A source of comfort in a troubled time"

The Family of the Late **Cecil Henry** regret to announce his passing on Monday, 9 December 2019.



A Service of Thanksgiving will be at 3:00 p.m. on Sunday, 19 January, 2020 at the West Bay Seventh Day Adventist Church, viewing will be from 2:00 p.m. Prior to the service.

Interment will follow in Boatswain Bay Cemetery.

Bodden Funeral
"A source of comfort in a troubled time"

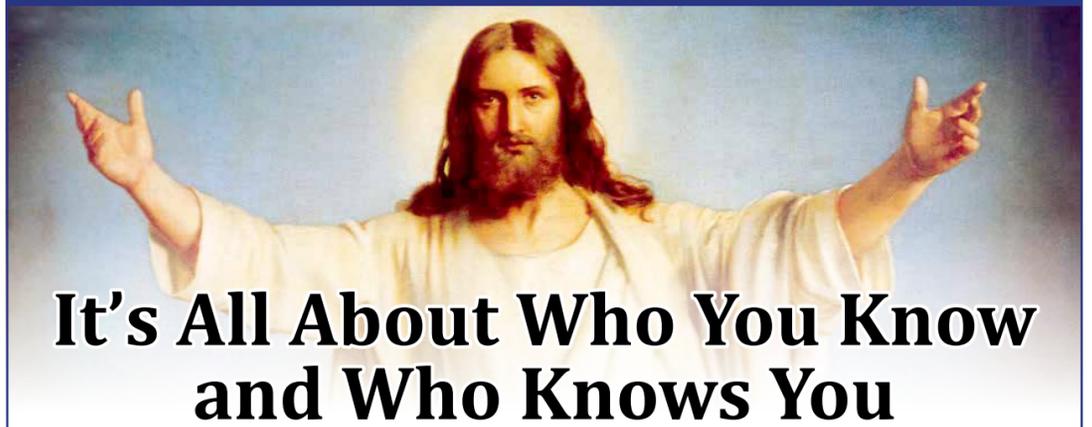
The Family of the Late **Jack Joseph Pardo** regret to announce his passing on Saturday, 11 January, 2020.



Mr. Pardo will be repatriated to the United States of America.

Bodden Funeral
"A source of comfort in a troubled time"

MOMENTS OF INSPIRATION



It's All About Who You Know and Who Knows You

By The Rev'd Christopher Pierce Rector
St Alban's Anglican Church,
George Town

Wouldn't you love to have a dollar for every time you've heard someone say, "It's not about what you know, it's about who you know"? Perhaps that is one of your favourite sayings...perhaps you'd have to pay yourself a lot of money if there was a dollar tax on each use of the phrase. Either way, we're all familiar with the idea. The truth of the matter is that there is a whole lot to that very commonly used line.

While writing this column an email popped into my inbox. When I glanced at it the subject line, it caused me to laugh; "It's not about what you know, it's who you know." Talk about timing!

Why does this matter? Because it is true...and truth is true no matter when and where you find it. That said there is another side to that coin. Even more importantly, it matters by whom we're known.

Think about it...you're looking for another automobile and you

don't have the cash to buy new but you do know a trusted friend who buys and sells reliable used vehicles that you can afford. What do you do? Do you sit on your hands and wish he'd phone or do you pick up the phone and call? Of course, you pick up that phone and your friend, who knows you, comes through. You get different and better transportation.

If such is demonstrably true in everyday living... what about in regard to everyday things spiritual?

In the 10th chapter of the Gospel of John, Jesus brings this spiritual aspect into clear focus.

"Truly, truly, I say to you, he who does not enter the sheepfold by the door but climbs in by another way, that man is a thief and a robber. But he who enters by the door is the shepherd of the sheep. To him the gatekeeper opens. The sheep hear his voice, and calls his own sheep by name and leads them out. When he has brought out all his own, he goes before them, and the sheep follow him, for they know his voice. A stranger they will not

follow, but they will flee from him, for they do not know the voice of strangers; and then later; "My sheep hear my voice, and I know them, and they follow me."

Spiritually speaking, whose voice are you listening to? Spiritually speaking, whom are you following? You're listening to someone's guidance, everyone does. You're following someone, everyone does...but is it the Good Shepherd?

Biblically speaking, there's only one we should listen to and follow. His name is Jesus. The majority of the people in these islands will claim to know Jesus but perhaps the question that needs to be considered is this; Does Jesus know you?

When you find yourself in a tight spot and you deign to pray, does he recognise your voice? When he sees you in trouble, does he see one of his own or someone from another's flock?

It does matter who you know but it matters more by whom you're known.

Does Jesus know you? 🌐

LOCAL RIDER WINS 2019 CHAMPIONSHIP IN INTERNATIONAL DRESSAGE COMPETITION

Juliette Forrester and her horse Monty were recently awarded the 2019 Rider Championship after competing in an International on-line dressage completion.

The Worldwide Dressage competition is run by 'Dressage Anywhere' a UK based company established in 2010 that now boasts members from 84 different countries around the globe.

A relatively new partnership - Forrester and Monty have only been competing together for a couple of years and train weekly at Cayman Riding School - located on Hirst Road in Savannah.

Several other riders from Cayman Riding School take part in the monthly competition with Tracey Rose winning the 2019 British Dressage Championship on her horse Dusty - British Dressage is the organization which oversees all affiliated dressage competitions and training in the United Kingdom.

During the 2019 season - The Cayman Riding team competed against other 32 teams from across the world in the Team Challenge with the Champions and Reserve Champions both from Qatar and tying on final points so narrowly pushing the CRS team into 3rd place.

"It's a great competition" said Tracey Rose (owner and riding instructor at CRS) "it gives our young riders the opportunity to compete against riders from all over the world without



► Juliette Forrester riding her horse Monty win the 2019 Rider Championship

the challenging logistics and huge expense that often comes when

competing on an international basis. We pride ourselves on not being elitist and have riding programs suitable for absolutely everyone regardless of background or ability - most of our riding school ponies have been rescued and rehabilitated - which we are especially proud of".

For more information regarding riding lessons for both adults and children - email Tracey Rose at CaymanRidingSchool@gmail.com or visit their Facebook page www.facebook.com/CaymanRidingSchool



► Tracey Rose riding Dusty win the 2019 British Dressage Championship

GLOBAL NEWS BRIEFS

Canada will welcome royal pair

Canada's Prime Minister Justin Trudeau agrees taxpayers in his country should pick up the huge bill for the couple's round-the-clock protection while they are there. Trudeau — still dealing with the fall-out from the downing of a Ukrainian aircraft by the Iranian military which killed 57 Canadians — has privately assured the Queen that Harry, Meghan and Archie's safety will not be jeopardised while they reside there.

But it is feared that the move to pay about half the estimated \$1.2 million annual bill could lead to a "furious" backlash in Canada and threatens to damage the status of the monarchy there.

A poll conducted in August 2017 found that 41 percent of Canadians wanted to abolish the monarchy following the death or abdication of the Queen, while 43 percent were in favour of maintaining ties.



► Canada prepares to foot royal bill

The Governor General, who represents the Queen in Canada, is protected by the Royal Canadian Mounted Police and as a prince of the realm of Canada, Harry and his family will be protected by the same team of guards, which will have to be expanded.

The Queen has agreed a "period of transition" in which the Duke and Duchess of Sussex will spend time in Canada and the UK. She said she was "entirely supportive" of their desire for a new role but "would have preferred" them to remain full-time working royals.

Taal volcano displaces thousands of Filipinos

Authorities in the Philippines have urged almost half a million people to leave their homes after the Taal volcano began erupting dramatically in the province of Batangas on Sunday.

Taal is situated on an island in a large lake around 70 kilometres south of Manila, the country's capital. Around 6,000 people live on the island and have been taken to evacuation centres, along with a further 10,000 people who live nearby.

Tremors and booming sounds were reported in the area on Jan. 12 as a large plume of ash rose from the volcano. Lava began flowing this morning, accompanied by thunder and lightning.

There have been no reports of injuries or damage, but ash from the volcano forced Manila's international airport to suspend flights.

Authorities requested the evacuation of everyone within 17 kilometres of the volcano, an area with 450,000 inhabitants.



► Taal volcano is the Philippines' most active

The Philippine Institute of Volcanology and Seismology warned that an explosive eruption is possible within hours or days, and that falling debris in the lake could cause a tsunami.

Taal is the country's second most active volcano and has had 30 recorded eruptions in the last 500 years.

Despite that, a couple nearby went ahead with their wedding Sunday despite the eruption spewing ash into the sky behind them.

Chino and Kat Vafior were tying the knot at a venue 10 miles from the Taal Volcano when wedding photographer Randolph Evan captured dramatic shots of the couple with the ash plume seemingly overhead.

Roatan gets another airline

The Honduras tourist hotspot of Roatan has got a new airline visiting. WestJet is celebrating carrying guests for the first time to the snorkelling and diving paradise following last week's inaugural flight from Toronto.

"With our new seasonal non-stop service guests can now enjoy a superior travel experience when flying to this Caribbean paradise," said Arved von zur Muelhen, WestJet Chief Commercial Officer. "These flights strengthen tourism ties and are a win for leisure travellers looking to explore Roatan's beautiful barrier reefs and white sand beaches."

With convenient access to 14 Caribbean destinations non-stop from

Toronto this winter, WestJet's new service to Roatan is operated on the airline's Boeing 737 aircraft featuring WestJet's Premium and Economy cabins.

"In the last five years, there has been a 60 percent increase in the number of Canadians travelling to Roatan," said Alexander Leon, Trade Commissioner, Canadian Embassy for Costa Rica, Honduras and Nicaragua. "Tourism is one of the sectors that most directly and positively affects the well-being of people of the local community. Congratulations to WestJet on opening this new flight from Toronto to Roatan that will bring great benefits to Hondurans and Canadians alike."



► Roatan is the most attractive tourist spot in Honduras

Cuba serves up its culinary delights

Cuba is not renowned for its culinary pleasures, yet it has just had a food festival and plans to attract foodies from all over the world.

Cuba's President, Miguel Díaz-Canel, and Prime Minister Manuel Marrero, attended the closing ceremony of the International Culinary Workshop Cuba Sabe 2020, held at the Iberostar Grand Packard Hotel in Havana.

The event ran from Jan 9-11 and was attended by more than 200 delegates from the United States, Mexico, Spain, United Kingdom and Italy. It promoted genuine Cuban cuisine.

The island's tourism minister, Juan Carlos García, announced the foundation of the Cuban Association of Sommeliers, to help safeguard the country's gastronomic values.

García noted that events of this type show that Cuba should be visited not only to enjoy its world-class beaches, but its gastronomic attractions, as well.



► Cuban cuisine is being promoted

The event offered an ideal opportunity for national and international chefs to share experiences and to promote the diversity of Cuban cuisine.

The conference, organized by the cultural tourism agency Paradiso, the Ministry of Tourism, the Cuban Culinary Federation and the Spanish hotel chain Iberostar, was also attended by national suppliers, to strengthen ties with chefs in the country.

Venezuela finds new ways for oil flows

Venezuela, its oil exports decimated by United States sanctions, is testing a new method of getting its crude to market by allocating cargoes to joint-venture partners including Chevron Corp, which in turn market the oil to customers in Asia and Africa.

This would not violate sanctions if sale proceeds are used for paying off a venture's debts. This approach could help Venezuela overcome obstacles to producing and exporting oil.

Venezuela's oil exports fell 32 percent last year as the US government blocked imports by American companies and transactions made in US dollars. PDVSA, the state-owned oil and gas company, was forced to use intermediaries for crude sales as Washington pressured Venezuela's Indian and Chinese customers to halt direct purchases.

The sanctions were designed to oust Venezuelan President Nicolas Maduro after most Western nations branded his 2018 re-election a sham.



► Venezuela is defying sanctions to sell its oil

By acting as an intermediary for PDVSA's oil sales, Russia's Rosneft in 2019 became the largest receiver of Venezuelan crude, using the sales to repay billions of dollars in loans granted to Venezuela in the past decade.

Washington has mostly allowed mechanisms to pay off debt with oil or to swap Venezuelan crude for imported fuel, but Venezuela's opposition is lobbying the US administration to punish intermediaries.

UK real estate recovers

The UK housing market will bounce back in 2020 now there's less uncertainty about Brexit.

Housebuilding firm Taylor Wimpey said the housing market remained stable last year, despite ongoing economic and political uncertainty.

In a trading update this week the company said that conditions were more challenging in London and the South East but demand for homes remained strong in the face of uncertainty caused by Brexit.

Simon Lyons, who is chief executive of property development and investment group Enstar Capital, agrees He is behind retail development plans for London's Olympia and Paddington Station areas. He said: "The biggest market mover is optimism, it changes everything."

"We now have stability and that counts a lot with foreign investors as they know they are not in for any surprises over the next decade.



► The UK's housing market is picking up after a decline

"On the residential front, people will start feeling able to make decisions about moving that they have been holding off for the last three years. 2019 started off very gloomy but now we have lots to look forward to."

He went on to say that retail business rates reduction measures in the Queen's Speech will encourage High Street revitalisation.

Lyons wants retail property rates scrapped completely and grants given to young entrepreneurs to open stores rather than go to university.

Mahomes is chief trouble shooter

The Kansas City Chiefs immediately became the favourites to reach Super Bowl 54 after staging a thrilling comeback from 24-0 down to beat the Houston Texans 51-31 and advance to the AFC Championship game.

Chiefs' Patrick Mahomes throwing for four touchdowns in the second quarter to overhaul the Texans' early lead was one of the most brilliant quarterback performances all season.

The Chiefs are, at the very least, an offensive juggernaut with the game's brightest young star at its most important position. Mahomes won't win MVP again this season, but he made it clear on Sunday that he is indeed the most outstanding player in this league.

Texans quarterback Deshaun Watson connected with Kenny Stills and Darren Fells, and Lonnie Johnson ran in a blocked punt as the visitors raced into a 21-point first-quarter lead.

But Damien Williams scored the first of his three touchdowns five minutes

into the second quarter to spark a Chiefs resurgence, with Mahomes finishing with five touchdown passes, 321 passing and 56 rushing yards.

The Texans made a brief comeback, but the Chiefs extended their lead, Blake Bell adding another touchdown, to leave them one game away from their first Super Bowl appearance since 1970.

"We didn't start the way we wanted to - we just had to keep fighting, just go one play at a time," Mahomes said. "We know the Titans are a tough team. We will have to play our best and find a way to win."

On tight end Travis Kelce, who finished the game with a hamstring injury after taking three touchdown passes, Mahomes said: "Travis was amazing, man he's a monster."

"The way he came through with an injury and was still making plays all day long - he's a special football player."

Kansas City now host the Tennessee Titans on Sunday. Meanwhile, the Green



► Patrick Mahomes was brilliant for Kansas City

Bay Packers reached the NFC Championship game with a 28-23 win over the Seattle Seahawks.

Green Bay visit the top-seeded San Francisco 49ers to decide who will progress from the National Football Conference after they beat the Minnesota Vikings on Saturday.

"Davante Adams had an unbelievable night," said Green Bay QB Aaron Rodgers, who threw two touchdown passes to Adams. "He carried us on offense. His route running ability was incredible. He was really crisp with his route-running, and it was one of those special nights."

So locked in was Adams that the 32-year reception in the fourth quarter almost wasn't, if not for him adjusting his route on the play - outside of what the playbook called for.

"He made a number of very heady plays, and that was one of them," Rodgers explained. "It wasn't exactly the check we were looking for. It was better than the check."

And that gave the former league MVP flashbacks of another top talent he previously had the pleasure of tossing passes to.

"It reminds me of the connection that Jordy [Nelson] and I had for so many years," Rodgers said. "Some unspoken things we can do without even communicating anything about it. Davante made three or four plays tonight. It was pretty fun."

That's a monumental compliment to Adams, considering just how destructive the combination of Rodgers and Nelson was in their nine seasons together - which produced 7,848 yards and 63 touchdowns. With Adams continually proving himself the No. 1 receiver in Green Bay, it's no wonder why Rodgers is beginning to feel that way about their connection.

The Titans beat the Baltimore Ravens in the other American Football Conference divisional game, for a place at the Super Bowl on Sunday, Feb. 2. 📺



► Davante Adams starred for the Packers

Kolisi gives back after World Cup glory

Following South Africa's incredible 2019 World Cup win, the world has moved fast for Siya Kolisi, the country's first black captain.

While his fellow Springboks have relaxed, Kolisi has travelled the globe during the off-season, signing with Jay-Z's management company Roc Nation Sports and making an appearance at Anfield to watch his favourite English Premier League club Liverpool.

Kolisi has not just been swanning around, enjoying the celebrity life though. His success has inspired a generation of black kids wanting to emulate him. For example, the field at Mbekweni Youth Centre near Cape Town might not feel very significant. But for Kolisi, it's the start of something. Maybe one of the rookie rugby players might become World Cup winners too.

Two months on from his side's World Cup victory, the 28-year-old loose forward believes his work off the pitch is becoming as important as on it.

It's the celebrations which followed the Springboks' win that Kolisi wants to hold on to. He said: "I've never seen anything like that in my lifetime. That's why we are doing lots of work to make sure it maintains and keeps on going."

"This is the momentum you've got to use. Hopefully we can do stuff right now that could mean change for decades."



► Siya Kolisi is a national hero in South Africa

Now back to reality with his clubs, the Stormers, Kolisi wants to make 2020 a memorable season for the Cape-based outfit.

"It is really awesome to be back," Kolisi said. "Obviously things just went straight up after the World Cup. It has been a lot. I have been travelling around the world, which was awesome, I won't lie. But it is really good to be back, to be playing rugby each and every day and back into my routine."

Kolisi is set to make his first Stormers outing of the year in the Super Hero Sunday fixture against the Sharks at the FNB Stadium. The Stormers will be mixing their squads between youngsters and Springboks as they face the Kings in Knysna on Friday. 📺

Bravo's T20 exodus is over

Veteran all-rounder Dwayne Bravo has, as expected, been recalled to the West Indies side for the three-match Twenty20 International series against Ireland which started on Wednesday.

The 36-year-old Trinidadian had played 66 T20Is but the last of those came three years ago in the troubled series against Pakistan in the United Arab Emirates, in the wake of the controversial sacking of head coach Phil Simmons.

Bravo called time on his career in October 2018 citing the need to "preserve my longevity as a professional cricketer" but made a sudden about-turn last May following the change in Cricket West Indies administration.

Chief selector Roger Harper said Bravo would be a boost to the side's bowling stocks, while also serving as a mentor for the younger players.

Bravo is a former one-day captain, having led the side for 19 months before being sacked in 2014 following his central role in a pay dispute with the board, which led to the controversial abandoned tour of India.

He remained part of the T20 set-up, however, and was part of the squad which captured West Indies' second T20 World title in India back in April 2016.

Overall in T20s, Bravo is the most successful bowler with 490 wickets from 450 matches and remains one of



► Dwayne Bravo is back in the West Indies fold

the most sought-after franchise players worldwide.

All-rounder Rovman Powell has also earned a recall to the Windies side following injury, last turning out for the Caribbean side nearly six months ago on India's tour of the Caribbean.

The 26-year-old Jamaican has been in excellent form since recovering from an injury sustained during last September's Caribbean Premier League, scoring over 400 runs at an average of 58 with two centuries for Jamaica Scorpions in the Super50 Cup last November.

SQUAD: Kieron Pollard (captain), Dwayne Bravo, Sheldon Cottrell, Shimron Hetmyer, Brandon King, Evin Lewis, Khary Pierre, Nicholas Pooran, Rovman Powell, Sherfane Rutherford, Lendl Simmons, Hayden Walsh Jr, Kesrick Williams. 📺

Leonard cherry picking games makes sense

Los Angeles Clippers forward Kawhi Leonard, who has missed 10 games this season because of injury management, said the knee setback that's plagued him is improving.

"I feel better," Leonard said after Friday's 109-100 win over the Golden State Warriors. "I'm able to jump without it grabbing too much. And hopefully I just keep going uphill from here."

Leonard compiled 36 points, nine rebounds and five assists in the win over Golden State, which was the Clippers' fourth in their last five. The Clippers have moved into a tie with the Denver Nuggets for the No. 2 seed in the West, even though Leonard and Paul George have missed significant time through injury.

The 28-year-old Californian is yet to play in a back-to-back this season, and

it's unclear if the Clippers have any plans to have him do so. The injury management follows a pattern that began last season with the Toronto Raptors, which allowed Leonard to peak during their run to the NBA championship.

"You know, he's been doing it a lot lately," Clippers coach Doc Rivers said who approves of his selective game time.

The Clippers have little reason to push Leonard to play in back-to-backs during the regular season. He's by far their best player, and even if he's healthy enough to play, it's clear he's uncomfortable in playing too often. Most of Leonard's falling out with the Spurs was related to how the team handled his quad injury.

So long as he is healthy and peaking come April, May and June, the Clippers are more than fine with the arrangement how it is. 📺



► Kawhi Leonard is being saved for the playoffs

CRUISE SHIP SCHEDULE — WEEK — JANUARY 19 - 25



Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
19	20	21	22	23	24	25
	Sky Princess	Rhapsody of the Seas	Carnival Freedom	Riviera	Celebrity Edge	Veendam
	Carnival Paradise	Riviera	Carnival Horizon	MSC Armonia		
	Seven Seas Explorer	MSC Seaside	Marella Discovery 2			
	Berlin	Disney Fantasy	Norwegian Gateway			
Total Passengers						
0	6,732	11,833	12,955	3,421	2,918	1,629

Growing Restaurant Revenues: Revenue Management Series. Part 2

... Continued story from page A7

servers can deliver the check promptly or even engage guests in a closing conversation. For example, waitstaff can say something like "So what are your plans now that your meals finished?" This question encourages the diner to think about what they're doing next and accept that the meal is over.

Hire skilled kitchen staff and train them. Trained kitchen staff who communicate and work well together will deliver food promptly.

Ensure waitstaff are well-trained.

The more efficient waitstaff are at their jobs, the smoother and faster the service will be. Staff need to clean tables quickly, attend to guests promptly, and maintain adequate service. They should also drop off the check before customers ask for it and work in tandem with another waiter if there's a large group to speed up service.

Strategies to cope with Campers. Regardless of what strategies you do implement to control table turnover, there will always be customers who outstay

their welcome. Consider campers who use your restaurant for the free Wi-Fi. They order very little and occupy a seat that another paying patron can use. To manage these campers: Create a dedicated area for campers so that they're not sitting on large tables, build long, communal tables, or provide limited Wi-Fi access.

To be continued in part three next week...

Caymera International is offering a course in Restaurant Revenue Management. In this course, we will guide you

through the restaurant revenue management process, providing real-world examples, strategies, and techniques that will help you apply these tools to your own restaurant. For more information, please contact info@caymeragroup.com.

Brooke Meyer is the managing partner of Caymera International, a Caymanian-owned hospitality and tourism consulting and advisory firm. Visit Caymera at www.caymeragroup.com or email info@caymeragroup.com for more information

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If you are a victim of domestic violence, contact us now and find out how we can help.



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949 0366
info@cicc.ky



CROSSWORD

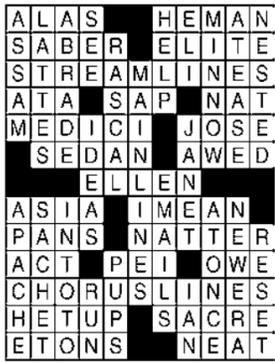
By THOMAS JOSEPH

ACROSS

- 1 Musical phrase
- 5 Horsey
- 11 Concerning
- 12 British landscape painter
- 13 Full range
- 14 Big schnoz
- 15 Lumber unit
- 16 Dyeing tubs
- 17 Bangor's state
- 19 Binary base
- 22 Pageant crown
- 24 Got up
- 26 Plot unit
- 27 Challenging
- 28 Sports summary
- 30 Lies low
- 31 Cabinet wood
- 32 Starts business
- 34 Flimflam
- 35 Bar bill
- 38 Fix
- 41 Singer Feliciano
- 42 Source of answers
- 43 Wee bit
- 44 Money worker
- 45 Moral flaw

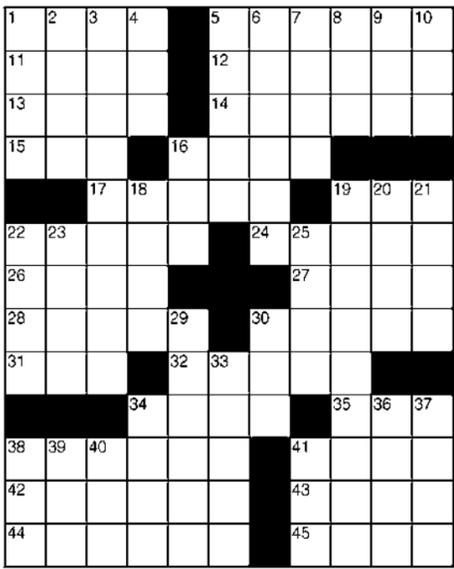
DOWN

- 1 Iran money
- 2 Wild about
- 3 Forced walk with arms
- 4 Turkish topper
- 5 Patriot Allen
- 6 Brokers' numbers
- 7 Coffee dispensers
- 8 Quill need
- 9 Maiden name
- 10 Mess up
- 11 Concerning
- 12 British landscape painter
- 13 Full range
- 14 Big schnoz
- 15 Lumber unit
- 16 Dyeing tubs
- 17 Bangor's state
- 19 Binary base
- 22 Pageant crown
- 24 Got up
- 26 Plot unit
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- 34 Flimflam
- 35 Bar bill
- 38 Fix
- 41 Singer Feliciano
- 42 Source of answers
- 43 Wee bit
- 44 Money worker
- 45 Moral flaw



Yesterday's answer

- 18 Region
- 19 Woodland growth
- 20 Had on
- 21 Betting info
- 22 Scarlett's home
- 23 Chilled desserts
- 25 Like dimes
- 29 Curly-coated dog
- 30 Spell writer
- 33 Check "the —!"
- 34 "What the —!"
- 36 Concerning
- 37 Trounce
- 38 Hold up
- 39 History segment
- 40 Chess piece
- 41 Triangular sail



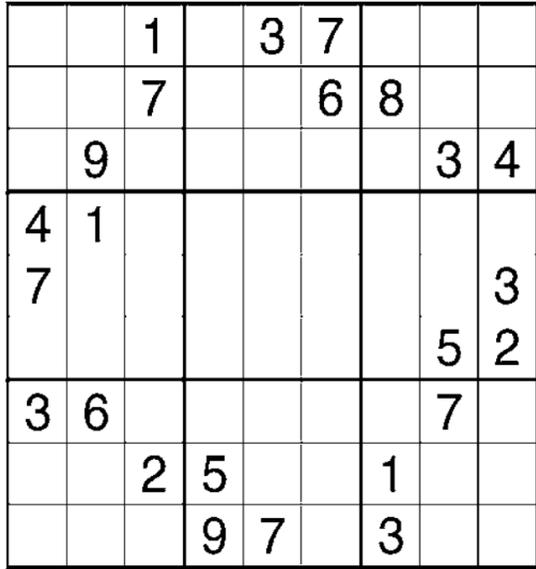
12-12

SUDOKU

Sudoku is a number-placing puzzle based on a 9x9 grid with several given numbers. The object is to place the numbers 1 to 9 in the empty squares so that each row, each column and each 3x3 box contains the same number only once. The difficulty level of the Conceptis Sudoku increases from Monday to Sunday.

Conceptis Sudoku

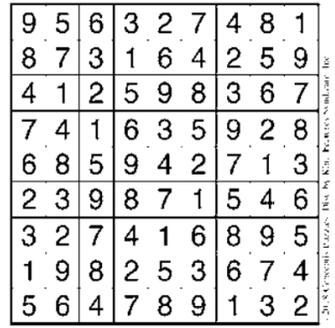
By Dave Green



Difficulty Level ★★★

10/25

Answer to previous puzzle



Difficulty Level ★★★

Word Search

- Basilisk
- Behemoth
- Bigfoot
- Centaur
- Cerberus
- Chimera
- Cockatrice
- Dragon
- Griffin
- Harpy
- Hydra
- Kelpie
- Kraken
- Leviathan
- Mermaid
- Minotaur
- Pegasus
- Phoenix
- Salamander
- Sasquatch
- Snark
- Sphinx
- Unicorn
- Wendigo
- Werewolf
- Wyvern
- Yeti



Find the listed words in the diagram. They run in all directions – forward, back, up, down and diagonally.



CURTIS

By Ray Billingsley



THE AMAZING SPIDER MAN

By Stan Lee



JUDGE PARKER

By Woody Wilson & Mike Manley



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