



EVERYONE COUNTS

SAMUEL JACKMAN PRESCOD POLYTECHNIC

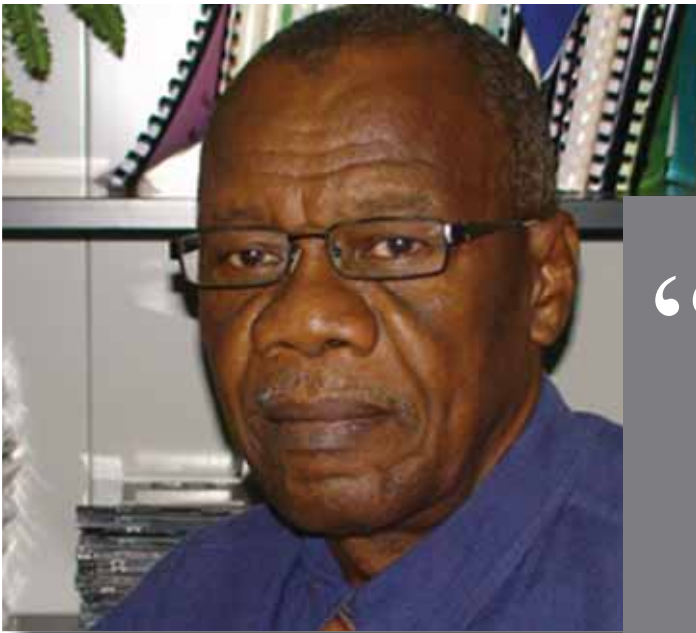
STRATEGIC PLAN 2010-2015



TABLE OF CONTENTS

CHAIRMAN'S ADDRESS	PAGE 3
PRINCIPAL'S ADDRESS	PAGE 4
OVERVIEW	PAGE 5
ORGANISATIONAL CHART	PAGE 6
INSTITUTIONAL VALUES	PAGE 7
ENVIRONMENTAL SCAN	PAGE 8
STRATEGIC GOAL 1	PAGE 9
STRATEGIC GOAL 2	PAGE 10
STRATEGIC GOAL 3	PAGE 11
STRATEGIC GOAL 4	PAGE 12
STRATEGIC GOAL 5	PAGE 13 - 15
STRATEGIC GOAL 6	PAGE 16
STRATEGIC GOAL 7	PAGE 17
STRATEGIC GOAL 8	PAGE 18
ACKNOWLEDGEMENTS	PAGE 19





CHAIRMAN'S ADDRESS

“The Board of Management is committed to ensuring that this plan responds not only to the present training needs of Barbados but also the future learning needs of this country.”

I welcome this opportunity to preface the new five-year strategic plan for the Samuel Jackman Prescod Polytechnic.

The aim of this plan is to underpin the institution's position as the Centre of Excellence in Technical and Vocational training in Barbados and the Eastern Caribbean.

The SJPP Strategic Plan: 2010-2015 has at its core a deeply ingrained philosophy of collective responsibility for the professionalisation of the work of the instructional and administrative staff. Additionally, support for the student body is emphasised so that they can continue to make a constructive contribution to the life of the institution.

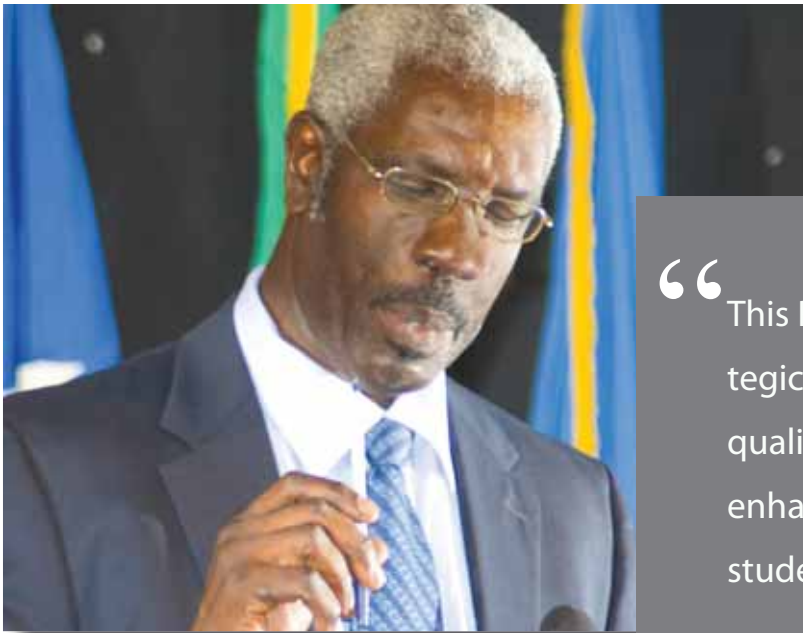
This strategic plan contains a philosophical approach which requires the instructional staff in particular to know their tasks; acquire the appropriate knowledge; employ the right teaching style; and then answer the question... how many?

Above all, I note that this plan empowers the instructional leadership to approach the technical and vocational training undertaken with a strong motive to achieve productivity and employability among our students in a friendly manner and yet with gravitas.

The plan is delivered succinctly and provides a road map for emerging a tertiary level training institution which will produce today's workers to enter today's work place. The Board of Management is committed to ensuring that this plan responds not only to the present training needs of Barbados but also the future learning needs of this country.

My colleagues and I on this Board of management stands committed to working with staff and students to ensure that this plan is implemented in the most efficient way possible. I look forward to a wonderful working partnership with all stakeholders

Desmond Browne,
Chairman of the Board of Management



PRINCIPAL'S ADDRESS

“This Plan reflects very carefully chosen strategic priorities focused on institutionalising quality operations, maximising learning, and enhancing communication technology and student services.”

Since its establishment in 1969, the Samuel Jackman Prescod Polytechnic has maintained a rich tradition of meeting the needs of its students and the business community.

It has provided industry-based technical education to assist local and regional artisans in transitioning to the world of work. After more than forty years of service, the SJPP is responding to a new generation of students demanding richer experiences and still regarding the institution as the pathway to a successful future.

Proud of its heritage and confident of its future, the SJPP is pleased to present its plan for the next five years, 2010-2015. In this year of the census, it is important to be reminded that everyone counts.

This SJPP Strategic Plan 2010-2015 provides direction and clear objectives which will serve the Polytechnic and its students well beyond the next five years. It is the product of strategic retreats and debates conducted by the Board of Management, senior managers, staff and students over the last year.

This Plan reflects very carefully chosen strategic priorities focused on institutionalising quality operations, maximising learning, and enhancing communication technology and student services.

It also signals a transition for the SJPP that moves the institution to higher and more diversified academic levels of certification while emphasising quality and commitment to mission.

No strategic plan is self-executing and the hard work of implementation lies ahead. I am confident that once our community can muster the same good will and imagination that has characterised us, the plan will become a living document that will open doors to a bright future for the SJPP.

We remain committed to ensuring that... everyone counts.

Anthony Headley,
Principal (AG.)



OVERVIEW

The need for SJPP to strengthen operational structures while developing and reforming policies and procedures has become more evident in the last decade as SJPP has been unable to meet the annual demand for admission.

This plan seeks to provide the framework for the SJPP to ensure that reforms proceed and that the institution is equipped to accomplish its broad mission and the expectations of the Ministry of Education and Human Resource Development.

With the emergence of the three year budgeting cycle, this plan will form the basis and rationale for the formation of the SJPP's cumulative budgeting programme for the next five years. The SJPP's mission, vision, values, goals and strategies fit carefully within the ambit of the stated boundaries of the parent Ministry, while reflecting the innovation and progressive history of the institution.

PHILOSOPHY

The SJPP is an open admission technical and vocational institution whose mission is to meet the needs of its students through the provision of rich and diversified curricula that emphasize career education and applied training. The institution fosters an atmosphere where individuals are stimulated to further their intellectual, social and personal development in order that they may become productive and effective citizens. To this end, the SJPP strives to provide its students with an applied theoretical base in communication arts, relevant sciences, technical, vocational and business education upon which they may build careers, pursue further educational goals, and contribute as citizens and workers to the social and economic life of their country. The Institution is committed to maintaining a flexible curriculum which can respond to social changes as well as developments in business, industry and other professions. It is also committed to providing an environment which recognises and emphasizes the responsibilities of the teacher and learner as joint participants in the educational process.

SJPP'S MISSION

The mission of the SJPP is to be the regional leader in the preparation of a highly trained workforce by providing qualified persons with quality competency-based technical and vocational training that responds to the future employment and lifelong needs of its students.

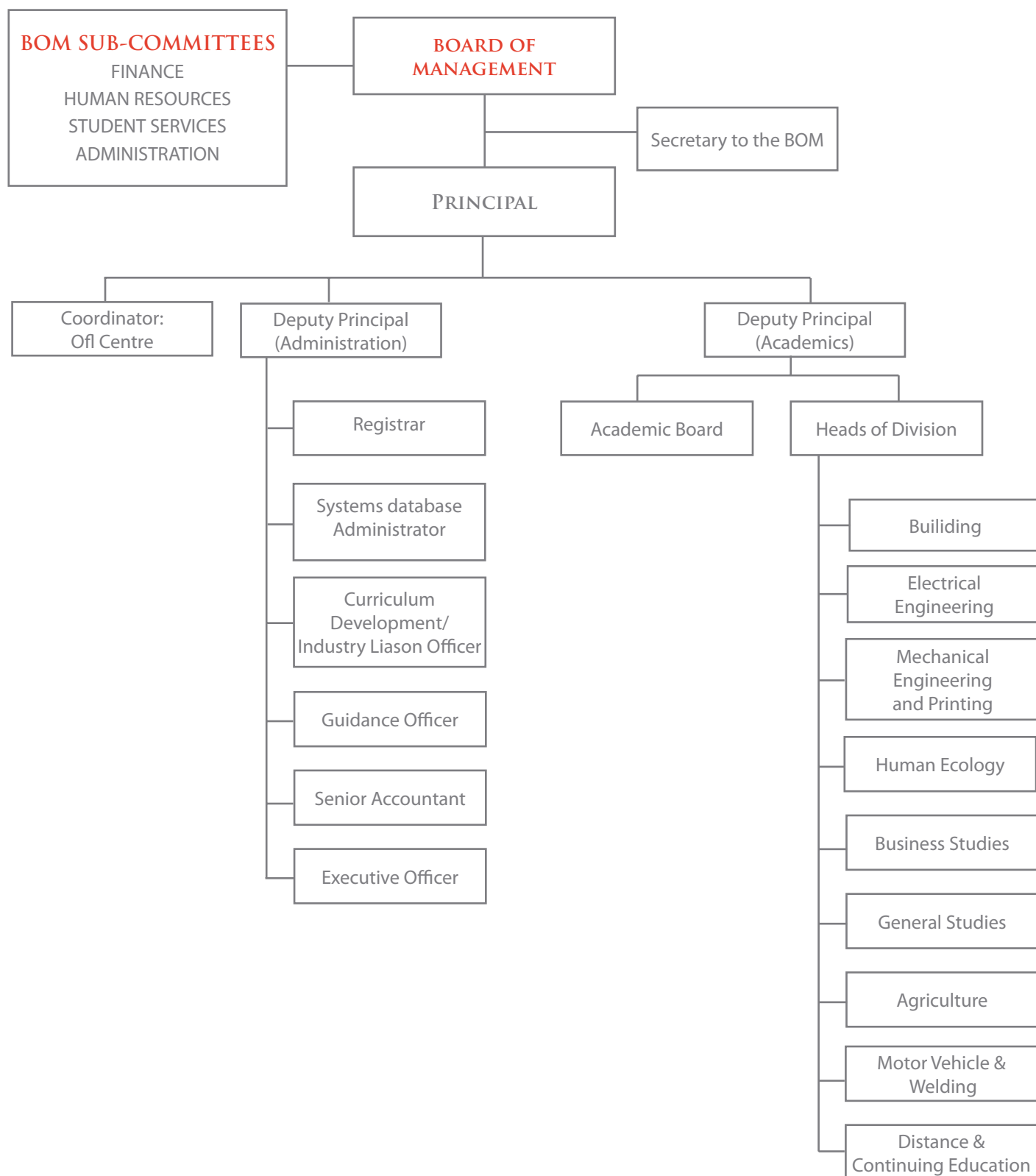
SJPP'S VISION

The Vision of the SJPP is to be the leading centre of excellence for technical and vocational training in the Caribbean Region by 2015.





ORGANISATIONAL CHART





INSTITUTIONAL VALUES

In pursuit of our mission, the SJPP is guided by the following values and expects all management and staff, as part of the SJPP family, to rise in support of each one:

Increasing public and private sector value:

As demonstrated by-

- Supporting the vision, mission, philosophy, values, and goals of the sjpp.
- Taking responsibility to accomplish agreed-upon and/or assigned work.
- Accepting accountability for performance or work results.
- Communicating to each student SJPP's commitment to student achievement.

Credibility, integrity, transparency and accountability

As demonstrated by-

- Modelling and promoting ethical behaviour.
- Protecting confidential information.
- Providing accurate and timely information.
- To understand the perspective of others.
- Conveying a sense of ownership by responsible use of SJPP's resources.

Professionalism

As demonstrated by-

- Acknowledging, accepting, and actively supporting your team and its members.
- Expressing opinions regarding problems/issues and offering solutions in a professional manner :
 - Aligning professional goals with team goals.
 - Sharing responsibility for the team's accomplishments and decisions.
 - Representing SJPP in a positive, professional manner.
 - Being flexible, innovative, and adaptive to change.
 - Exceeding job expectations.
 - Seeking continuous self-development.
 - Helping others in their professional development.
 - Fostering an environment of mutual respect.

Excellence and innovation

As demonstrated by-

- Respecting and utilizing the multiple perspectives of our diverse community.
- Demonstrating respect by listening to others with a willingness to understand their points of view.
- Demonstrating creativity in approaching problems critical to the success of the mission of the SJPP.
- Enhancing the quality and effectiveness of programmes and services through non-traditional methods.

SJPP'S STUDENT CHARTER

In keeping with its philosophy the Samuel Jackman Prescod Polytechnic provides a climate whereby students may:

- *broaden their interests, develop their capabilities and achieve realistic and worthwhile goals;*
- *develop creative disciplined thinking;*
- *develop the ability to communicate effectively;*
- *receive guidance in choosing a career and prepare themselves for the chosen vocation;*
- *develop trade skills and occupational competencies which will enable them to fulfil their roles as responsible citizens;*
- *satisfy the requirements of the labour market for skilled operatives, craftsmen and technicians;*
- *acquire an appreciation for the importance of distance & continuing education in a changing community;*
- *acquire an understanding of, and an appreciation for their rights and obligations as citizens in a democratic society;*
- *cultivate a healthy respect for themselves as responsible individuals along with a mutual respect for society, including conformity to law and order; and*
- *become conscious of the need for moral, intellectual and physical development.*



ENVIRONMENTAL SCAN

Innovative programmes must emerge in this country; providing students with not only the basic knowledge and theory but also the specific practical skills required in the marketplace.

These new initiatives reflect a shift to applied post-secondary education where programmes and institutions are learner focused, industry connected and are global in perspective.

SJPP must assist students in making the connections between academic theory, working life and economic development. In addition, it must be emphasised that there is a growing expectation of applied research and innovative approaches to undergraduate education that must be adopted. SJPP must remain relevant and every effort must be made to keep programmes current, well resourced and dynamic. The internationalisation of education is a leading trend that has had very little impact on our students. This should change and all programmes should, wherever possible, use technology to bridge the gap that is hindering such external exposure. Additionally, the educational environment is being impacted by global forces that see education as a business and strategic opportunity to generate revenue and in this regard the SJPP must remain competitive.

SJPP must distinguish itself by developing stronger differentiated learning and service models with pathways to promote individual student success within the next five years. This must be done with a view to being renowned, in both the public and private sector, as a preferred post-secondary destination among potential and current students, graduates and employers.

In recent years, there has been an upsurge of international academic institutions that have been marketing and offering tertiary level courses throughout the Caribbean. With the economic downturn worldwide, prospective students will be looking for the most economical courses of study, which are accredited locally and internationally, and that can add value to their careers.

As may have existed some years ago when there were a few tertiary institutions offering educational opportunities to a range of students, online education is becoming very popular and is not limited by time and space.

Technological advancements have provided many opportunities for educational institutions to extend their reach beyond their physical shores and SJPP must be no exception. The SJPP's Open and Flexible Learning Centre is a classic example of the future of education and learning. It is well placed to tap into wider markets across the globe and must be equipped and retooled to deliver on this advantage.

The management of the SJPP must develop the appropriate strategies to capitalise on the many opportunities available in the market as a means of offering creative educational products and generating new revenue streams and valuable income for the country.

This SJPP STRATEGIC PLAN must build on the following; increasing access, improving infrastructure, comprehensive rationalisation of the curriculum, improving quality processes and the modernisation of governance and legal structures. With the advent of the Higher Education Development Unit (HEDU), this strategic plan must exemplify how the SJPP will take full advantage of the central services provided by the Ministry of Education and Human Resource Development.





STRATEGIC GOAL 1

MAXIMISING LEARNING OPPORTUNITIES

Over the next five years, the SJPP will provide high-quality instructional courses and programmes that serve the intellectual and career needs of individuals and the needs of business and industry.

OBJECTIVES	SUCCESS INDICATORS
1. Expand and develop new programmes and offerings	• The overall programme offering at the SJPP will increase by 5%. • A complete curriculum review and rationalisation process will be constructed and this will be executed within a five year cycle (2010 -2015).
2. Achieve and maintain applicable programme accreditation	• All programmes will chart a course for and complete full accreditation by the end of 2015.
3. Maintain satisfactory classroom performance and higher graduation rates for all programmes	• All programmes must maintain at least a minimum of 75% graduation rate or be subjected to a programme review by a special ad hoc committee of the Board of Management (BOM). • Courses with a significant failure rate will be subject to a critical review. • SJPP will collaborate with Erdiston Teachers' Training College to ensure that classroom effectiveness interventions of a formative nature are institutionalised.
4. Establish new opportunities for articulation of courses and programmes with Barbados Community College and the University of the West Indies	• A committee to spearhead articulation agreements with Barbados Community College (BCC) and University of the West Indies (UWI) will be put in place within the first year of this strategic plan.
5. Implement reliable industry certifications	• City and Guilds certification will be replaced by NVQ and CVQ certifications and institutional certification; after the Barbados Accreditation Council (BAC) accreditation is completed. • A one-week specialised training programme for the Academic Board will be put in place within the first year of this strategic plan. • An accreditation steering committee will be put in place within the first year of this strategic plan.
6. Improve student performance on outcome measures	• HEDU will be asked to complete a review of the semester system which was implemented in 2003 and make any adjustment recommendations to the BOM. • A developmental course for persons weak in English and Mathematics will be rigorously implemented. • Criteria for course completion will be reviewed by the Academic Board and a report prepared for BOM.



STRATEGIC GOAL 2

ENHANCED TECHNOLOGY AND INFRASTRUCTURE

Over the next five years, the SJPP will provide advanced technology and infrastructure to support teaching, learning, and administrative functions.

OBJECTIVES	SUCCESS INDICATORS
1. Provide campus-wide access to high quality technologies and structures that enhance student learning and meet administrative needs	• Appoint a campus project manager to be the liaison for the HEDU implementation of the timetabling software project starting July 2010. • Evaluate the need for retooling of the workshops and labs to meet modern training needs.
2. Enhance technology to ensure sufficient network and wireless capacity, to streamline processes, and to improve services	• Provide brief workshops to each Division each year to inform staff of what ICT support structures are in place and those that are in train.
3. Continue to improve the SJPP's website and intranet to ensure that information is available and accessible to all constituencies, including prospective and current students, parents, alumni, faculty, staff, board members, business and industry, and the public	• Each division must establish and maintain a dynamic web presence before the end of 2010. • The SJPP will have a single dynamic web site before the end of 2010.
4. Provide and support appropriate adaptive technology for individuals with documented special needs	• Examine the use of technologies to keep males engaged in the curriculum. • An ad hoc committee will examine specialised use of technology to accommodate the disabled community in Barbados.
5. Construct new buildings, renovate existing facilities, and maintain buildings and grounds to meet current and future needs	• Institute a structured schedule for plant maintenance and facilities upgrade that would result in less costly breakdowns and un-projected expenditures. • Establish a more structured approach to procurement now that Smart stream is available for utilization.
6. Expand and maintain library services with available technology and staffing resources to support teaching, learning, and research	• Work with HEDU to expand the databases available to students. • BOM should seek to ensure that the library structures meet best practices. • Increase accessibility of the library to cover evening hours.
7. Implement a disaster recovery plan, especially to cover ICT growth across campus	• Have a recovery plan presented by the ICT team within the first year of this plan. • Complete an analysis of the electrical feed to the campus and execute any necessary upgrades. • Institute back-up electrical systems where necessary. • Institute an OHS plan for the SJPP with the appropriate training imbedded.





STRATEGIC GOAL 3

IMPROVE STUDENT SUPPORT SERVICES

Over the next five years, the SJPP will provide comprehensive services and resources to promote student success.

OBJECTIVES	SUCCESS INDICATORS
1. Maintain and promote a learning environment conducive to student success by providing the requisite resources and support staff	• Upgrade the student information management system. • Provide web based student information access. • Provide online application access and processing. • Negotiate to have an ATM machine placed in the campus vicinity • Apply to have a post box placed on campus. • Install a campus wide public address system. • Establish a phased health and wellness programme which would cover physical and psychological support services. • Administration will address Indiscipline and violence forcefully at all times. • Assess all instruction to ensure that delivery and support are “student friendly”.
2. Promote and facilitate successful transition to college or work by providing student-centred support services	• Hire a nurse immediately. • Review all student rules and regulations within the first year of this strategic plan to ensure that the regulations promote a student centred campus environment. • Conduct a facilities audit by a joint student/staff committee to ensure that the provision of necessary amenities are in place. • Promote health and safety regulations as part of a safety campaign within the first year of this plan.
3. Improve retention and graduation rates in all programmes of study by providing viable resources and comprehensive student support services	• All programmes must maintain a minimum of 75% graduation rate or be subjected to a programme review by a special committee of the BOM • SJPP will collaborate with ETTC to ensure that classroom effectiveness interventions of a formative nature are institutionalised. • The Academic Board will examine the full-time student workload with a view to ensuring that there is no over-scheduling and submit a report to the BOM.
4. Increase student involvement by expanding and promoting student activities	• The role of the student council advisor will be reviewed with a view to providing maximum support and resources to the office. • Visibly display SJPP trophies and other awards representing SJPP student successes.
5. Maintain or increase job placement rates by providing students and graduates with comprehensive job search assistance and follow-up	• Implement a well structured job placement service for both students and alumni immediately. • Implement a tracer study component to SJPP graduate communications.
6. Address the needs of special populations by providing assistance to remove barriers to educational success	• A developmental course for persons weak in English and Mathematics will be rigorously implemented.

STRATEGIC GOAL 4

ACHIEVING AND COMMUNICATING INSTITUTIONAL EFFECTIVENESS

The SJPP administration and BOM will work harder to promote the institution and its activities over the life of this strategic plan.



OBJECTIVES	SUCCESS INDICATORS
1. Improve communication efforts with staff	• A mechanism to access newly created policies will be developed • Administration will clarify and publish stated policies • Use of the web and email to respond to staff will be utilised more effectively • Administration will empower middle managers to make decisions at their level • Ensure that ancillary staff are consulted and informed on all matters
2. Improve communication efforts with students	• Student representatives will have access to senior administration in a systematic way • Use of the web and email to respond to students will be utilised more effectively • Publish a newsletter or e-magazine • Institute a year student planner • Improve support staff for evening students
3. Improve communication efforts with the public	• Provide timely information for the public relative to the SJPP's annual calendar • Provide timely information to the public relative to new initiatives and programmes • Provide timely information to all stakeholders relative to changes in institutional policy, activities and procedures that might impact the them



STRATEGIC GOAL 5

PROMOTING VISIONARY AND RESPONSIVE LEADERSHIP

The SJPP BOM will work with the senior managers in a supportive and consultative manner to ensure institutional objectives are met.

OBJECTIVES	SUCCESS INDICATORS
Improve the organisational culture and examine the efficiency of the current structure	• In general the BOM should review and make recommendation for a more modern organizational structure. This may be a better option with more authority and responsibility delegated across the line. • Add a human resource department to the organizational structure of the institution. • Strengthen the curriculum department. • Emphasize the role of the Deputy Principal for Academics as the Academic Quality Assurance Officer and ensure that quality assurance is a high priority for the officer's daily routine. • Institute a structured Marketing and Public Relations policy that covers all aspects of the visibility of the institution. • Resolve long standing acting appointments immediately. • Look for ways to improve student access to high demand programmes. • Complete a review and upgrade of security infrastructure. • Provide support for new programme development under the expectation for a 5 % annual increase. • Set a training and development plan in motion to improve staff morale. • Establish a more structured approach to procurement now that Smart-Stream is available for utilization.



STRATEGIC GOAL 5 ... CONTINUED

OBJECTIVES	SUCCESS INDICATORS
1. Improve the organisational culture and examine the efficiency of the current structure	• Set a plan in motion to ensure that SJPP's qualifications are part of the Government Qualifications Order and that general recognition is more widespread. • Institute a structured schedule for plant maintenance and facilities upgrade that would result in less costly breakdowns and un-projected expenditures. • Set in motion a full policy review and evaluation team to produce a comprehensive institutional policy and procedures manual. • Set up a SJPP Alumni Endowment Fund and use it to start an institutional advancement programme.
2. Review the operations of the OFL Centre	• Evaluate the existing contractual agreement with eCollege • Review the OFL centre with a view to retooling and maximising its potential. • Increase online offerings by 5 % each year.
3. Monitor outcome indicators to ensure that this strategic plan is implemented effectively	• The BOM must determine what baseline indicators are available to measure the expected outcomes before implementing goals and objectives. • Institute a monitoring team to ensure the implementation of the SJPP Strategic Plan 2010-2015.





STRATEGIC GOAL 5 ... CONTINUED



OBJECTIVES	SUCCESS INDICATORS
1. Develop a culture of documentation and reporting in a regular structure	• All HOD and Department Heads will follow a structure of reporting to senior management. • The Principal will provide a structure for reporting across the institution.
2. Build into the implementation of the Strategic Plan an annual review and revision timetable	



STRATEGIC GOAL 6

HUMAN RESOURCE DEVELOPMENT

Establish a culture of strong human resource management practices and create the mechanisms to maintain this culture.

OBJECTIVES	SUCCESS INDICATORS
Strengthen human resource practices across academic divisions and administrative departments	• Advocate for a post of Human Resource Manager for the SJPP and recruit a specialist to fill the post.
	• Conduct a comprehensive human resources audit to highlight the status of: 1. Job descriptions 2. Performance reviews 3. Organisational chart indicating reporting lines and departmental responsibilities 4. Recruitment and selection standards 5. Succession planning procedures 6. Training and development
	• Prepare an Employee Handbook to include: 1. Dress code 2. Protocols regarding all forms of absence and leave 3. Procedures for requesting training by all teaching and non-teaching department 4. Disciplinary procedures
	• Complete a Human Resource Development Plan which takes into account an analysis of the current staff development needs and addresses the needs of all departments.





STRATEGIC GOAL 7

EXPANDING DISTANCE TEACHING AND LEARNING

Over the next five years, the SJPP will expand its online and paper-based offerings to enhance full-time and part-time instruction and penetrate the regional and international market.



OBJECTIVES	SUCCESS INDICATORS
1. To become a fully dual mode institution	• Select SJPP courses to be converted to an online/blended modality at a minimum rate of 5% per year. • Institutional policies are revised to reflect the requirements of blended/online instruction.
2. To implement a structured professional development programme for Instructional and Support staff in Curriculum and distance learning and teaching	• Annual scheduled professional development opportunities for all staff in areas of curriculum and distance learning and teaching. • Provide training as needed to support blended/online delivery. • To become a professional learning community which encourages collaboration, innovation, research and critical thinking.
3. To incorporate the effective use of appropriate technology in the daily teaching and learning strategies in use at the institution	• Selected classrooms and workshops to be outfitted with appropriate technologies to support the use of multimedia in teaching and learning.



STRATEGIC GOAL 8

INSTITUTIONALISING QUALITY ASSURANCE

The SJPP will seek to institutionalise quality operations while becoming an accredited institution by 2015 and will institute the attending structures necessary to do so.

OBJECTIVES	SUCCESS INDICATORS
1. Improve programme and curriculum quality	• Set in motion a curriculum modernisation programme. • Complete a course assessment and clarify naming structures and coding structures and remove duplication.
2. Improve testing, assessment and evaluation policies and procedures	• Have Caribbean Examination Council complete a review of the assessment processes and procedures and make recommendations. • Institute examination and assessment procedures with moderation and quality indicator. • Improve the culture of quality assessment and accountability for student performance. • Provide training for staff in the development of test construction.
3. Ensure that the institution is delivering on its mandate and evolving a strong culture of accountability	• Implement a performance indicator inventory. • Conduct an annual student and staff satisfaction survey. • Set improvement expectations for staff and administration that would emerge from annual performance indicators. • Implement a system that the Board of Management can utilise to ensure that the administration is always demonstrating compliance with the Barbados Accreditation Council. • Conduct a Business & Industry Training Needs Survey to identify emerging needs for new and expanding programmes and to determine improvement needs for existing programmes and services.





ACKNOWLEDGEMENTS

The Board of Management would like to thank the students, and the teaching and administrative staff of SJPP for their valuable assistance in completing this strategic plan.

The preparation of this document involved the review of strategic plans from many colleges and universities. Some were reviewed to determine the current trends in technical education and others to provide benchmarks for the SJPP's plan.

These institutions included:

- Atlanta Technical College
- Augustana College
- Bluegrass Community & Technical College
- Dakota County Technical College
- Griffin Technical College
- Hamilton College
- Hory-Georgetown Technical College
- Humber College
- Kings University College @ The University of Western Ontario
- Mohawk College of Applied Arts and Technology
- Monroe Community College
- Oberlin College
- Southwest Georgia Technical College
- The Middlebury College
- University of Paisley
- University of the West Indies- Cave Hill
- Wesleyan University

The Board of Management wishes to thank:

- Dr. Edward Corbin and the staff from Workplace Solutions for completing the focus groups, facilitating the senior staff retreat, and providing a comprehensive report on all activities;
- The former Chairman of the SJPP Board of Management, Senator Harry Husbands, for providing leadership and insight at the inception of this process; and
- The Director and staff of the Higher Education Development Unit for compiling and structuring the SJPP Strategic Plan 2010-2015.



SAMUEL JACKMAN PRESCOD POLYTECHNIC

WILDEY, ST. MICHAEL
BARBADOS, BB

EMAIL: INFO@SJPP.EDU.BB
TELEPHONE: 246- 426-1920
FAX: 246- 426-0843