

**Founded 1897
by the
Franciscan Sisters
of Allegany**



St. Joseph's Teachers' College

STRATEGIC PLAN

2017 - 2022



Contents

List of Acronyms and Abbreviations	2
Principal's Message	3
1.0 Executive Summary	4
1.1 Introduction.....	4
1.2 Background / History	5
1.3 St. Joseph's Teachers' College's Vision, Mission, and Core Values	7
1.4 Key Attributes of the St. Joseph's Teachers' College Graduate	8
1.5 Key Attributes of the St. Joseph's Teachers' College Employee	10
1.6 Implementation Framework	11
1.7 Conclusion	11
2.0 Environmental Scan	13
2.1 SWOT Analysis	13
3.0 Strategic Priorities and Objectives (2017 – 2022)	14
3.1 Strategic Priorities.....	14
3.2 Rationalize and Diversify Programmes Offerings and Services	14
3.3 Strengthen the College's Quality Assurance System.....	15
3.4 Strengthen and Expand Research and IT Connectivity.....	15
3.5 Develop and Establish a Marketing Programme.....	16
3.6 Strategic Planning Management Model	18
3.7 Strategic Mandate	19
4.0 Financial Implications	28
4.1 Monitoring and Evaluation	29
5.0 Glossary of Selected Terms.....	32



List of Acronyms and Abbreviations

CITE	Consortium in Teacher Education
CQAC	College Quality Assurance Committee
CSEC	Caribbean Secondary Education Certificate
HOD	Head of Department
HRM	Human Resource Management
ISO	International Organization for Standardization
IT	Information Technology
KPI	Key Performance Indicator
KSF	Key Success Factor
MOEYI	Ministry of Education Youth and Information
QAO	Quality Assurance Officer
QMS	Quality Management System
PR	Public Relations
SJTC	St. Joseph's Teachers' College
SWOT	Strengths, Weaknesses, Opportunities and Threats
TCJ	Teachers' Colleges of Jamaica
VP	Vice Principal



Principal's Message

From various platforms regarding the subject of teacher education, education authorities; policy makers; and, the general public are constantly challenging teachers' colleges to optimize the quality of their product. In widening the discussion as may be read in the Jamaica Observer, Dr. Carol Gentles explained in her October 2016 article that "Many people think the problem of poor quality teaching has nothing to do with them... the effects of ineffective and inefficient teaching reach far beyond schools' walls with serious social and economic consequences for everyone". Consistent with this assertion, I am of the view that diversifying our programme offerings strengthens viability and relevance to the changing needs of society as we compete with the world of work and employment in our time. Considering our limitations, our history indicates that St. Joseph's Teachers' College has always responded to the needs of the society to further develop and expand on its programme offerings with a view to better train prospective teachers for the classrooms of the times. In the same vein, and while we prepare for our 21st century classrooms, the college offerings continue to evolve from a Teachers' Certificate, a Diploma in Teaching, and now a Bachelor of Education Degree. It must be noted that, the College continues to seek out ways to expand its programme offerings to become more competitive while quality is provided and sustained.

As a member-college of the Teachers' Colleges of Jamaica (TCJ), St. Joseph's equally shares the general ideals, goals and objectives of the 2017 – 2022 Strategic Plan. Consistent with this reality and even more specifically, St. Joseph's believes it is essentially important to develop its unique Strategic Plan because of its identity and culture which, in part, convey its uniqueness and will, therefore, reflect how the College will move forward over the next 5 years. While efforts are made to further express its vision, mission, and core values, it is within this context that St. Joseph's operates with its focus on two major concentrations: Early Childhood and Primary Education along with its Pre-College programme, the latter in more recent years.

In keeping with the constructs of vision, mission, and core values that drive the College's programmes, operations, and functionalities, a five-year Strategic Plan, 2017 - 2022 developed. This Plan will serve as a map to chart and guide strategic tasks to be carried out during such timeframe. The purpose is to strengthen the College's capacity to train and provide more effective teachers with the required and relevant requisite skills, knowledge, attitude, and values to meet students of the 21st. century classroom. This Strategic Plan is the first of its kind; developed by, and for the College to partner with the bigger TCJ Strategic Plan and the Ministry of Education, Youth and Information (MoEYI) Vision 2030. My sincere gratitude to our key stakeholders: members of the Board on Governance, staff and students who relentlessly worked on this project to craft a plan to guide the way forward.

Prepared and Submitted by:

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1.0 Executive Summary

1.1 Introduction

St. Joseph's Teachers' College's mission is based on the Franciscan values. The mission embodies community development, relationship building, conservation of the environment and a passion for excellence. We seek to apply these values to the roles which we play in nation building as well as in repositioning our institution on the local and international education landscape.

Our contribution as trainers of high quality teachers in the field of Early Childhood and Primary Education signifies excellence. It is our vision to partner and collaborate with other higher education entities, to introduce new programmes while continuing to improve on the excellence of our product. As a result, we seek to recognise our strengths and add value to our years of contribution to the education milieu. We are propelled to raise the bar of re-strategising to give more credence to our nation building.

In June 2016, St. Joseph's Teachers' College set out to chart a five-year strategic plan. Early in this process, the community affirmed its commitment to the belief that Teacher Education filled with opportunities for research and collaboration remains the best preparation for meeting life's opportunities and challenges. Defining the best way to provide a Teacher Education in the twenty-first century requires assessing how we deliver this exceptional experience to our students, and what the experience includes. In this plan we propose changes to enable a culture of continuous improvement at St. Joseph's Teachers' College in ways that envision innovation and partnerships that will inspire new levels of excellence, creativity and confidence. The plan addresses 5 major



trends, or directions, each of which connects us to our distinctive qualities. Our pursuit of excellence in these areas will advance the College's commitment to collaboration, partnership, innovation, and research which anchored in a diverse community of colleagues who continuously seek to foster the growth and development of the College.

The five super trends to drive forward movements are:

- Rationalisation and Diversify Programme Offerings and Services;
- Strengthen the College's Quality Assurance System;
- Strengthen and Expand Research and Information Technology (IT) Connectivity;
- Develop and Establish a Marketing Programme; and,
- Make Programmes Accessible and Sustain the College's Priorities and Objectives.

1.2 Background / History

St. Joseph's Teachers' College was founded in 1897 with six female students by the Franciscan Sisters of Allegany Sisters who were asked by the Jesuit priests to establish a college to provide sound professional training for Catholic Teachers. The College was first located on Duke Street in Kingston. Expansion during the years saw enrolment being increased and facilities and programmes being improved.

During the 1950's and 1960's a three-year programme was offered. In the 1970's there was the introduction of the Internship Programme- two years intramural, and one year external. The internship programme was later discontinued. In 1981 a new Three-Year Diploma Programme was introduced together with a Preliminary Year. In 1986 the Post Certificate Programme was introduced to accommodate those graduates who wished to upgrade their Certificate to Diploma status.



In the 1990s there was a revision of the Diploma Programme. The holistic development of the individual was emphasized and opportunities for various extracurricular activities were included. In 2002, the Diploma in Early Childhood and Primary Education provided students with the options of completing their studies over three years full-time, or four years on a part-time basis. During this era, a Bachelor of Education Degree in Primary Education was introduced and offered on a part-time basis over two years. St. Joseph's delivered this degree in association with Mount St. Vincent University, Halifax, Nova Scotia, Canada which had accreditation status. In 2007, the Consortium in Teacher Education (CITE) implemented a Bachelor of Education Degree in an effort to expand the Diploma Programme. This consortium was comprised of the Teachers' Colleges of Jamaica. This 2-year degree programme was short lived with the development and implementation in August 2011 of the now, 4-year degree programme. Graduates now receive a Bachelor of Education in Early Childhood or Primary Education with accreditation from the University of the West Indies.

During the period 2007 to 2013 the College participated in the preparation of teachers for the Diploma in Spanish for Primary Teachers which was a Government of Jamaica Project designed to assist the country in meeting one of the National goals for Education for Vision 2030. Since September 2014, the Programme offerings also include an Associate Degree in Early Childhood Education and a Pre-College Programme offering Caribbean Secondary Education Certificate (CSEC) courses to students who are potential applicants to the Bachelor of Education Programme but do not possess the required subjects to satisfy matriculation requirements.



1.3 St. Joseph's Teachers' College's Vision, Mission, and Core Values

Vision Statement

The College seeks to build a community that is guided by Franciscan values based on the Gospel and which will foster and maintain a culture of excellence as a way of life.

Mission Statement

St. Joseph's Teachers' College is committed to fostering excellence in teaching, learning, scholarship and relationships.

We strive to empower and affirm our staff and students by providing an environment that encourages and allows for personal and professional development.

We pledge to build partnerships that value humility, joy, and integrity which are characteristics of our founders, the Franciscan Sisters of Allegany.

Core Values

The realization of our mission requires that we form men and women who have recognised and responded to the call to the teaching profession and who share the following core values.

- A personal relationship with God
- Reverence for the natural and built environment.
- A sense of community
- Professionalism and commitment
- Respect for the individual
- Passion for excellence



- Service and accountability.

1.4 Key Attributes of the St. Joseph's Teachers' College Graduate

An Innovative Education Practitioner

Graduates of the SJTC must be able to apply the knowledge, skills and practical experiences gained while being members of the institution, to effect change at all the levels of education where they are employed. Key functions include being a leading thinker in educational pedagogy by generating innovative ways of reaching the diverse needs of our nation's children, while enforcing the mandates and policies of the Ministry of Education Youth and Information.

A Research Driven Critical Thinker

Graduates must continuously engage in a culture of academic research that offers solutions to mitigate challenges found in the managerial, academic, and behavioural constructs of institutions of learning. Key functions include analysing the schools of thought relating to child development and theories in education, formulating original postulations, and contributing substantial writings to the existing body of the knowledge that will improve education in the Jamaican landscape.

Religiously and Socially Conscious

Graduates should acknowledge that there is a Supreme Being who has created us to not only have dominion, but to care for the natural and the built environments; such attribute cannot be displayed without the demonstration of love for the self and love for others.



Therefore, graduates must be tolerant of other's cosmological vantage points and their role in the sustainable development of our world.

Culturally Global Citizens

Graduates must be culturally aware citizens who have been entrenched in a great sense of national and regional identity. They should be ideal representatives of "brand Jamaica" in the global community by lending their ingenuity to the international sphere that will enhance both the formal and informal platforms of education.

Competent in Information Communication Technology

Graduates must be competent in the use of Information Communication Technology tools and platforms that will augment their performance in and out of the prescribed classroom setting. They are au fait with the leading trends in Information Communication Technology advancement and are competent in the manipulation of both hardware and software to alleviate challenges that may arise while utilizing various mediums.

Possess Strong Ethical and Moral Values

Graduates must demonstrate the Franciscan values which includes caring for the vulnerable of our society, seeking peace and justice for all humanity, reflecting professionalism, accountability and commitment, and sustaining excellence as their way of life.



Excellent Command of the Written and Spoken Language

Graduates must possess excellent verbal and non-verbal communication skills. They must think critically and consciously articulate their thoughts in an effective, appropriate and respectful manner.

1.5 Key Attributes of the St. Joseph's Teachers' College Employee

Credible and Exceptional Competent Practitioners

Employees should be exceptionally competent in the systematic and coherent delivery of their professional tasks. They should operate as the epitome of practitioners within their field of study/ practice.

Innovative and Critical Thinkers

Employees should be logical-critical decision makers who use their initiatives to undertake professional tasks that will enhance the institution. Key functions include conceptualizing, through research and other rational investigative means, alternate methods, means and clarification to solve diverse and ambiguous issues relating to, or in the field of employment.

Positive Contributor to the Ethos and Reputation

Employees should understand and demonstrate that they are “brand ambassadors” for the institution. As such, they directly contribute to constructing the ethos and reputation of the institution. Therefore, employees must demonstrate loyalty, respect for authority and all other attributes valued by the Franciscan Sisters of Allegany and those mandated by the Ministry of Education, Youth and Information.



1.6 Implementation Framework

The strategic framework is a five-year plan which will be monitored and evaluated. The strategic plan will be managed by the Principal and Senior Management team to monitor and correct where necessary to keep on track with the mission, core purpose and objectives.

The overall Strategic Plan 2017-2022 is aligned to the vision, mission, core values and the strategic direction of the Ministry of Education along with the Teachers' Colleges of Jamaica values and other key policies, particularly in support of the tertiary education in Jamaica. The Strategic Plan will be strengthened by a yearly operational plan which will synchronise with the College's academic year.

1.7 Conclusion

The contributions and efforts of all stakeholders will be essentially important for the successful implementation of the Strategic and Operational Plan for 2017-2022. This five-year plan is a guide to help the College to realize a culture of continuous improvement in ways that envision innovation and partnerships that will inspire new levels of excellence, creativity, and confidence.

The stakeholder's analysis, issues and risks associated with St. Joseph's Teachers' College as well as the environment of the Education Industry have informed the strategic goals, key success factors that are required to establish planning framework.



Implementation Framework and the Hoshin Kanri Summary of the Plan 2016

This summary contains the main targets, the top strategic priorities, annual objectives and the 1- 5-year plan. This summary is to be used to monitor and correct where necessary, in order to keep on track with the college's mission, core purpose and objectives of the Strategic Plan. Essentially, it is the connections among the top priority strategies, the annual objectives, targets and the long-term objectives that are charted with a view of how to accomplish them over the 5-year track.



2.0 Environmental Scan

2.1 SWOT Analysis

A SWOT analysis of St. Joseph's Teachers' College points to several *internal strengths* and *weaknesses* along with *external opportunities* and *threats*, as set out in the Table below:

	POSITIVE	NEGATIVE
INTERNAL	<p style="text-align: center;"><u>STRENGTHS</u></p> <ul style="list-style-type: none"> • Location and Environment • Legacy • Staff • Academic Quality Assurance System 	<p style="text-align: center;"><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> • Staff enrichment and professional development • Marketing Programme • Capacity Building • Student Capacity
EXTERNAL	<p style="text-align: center;"><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> • Use of ICT to capture target market and generate income. • On-going professional development for in-service teachers • Diversification of product offering • Strategic relationships for growth and development 	<p style="text-align: center;"><u>THREATS</u></p> <ul style="list-style-type: none"> • Economic Climate • Policies • Competition



3.0 Strategic Priorities and Objectives (2017 – 2022)

3.1 Strategic Priorities

St. Joseph's Teachers' College will pursue the programmes that are already in place under the Teachers' Colleges of Jamaica as well as extend its programme offerings to Short Courses targeting in-service teachers. This extension will assist with professional development among the target group. St. Joseph's Teachers' College will also partner with Xavier University to deliver a Master's Degree and St. Bonaventure University is being pursued for partnership in other areas of study. The College will continue to partner and collaborate with any other institution with a view to expand and diversify the programme offerings.

3.2 Rationalize and Diversify Programmes Offerings and Services

Within the present economic climate where there are no available funds to employ additional staff, the college will review some job descriptions with a view to merge some tasks. This means the College will, overtime, adjust staff duties and align them according to best fits; some administrative positions have been reviewed with a view to introduce new personnel such as Research Officer and Quality Assurance Officer. This strategy will allow for additional needed functions, and overall, provide a more robust staff and a stronger work force. The college is committed to provide better services while enhancing student performance and achievement.

St. Joseph's Teachers' College will develop Short Courses to be taken for professional development particularly among in-service teachers. The college is seeking partnership with Xavier University and St. Bonaventure University to introduce Master's



Degree programmes. The college will seek to partner with other institutions to share in the delivery of programmes and to bring on board additional programmes to address Mathematics and Science needs in the nation's primary schools, in particular.

3.3 Strengthen the College's Quality Assurance System

Because quality assurance seems to be the essence in the functionalities of the College, significant emphasis will be placed on the development and establishment of policies and procedures to guide the College's operations. This new construct will extend to external collaborators and further strengthen and enhance the education sector especially at the tertiary level with regard to standards and controls in areas of the organization. To provide and support training for staff as may be necessary in order to add quality and sustain the college's deliverables. Infrastructural improvement and improvement according to affordability and relevance will be addressed.

3.4 Strengthen and Expand Research and IT Connectivity

Colleges are being called to become cultures of research. In recent times, and even more frequently, the public has taken a view to question how the University of the West Indies is responding to social needs through research. Teachers' colleges are not immune to this call; teachers' colleges must, likewise, view social needs beyond the classroom. Teachers being trained for the education sector must be constantly engaged in research so that they, in turn, will use data to advise practice, to inform decision-making, and policies. Research will inform practice as teachers teach in the 21st century and beyond because doing the 'same old' is not viable in our constantly changing landscape.



Expanding ICT will enhance the college's marketing programme. Overtime, some courses in the programme offerings will be structured to allow for more on-line access. For some courses, students will access the courses on-line and meet with their instructors on-line which will provide students the opportunity to stay on the job while they study, instead of attending college classes for all courses. This process would call students to become more independent learners who would eventually become responsible for their own learning. This approach could also attract more mature learners.

3.5 Develop and Establish a Marketing Programme

Because all tertiary institutions are looking to the same pool from which to recruit applicants for their programmes, St. Joseph's must develop robust Recruitment and Marketing programmes. The College will select, train and implement a marketing programme and train personnel. A committee consisting of at least three students three students, the placement officer, the plant manager, the registrar, and the quality assurance officer will be established. This team will continue to review and make relevant an Action Plan to market the college and recruit prospective students. Overtime, as may be necessary, the team will draw other key stakeholders into the process; implement the process; and take full responsibility for the process. At all times, the team will be directly accountable to the Principal. This activity will help to determine best fits for the teaching profession.



3.5.1 Make Programme Accessible and Source Funds to Sustain the College's Priorities and Objectives

Several students experience critical financial issues with securing tuition fees in order to take up higher education. St. Joseph's Teachers' College has developed and implemented payment plans so that students will have more affordable choices to pay their tuition fees. The College will seek to introduce more job opportunities on campus so that payments to students can assist with their tenure at the College.

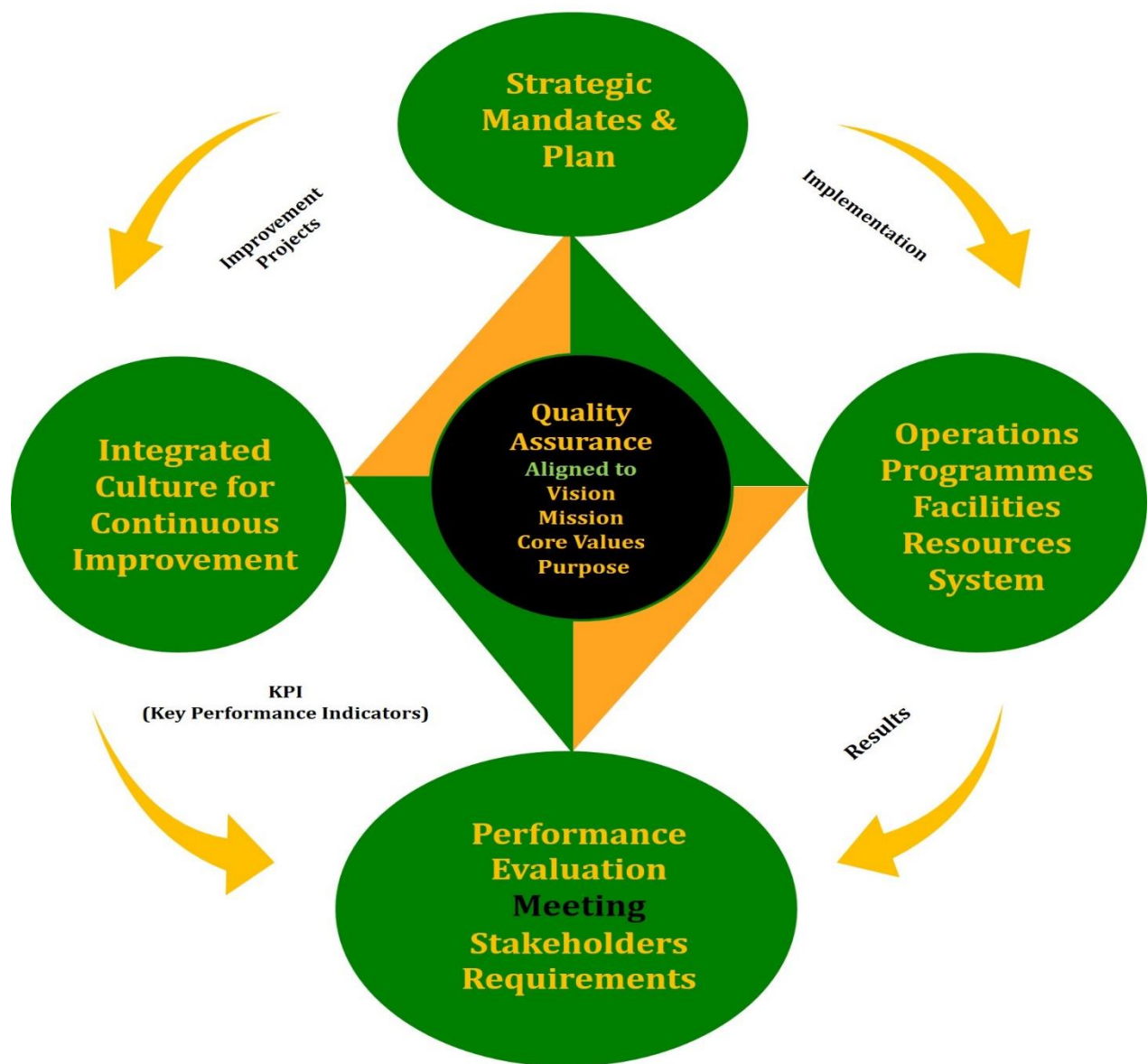
The College must have sustainable sources of funding to support capacity building: servicing programmes; providing student services; and, more specifically to realize its strategic priorities and objectives. If funding is not available, the college will not be able to sustain itself. It, therefore, means creative planning to generate sufficient funds must become a priority for chief college personnel and all key stakeholders.



3.6 Strategic Planning Management Model

St. Joseph's Teachers' College
Strategic Planning Management Model

- Higher Levels of Excellence
- Measuring What we Value
- Making This a Better Place





3.7 Strategic Mandate

St. Joseph's Teachers' College Key Strategic Mandates and Strategic Objectives • Broad Strategic Actions, KSFs and RPN

STRATEGIC MANDATE		STRATEGIC OBJECTIVES Build capacity; attract more students and improving general human relationship.				Issues	Broad Strategic Actions	KEY Success Factors (KSF)	Risk Priority Number (RPN)	Key Performance Indicator (KPI)
1.	Rationalisation and diversify programme offerings and services	Diversify the product offering making it more relevant to the needs of the global job market	Structure for enabling staff competencies, skills to transform the context of SJTC	Adapt the Blue Ocean Strategy as a business development tool to strengthen capacity	Ensure excellence of academic processes	<ol style="list-style-type: none"> Lacking an individual to plan and implement new programme initiative. Lacking a comprehensive needs assessment report to guide course or programme development. Need more proactive support from the Board of Governance 	The college needs to develop a system to ensure new initiatives are undertaken within timeframes that allow faculty, students, support staff, and administrators to collaborate in an effective manner	Increase opportunity to enter new markets	4	Increase profitability and improve operational efficiencies
2.	Strengthen the College's Quality Assurance System	Review existing Quality Management System to determine the effectiveness in meeting the changing needs of the stakeholders	Upgrade Quality Management System to an integrated management system for quality to meet the changing needs of customers, market, and meeting stakeholders requires	Adapt the new Quality Management System to enable a culture continuous improvement	Include quality assurance as a training programme for the college	<ol style="list-style-type: none"> Low student intake Need for a more robust Human Resource Management System Responsiveness to the need for change 	Conduct a gap analysis to determine the effectiveness of the system to formulate an action to document and implement an improved quality management system	Structuring to enable continuous transformation to meet the needs of stakeholders	5 – The risk is mainly the need for resources in terms of consultancy intervention and internal competence and any other associated cost for documentation	Effective implementation of an integrated quality assurance management systems
3.	Strengthen and expand Research and IT Connectivity	Upgrade IT capacity to extend the College's target market	Use of IT to improve Resource Management	Increase the accessibility and sharing of knowledge and primary source materials created at or owned by the College.	Develop a culture of research to drive academic improvement and innovation	<ol style="list-style-type: none"> Cost Staffing 	Develop a comprehensive plan to upgrade the IT capacity at SJTC	Upgrading of IT capacity to offer online programmes	6	Improvement in the IT infrastructure to effectively service the college community



STRATEGIC MANDATE		STRATEGIC OBJECTIVES Build capacity; attract more students and improving general human relationship.				Issues	Broad Strategic Actions	KEY Success Factors (KSF)	Risk Priority Number (RPN)	Key Performance Indicator (KPI)
4.	Development and establish a Marketing programme	Develop an integrated marketing programme for a stronger and more consistent image of SJTC	Develop an outreach programme to promote the Franciscan ethos of the institution	Create an environment that promotes excellent customer service to retain the best employees, students and faculty	Integrate the Student Union Body to help promote the SJTC brand as a valuable commodity	1. Cost	<p>Conduct a market analysis to determine the needs of the target market.</p> <p>The college needs to assess the success of its Enrolment Management Plan and evaluate the ability to improve the prediction and management of student enrolment and persistence</p>	Promote a brand aligned with the vision, mission and core values of SJTC	2	Develop and implement an effective Enrollment Management Plan to increase of student intake by at least 60%
5	Make programme accessible and sustain the College's Priorities and Objectives	To provide a standard of excellence for the student experience as a key pillar to enhance student success and long-term commitment to SJTC	Establish an environment to support innovation to make the programme more accessible and relevant to diversity of the market	Establishing key collaboration with relevant external agencies to sustain the college's priorities and viability	Sustain SJTC development through alumni support and integrated involvement in SJTC operation and campus life	Failure to fully implement new initiatives to allow faculty, students, support staff, and administrator to collaborate in an effective manner	<p>Employ a consultant to examine the business model of SJTC and develop specific conclusions and recommendations to strengthen the system</p>	Increase throughput rate by minimum 50% at the college by creating a more robust service to help students with experiential learning and career pathway	4	The college optimizing its resource allocation methodologies, particularly those that advance innovation
KPIs										

Legend: RPN =Risk Priority Number, Criteria for RPN 1. Importance 2. Sustainability 3. Effectiveness of Mitigating Action. Max 10. Minimum 1. The lower the Risk the more feasible the strategy.

The risk number is the difficulty to remove barriers to implementation



Implementation Framework and Action Plan for St. Joseph's Teachers' College

3.7.1 Strategic Mandate 1

Rationalisation and Diversify Programme Offerings and Services

	Objectives	Strategies	Specifications	Performance Targets for 2017-2022					Responsibility
				Year 1	Year 2	Year 3	Year 4	Year 5	
1.0	Diversify the product offering making it more relevant to the needs of the global job market	<p>Continue to offer programmes and services focused on the needs of businesses and students by:</p> <ul style="list-style-type: none"> Reviewing the existing programme portfolio in light of market, mission and values, student needs, business needs, and best practices. 	<ul style="list-style-type: none"> Programme audit, labour market survey and cost benefit analysis 	40%	20%	20%	10%	10%	Academic and Vice Principal of Administration
1.1	Structure for enabling staff competencies, skills to transform the context of SJTC	<p>Formalize a comprehensive programme for staff development and welfare by establishing a HRM Unit</p> <p>Develop and begin implementation of more robust staff recognition and professional development programmes</p> <ul style="list-style-type: none"> Analyse faculty responsibilities (teaching, advising, research, service) in order to ensure that time spent is fulfilling to the individual and the institution. <p>Developed a 2-phase plan to be implemented over the next 2-5 years for the development or partnership for short courses, under-graduate and graduate programmes</p> <ul style="list-style-type: none"> For phase 1 appoint a committee/consultant to research and draft a proposed implementation plan with corresponding costs Phase 2 Implementation of programmes 	<ul style="list-style-type: none"> Implementation of HRM unit that looks after all staff wellbeing 	30%	20%	20%	20%	10%	<p>Board of Governance/Senior Manager</p> <p>Personnel Manager</p> <p>HODs/Middle Mangers</p>



	Objectives	Strategies	Specifications	Performance Targets for 2017-2022					Responsibility
				Year 1	Year 2	Year 3	Year 4	Year 5	
1.2	Adapt the Blue Ocean Strategy as a business development tool to strengthen capacity	Develop SJTC summer programme that will be revenue positive and raise the profile of the college.	Strengthen SJTC capabilities to identify and secure grants, contracts and external revenue streams through operational activities	30%	30%	20%	10%	10%	Board of Governance/Senior Manager Senior Managers/Middle Managers Quality Assurance Officer/CQAC
1.3	Ensure excellence of academic processes and general operation of the college	<ul style="list-style-type: none"> Establish targets and a projected timeline to move the College toward a more balanced revenue source profile. Develop a Business Model for SJTC to incorporate innovation and risk management Develop a new budget planning process and allocation in the budget to all departments Continue to examine and modify SJTC financial (Payment) policies to ensure long-term fiscal sustainability of the College. Ongoing communication on academic standards and processes to faculty, staff, and students through the: <ol style="list-style-type: none"> faculty meeting; new faculty orientation meeting; and new student orientation. Ensure the SJTC Academic and Professional Standards are well publicised, easy to find, and used by faculty and students. Continue to monitor student performance on a semester basis and use academic actions to identify underperforming students and recommend corrective actions. Give students more direct experience with the creation and interpretation of knowledge/courses 	Ongoing improvement of the college's operation	40%	20%	20%	10%	10%	Principal/Vice Principal of VP Academics/HODs Board of Governance and Senior Management Board of Governance and Senior Management Board of Governance and Bursar Principal/Vice Principal Administration/Bursar Vice Principal of Academic/HODs Faculty/Academic Advising Committee VP Administration/Registrar Faculty/Lecturers



3.7.2 Strategic Mandate 2

Strengthen the College's Quality Assurance System

	Objectives	Strategies	Specifications	Performance Targets for 2017-2022					Responsibility
				Year 1	Year 2	Year 3	Year 4	Year 5	
2.0	Review existing Quality Management System to determine the effectiveness in meeting the changing needs of the stakeholders	<ul style="list-style-type: none"> Develop a gap audit check list based on the present system Establish an interrelation between system requirements and processes/ programme/facilities/operation 	<ul style="list-style-type: none"> An audit rating to determine the effectiveness rating of the system. 	30%	30%	20%	10%	10%	Quality Assurance Officer/CQAC
2.1	Upgrade Quality Management System to an integrated management system for quality to meet the changing needs of customers, market, and meeting stakeholders requires	<ul style="list-style-type: none"> Combine data from admission, financial aid, and the Registry to begin to define retention patterns. 	<ul style="list-style-type: none"> Determine the benefits of upgrading the present QMS to meet the requirements of ISO 9001.2015 of relevance to the processes, Present and Future issues of SJTC. 	20%	20%	20%	20%	20%	VP Academics/VP Administration/ Bursar/QAO/CQAC
2.2	Adapt the new Quality Management System to enable a culture continuous improvement and seek ISO 9001.2015 certification	<ul style="list-style-type: none"> Continuous revision and improvement of the College's quality assurance framework 	<ul style="list-style-type: none"> Design and Implement those aspects of ISO 9001.2015 with the support structure and processes to enable continuous improvement. 	20%	20%	20%	20%	20%	QAO/CQAC
2.3	Include quality assurance as a training programme for the college	<ul style="list-style-type: none"> Short course in quality assurance to add to the diversification of the college's offering 	Develop and implement a quality assurance short course, level 1 and level 2	40%	20%	20%	10%	10%	Principal/Quality Assurance Officer



3.7.3 Strategic Mandate 3

Strengthen and Expand Research and IT Connectivity

	Objectives	Strategies	Specifications	Performance Targets for 2017-2022					Responsibility
				Year 1	Year 2	Year 3	Year 4	Year 5	
3.0	Upgrade IT capacity to extend the College's target market	<p>Developed a comprehensive multiyear plan for ITS projects, services and staffing</p> <p>Create a unified, highly responsive technology support structure for teaching and learning.</p>	<ul style="list-style-type: none"> Upgraded and improve IT services 	20%	30%	30%	10%	10%	Board/Principal/VP Administration/Personnel Manager/Systems Administrator
3.1	Use of IT to improve Resource Management	<p>Develop a comprehensive, campus wide Emergency Preparedness Plan.</p> <p>Source a software to implement a comprehensive management system for:</p> <ol style="list-style-type: none"> Fix Asset Inventory 	<ul style="list-style-type: none"> Comprehensive Emergency Preparedness Plan Implementation of a robust Inventory system Improve support for institutional research 	30%	20%	20%	10%	10%	Principal/VP Administration/Quality Assurance Officer/Plant Manager
3.2	Increase the accessibility and sharing of knowledge and primary source materials created at or own by the College	<p>Conduct Institutional Research and share information to inform decision making</p>	<ul style="list-style-type: none"> Increase number of research carried out per academic year. 	10%	20%	20%	20%	30%	Research Officer
3.3	Develop a culture of research to drive academic improvement and innovation	<p>Continue to foster faculty involvement in research</p>	<ul style="list-style-type: none"> Increase number of staff and students participation in the College's annual Research Day and external research based symposiums 	20%	20%	20%	20%	20%	VP Academics/HODs/ Research Officer/Faculty/ Students



3.7.3 Strategic Mandate 4

Development and Establish a Marketing Programme

	Objectives	Strategies	Specifications	Performance Targets for 2017-2022					Responsibility
				Year 1	Year 2	Year 3	Year 4	Year 5	
3.0	Develop an integrated marketing programme for a stronger and more consistent image of SJTC	Develop a two-year marketing and communications plan for 2016-2018 Strengthen social media presence through coordinated and strategic use of Facebook, Twitter, Instagram, and other social technologies, producing targeted messaging.	Developing and implementing an integrated marketing plan	30%	30%	20%	10%	10%	Principal/ PR Committee
3.1	Develop an outreach programme to promote the Franciscan ethos of the institution	Establish a SJTC outreach and engagement committee to coordinate the outreach functions of the college	Establishing a robust outreach programme	40%	20%	20%	10%	10%	Campus Minister/Mission Effectiveness Committees
3.2	Create an environment that promotes excellent customer service to retain the best employees, students and faculty	Develop programmes that facilitate networking and mentoring relationships between students and external agencies.	A customer service survey of all service areas within the College to determine Customer Satisfaction	20%	20%	20%	20%	20%	VP Administration/QAO/ CQAC
3.3	Integrate the Student Union Body to help promote the SJTC brand as a valuable commodity	Annual operational activities for Student Union Executive	Developing and implementation of programme to enhance the student experience at the college	10%	10%	20%	30%	30%	VP Administration/Student Union Coordinator/ Student Union President



3.7.4 Strategic Mandate 5

Make Programme Accessible and Sustain the College's Priorities and Objectives

	Objectives	Strategies	Specifications	Performance Targets for 2017-2022					Responsibility
				Year 1	Year 2	Year 3	Year 4	Year 5	
5.0	To provide a standard of excellence for the student experience as a key pillar to enhance student success and long-term commitment to SJTC	<ul style="list-style-type: none"> Celebrate SJTC 120th anniversary in 2017 Upgrade the Document Centre into a comprehensive and state of the Art Model Student Center 	<p>Calendar activities to give staff and students a rich experience of the ethos and culture of the college</p> <p>Upgrade serves offered by the Document Centre / Student Multipurpose Centre</p>	40%	20%	20%	10%	10%	St. Joseph's Week Committee
5.1	Establish an environment to support innovation to make the programme more accessible and relevant to diversity of the market	<ul style="list-style-type: none"> Improve physical facilities and student services Work collaboratively to develop an assessment tool to identify at risk students and appropriate intervention plans. 	<p>Installation of a:</p> <ol style="list-style-type: none"> Laundromat for students Bookshop and commissary <p>Upgrade:</p> <ol style="list-style-type: none"> Canteen facility Mandatory health insurance for students living on campus Student's Multipurpose Centre Major roadway The Sr. Teresita Early Childhood Centre Student Union Office Staff Lounge for Ancillary <p>Increase student progression and throughput rate</p>	30%	20%	20%	20%	10%	VP Academics/HODs/ Registrar/Academic Advisor Committee
5.2	Establishing key collaboration with relevant external agencies to sustain the college's priorities and viability	<ul style="list-style-type: none"> Help students to apply, reflect on, and articulate how their skills are applicable to their futures by expand career development support to Students Systematically search for efficiencies and better ways of working to steward the resources and maximize their impact on the educational experience and opportunities for students, faculty, and staff. 	<p>Students' participation in workshops and other career development activities.</p>	20%	20%	20%	20%	20%	VP Administration/Place Officer/ Guidance Counsellor



	Objectives	Strategies	Specifications	Performance Targets for 2017-2022					Responsibility
				Year 1	Year 2	Year 3	Year 4	Year 5	
5.3	Sustain SJTC development through alumni support and integrated involvement in SJTC operation and campus life	<ul style="list-style-type: none"> Establish advisory boards involving stakeholders and partners who focus their activities on institutional assessment, fundraising, and advocacy Continue SJTC bi-annual, one-day, all college open house for all students and the local public to learn about college programmes, services and events. Expand campus programming to educate students about the traditions, history, and mission of the College and to inspire life-long loyalty to St. Joseph's Teachers' College Create an Alumni Week: <ol style="list-style-type: none"> Inviting alumni back to speak about pertinent topics in their profession and the way their St. Joseph's Teachers' College education prepared them/put them on that path. Alumni and Business Partner Fundraising activity Encourage faculty to collaborate with alumni to conduct professional development session on campus Develop a Sport Club for Staff, Student and Alumni 	<ul style="list-style-type: none"> Assess the extent to which the programme will meet and satisfy the alumni need Alumni participation in events Examine scope of Alumni experience and acceptability of the concept based on the values of the College 	20%	20%	20%	20%	20%	Principal/VP Administration/Personnel Manager/Alumni/Student Union



4.0 Financial Implications

SJTC's Recurrent Budget Summary by Strategic Priorities and Capital Requirement per Annum							
	Strategic Priorities	Total Budget 2017-2022	Fiscal Year 2017-2018	Fiscal Year 2018-2019	Fiscal Year 2019-2020	Fiscal Year 2020-2021	Fiscal Year 2021-2022
A	Capital Budget (JA \$) <ul style="list-style-type: none"> • Road work – resurfacing • Security Improvement (Camera System) • Science Laboratories (over 2-year period) • Construct Lecture Theatre 	\$87,000,000	\$22,000,000	\$20,000,000	\$20,000,000	\$15,000,000	\$10,000,000
B	Recurrent Budget (JA\$)						
	Rationalise and Diversifying of Programme	\$13,000,000	\$2,000,000	\$2,000,000	\$3,000,000	\$3,000,000	\$3,000,000
	Research and IT Expansion	\$17,000,000	\$2,000,000	\$2,000,000	\$3,000,000	\$5,000,000	\$5,000,000
	Marketing and Recruitment	\$8,500,000	\$1,500,000	\$1,500,000	\$1,750,000	\$1,750,000	\$2,000,000
	Capacity Building: Infrastructure and Staff Training	\$53,000,000	\$10,000,000	\$8,000,000	\$10,000,000	\$10,000,000	15,000,000



	φ	φ	φ	φ		φ		φ	1.0 Rationalisation and Diversify Programme Offerings and Services	St. Joseph's Teacher's College Strategic Management Team	Resources and Key Collaboration Alumni Ministry of Education, Youth and Information
φ		φ	φ	φ		φ	φ	φ	1.1 Diversify the product offering making it more relevant to the needs of the global job market		
	φ	φ	φ	φ	φ	φ	φ	φ	1.2 Structure for enabling staff competencies, skills to transform the context of SJTC		
									1.3 Adapt the Blue Ocean Strategy as a business development tool to strengthen capacity		
φ	φ			φ		φ	φ	φ	1.4 Ensure excellence of academic processes		
φ	φ	φ	φ	φ	φ		φ	φ	2.0 Strengthen the College's Quality Assurance System		
φ	φ	φ		φ	φ	φ	φ	φ	2.1 Review existing Quality Management System to determine the effectiveness in meeting the changing needs of the stakeholders		
φ	φ	φ	φ		φ	φ	φ	φ	2.2 Upgrade Quality Management System to an integrated management system for quality to meet the changing needs of customers, market, and meeting stakeholders requires		
φ	φ	φ	φ		φ		φ	φ	2.3 Adapt the new Quality Management System to enable a culture continuous improvement and seek ISO 9001.2015 certification		
							φ	φ	2.4 Include quality assurance as a training programme for the college		
φ	φ	φ	φ	φ	φ	φ	φ	φ	3.0 Strengthen and Expand Research and IT Connectivity		
φ	φ	φ			φ			φ	3.1 Upgrade IT capacity to extend the College's target market		
	φ	φ	φ	φ	φ		φ	φ	3.2 Use of IT to improve Resource Management		
φ		φ		φ	φ			φ	3.3 Increase the accessibility and sharing of knowledge and primary source materials created at or owned by the College.		
								φ	3.4 Develop a culture of research to drive academic improvement and innovation		
φ								φ	4.0 Development and Establish a Marketing Programme		
								φ	4.1 Develop an integrated marketing programme for a stronger and more consistent image of SJTC		
								φ	4.2 Develop an outreach programme to promote the Franciscan ethos of the institution		



					φ		φ	4.3 Create an environment that promotes excellent customer service to retain the best employees, students and faculty	
								φ	4.4 Integrate the Student Union Body to help promote the SJTC brand as a valuable commodity
				φ					5.0 Make Programme Accessible and Sustain the College's Priorities and Objectives
					φ			5.1 To provide a standard of excellence for the student experience as a key pillar to enhance student success and long-term commitment to SJTC	
					φ			5.2 Establish an environment to support innovation to make the programme more accessible and relevant to diversity of the market	
φ									5.3 Establishing key collaboration with relevant external agencies to sustain the college's priorities and viability
φ	φ	φ						5.4 Sustain SJTC development through alumni support and integrated involvement in SJTC operation and campus life	

Key Success Factors:

1. Increase opportunity to enter new markets
2. Structuring to enable continuous transformation to meet the needs of stakeholders
3. Upgrading of IT capacity to offer online programmes
4. Promote a brand aligned with the vision, mission and core values of SJTC

Common Objectives: Build capacity; attract more students and improving general human relationship.



5.0 Glossary of Selected Terms

Blue Ocean Strategy:	The Blue Ocean Strategy was developed by W. Chan Kim and Renee Mauborgne. It is an integrated approach to help the college develop a framework to break away from the competition and create service/product that demand is created rather than fought over.
Hoshin Kanri Planning:	A method for ensuring that the strategic goals of the college drive progress and action at every level within that college. This eliminates the waste that comes from inconsistent direction and poor communication.
Key Success Factors:	Those activities defined by the market and as viewed by the customers that are critical to the college/customer relationship for the next five years.
Key Performance Indicator (KPI):	A measurable value that demonstrates how effectively the college is achieving key objectives over the next five years.
Strategic Objective:	The present priority of the college to ensure viability and sustainability for the next five years and beyond.
Strategic Planning:	A detailed planning process focusing on resources strengthens operations; ensure that employees and other stakeholders are working toward common goals to achieve its mission, goals and objectives

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