



Bethlehem Moravian College

STRATEGIC PLAN 2015-2020

**Approved by
Board of Management**

**Prepared by
Strategic Planning Team**

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FOREWORD

Bethlehem Moravian College, having survived the birthing period of the 19th century and the teething pains of the 20th century, has achieved a significant milestone of one hundred and fifty-four years (154) in the 21st century. Although the competition is rife, we are still attractive to many qualified students and faculty. This is tremendous and a cause for celebration, however, we must not become complacent to the extent that our vision is paralyzed. While we are always mindful of our past achievements, we must remain focused on our present realities and those of our economic, social, political and technological environment. The world is changing rapidly and we must change to remain relevant. The demand for greater academic success, financial stability, infrastructural and technological expansion, increased student intake, informed rebranding, sustained dynamism is paramount as we reposition for the immediate future.

The international platform looms large. It beckons us to embrace collaborative partnerships especially with those who will challenge our thought processes and introduce novel ideas for growth and development. External linkages and networking which are strategically maneuvered can only serve to enhance the College's image and cement our place among the most reputable institutions of learning. The development of a Strategic Plan is therefore critical and necessary as the College contemplates especially the educational environment and its readiness to serve in a meaningful and relevant way. Multidisciplinary institutions specifically traditional Teachers' Colleges are currently challenged to become self-reliant in order to survive the global economic instability of the day. The Plan seeks to capture the elements of the vision, mission and core values, and will contextualize these in keeping with the College's role and identity. It serves as a blueprint to ensure that we are poised to meet the multiple changing demands locally, regionally and internationally. The Strategic Plan brings together various stakeholders who examine our current position in the educational marketplace, and determines our strategic direction.

In recognition of the importance of this process, the College hired a consultant in order to develop a five-year strategic plan. The first step in this process was a SWOT Analysis involving internal as well as external stakeholders. The analysis revealed that there were inherent weaknesses in all areas of our structure and operations. The general student population was in many instances dissatisfied with the services we were offering. It was becoming more difficult to attract qualified students and our external connections were not as strong as they could have been. In addition, our infrastructural facilities and technological resources needed improvement and our financial base was unsteady. Unfortunately, the process was stalled because of a general lack of understanding coupled with a low level of commitment among many of the key players. Between 2011 and 2014, a number of attempts were made to reinvent the process, all of which failed for various reasons.

At the end of the 2014 to 2015 academic year, the Board of Management decided that it was time for yet another attempt at the process. This was urgent, as the needs analysis which was commissioned by Jamaica Tertiary Education Commission (JTEC) identified many of the

weaknesses which were discovered in 2011. Representatives from the various categories of staff, the Board of Management, the Ministry of Education, the Moravian Church, the Student Council and the community were summoned to a three-day retreat. The Chair of the Finance Committee led the process which ended with the foundation from which the strategic plan was to be developed. One of the most important achievements for the period was the establishment of a new vision and mission statement, and institutional core values. In addition, the strategic perspectives: Financial, Learning and Growth, Internal Processes and Students, as well the major goal and objectives were delineated and spread over five years.

The implementation phase is extremely important as all members of the team must be involved in the integrated approach to transform our structure and operations for the ensuing five years. The College is satisfied with the level of support and commitment demonstrated by the participants and expects that this momentum will be maintained. It is our aim that all objectives must be met to ensure that the College's overarching goal "to attract and maintain a significant number of students who are fully matriculated to make the College competitive and sustainable" is realized.

ACKNOWLEDGEMENT

Proud of its heritage and confident of its future, the Bethlehem Moravian College is pleased to present its Strategic Plan for the next five years, 2015-2020.

The drafting of the plan was a collaborative effort involving multiple stakeholders throughout the process. The method of creating the plan involved all board members led by Chairman, Mr. Lowel Morgan, and a broad group of faculty, administrators, alumni, and students. The college acknowledges the work of the members of the committees who worked tirelessly in organizing and participating in the retreats, workshops, and sensitization sessions at the college level, reviewing and providing feedback on the planning process; for committing their time and energy to this important task.

The college is very appreciative of the high level of professionalism and sound knowledge base demonstrated by Rev. Dr. Kofi Nkrumah Young who was charged with the task of facilitating the planning process and producing the final document.

The plan we set forth is by no means the end of what our vision should be, but instead is the beginning of what defines why and how we want to make the lives of students enriched and supported. The Plan lays out aspirations and expectations for ourselves as a workforce and a community; it compels us to engage the larger public more in the work that we do for our students; and it challenges us all to be accountable for the successes and failures that we encounter along the way as we chart this new course.

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 goodwill and imagination that has characterized us, the plan will become living documents that will open doors to a bright future for the Bethlehem Moravian College. The Board of Management and the Administrators are committed to ensuring that this plan responds not only to the present training needs of Jamaica but also the future learning needs of this country.

Thank you again to all who participated in this Strategic Plan Exercise, and for your invaluable effort and input. It is this collaborative spirit that will drive the achievement of our vision.

Yvonne E. Clarke (Mrs.)

Principal

CHAPTER 1: BACKGROUND TO BETHLEHEM MORAVIAN COLLEGE

Philosophy

Bethlehem Moravian College is guided by its commitment to create an environment that fosters spiritual, moral, social and intellectual development of all categories of staff and students. Guided by its goals, the college has always sought to provide opportunities through its core and curricular activities for all students from diverse backgrounds to achieve academic and professional advancement. Because of the College's efforts to provide education which is holistic and diverse, our graduates are sought out, and are accepted for various positions all over Jamaica and in the Caribbean. Our graduates are not just teacher professionals who impart knowledge through the content of courses provided in education and other subject areas, but some, for example are professionals in business and hospitality, tourism management who influence the business sector positively. Over the years, Bethlehem Moravian College has had the benefit of leadership which has been supportive of this type of development of its graduates.

History

Early Beginnings

Bethlehem Moravian College was established on June 3, 1861 at Bethabara in Newport, Manchester, by the Moravian Church in Jamaica. It began with the expressed intention of training female teachers and was the first women's training college in Jamaica. The institution started with three students and was headed by the Minister of the Moravian congregation; Reverend J. J. Seiler. The post of Principal was held by the minister of the church until 1959.

After Reverend Seiler became ill Reverend E. Weiss, J.T. Zorn and F. Moderah managed the affairs of the college. The college was staffed by female teachers who were recruited from overseas. Staff members included: Miss M. Weiss and Suzette Walder the sister of the pioneer missionary who gave his name Ashton.

The Bethabara campus closed in 1887 when the buildings which housed the College fell into disrepair. As the church could not find the money to effect needed repairs, the College was relocated to Beeston Spring in Westmoreland where the church had a congregation called Salem. The College remained at Beeston Spring for three years before it was transferred to its present location at Malvern, St. Elizabeth in 1889 with an enrollment of twenty students. By then, the Moravian Church had established the Bethlehem Congregation in 1832, and since the church owned over one hundred acres of land in Malvern, it was deemed to be an ideal location for the College.

Bethlehem remained a female training institution until 1980 when men were admitted for the first time. Prior to this, men attended selected classes at Bethlehem as registered students of

Mico College (now The Mico University College). The programmes offered and the status of the College continued to evolve and in 1998 it became a multi-disciplinary institution.

In 1861, there were over fifty (50) Moravian elementary schools in Jamaica with over four thousand (4000) students, thus making it possible to absorb the students who qualified from Bethabara.

As we look back over the 154 years to that inconspicuous beginning we can feel that prayers were answered and the three pioneers were vanguards of a swelling procession of aspiring women teachers now in the thousands.

Transition to a multidisciplinary institution

By 1998, Bethlehem was offering the following programmes:

1. Diploma in Teaching, as a member of the Joint Board of Teacher Education (JBTE);
2. Associate of Science Degree under the auspices of the Council of Community Colleges of Jamaica (CCCJ);
3. Under franchise with the University of the West Indies the Certificate in Public Administration and Management Studies were offered. This collaboration was discontinued due to a significant reduction in applicants.

Current Programmes

In 2011, through a recommendation by the Ministry of Education the College began offering Bachelor of Education Degrees Programmes. On October 7, 2014 the Teachers' Colleges of Jamaica, of which Bethlehem is a member, signed a Memorandum of Understanding (MOU) with the University of the West Indies (UWI) and The Ministry of Education (MOE) which meant that the Bachelor of Education Degree would be awarded by the University of the West Indies, Mona.

The College currently offers the following degree programmes:

1. Bachelor of Education in Early Childhood Education
2. Bachelor of Education in Primary Education
3. Bachelor of Education in Business Studies
4. Bachelor of Education in Business (Office Systems and Administration)
5. Bachelor of Education in Business & Computer
6. Bachelor of Education in History(minor Social Studies)
7. Bachelor of Education in English Language/Literature/Reading

The College also offers associate of science degree programmes in partnership with the Council of Community Colleges of Jamaica, in Hospitality and Tourism Management, Business Studies, Criminal Justice, Social Work and Computer Servicing and Electronics.

The College also offers opportunities for students to complete their high school education through the Continuing Education Programme. Since September 2014 the college commenced offering the Career Advancement Programme (CAP) in collaboration with the Government of Jamaica to provide skill training to students in programmes such as Commis Chef, Tour Guide and Computer Repairs.

The student enrollment is five hundred and forty (540); four hundred and ninety-one in the bachelor degree programme, thirty-seven in the associate degree programme and twelve (12) in the continuing education programme.

The College employs one hundred and twenty-six individuals; fifty-two of which are faculty members.

CHAPTER 2: CONTEXT OF THE 2015 – 2020 STRATEGIC PLAN

In 1998, the Ministry of Education established a Task Force to review the practices of teacher training institutions with the objective of improving their efficiency and effectiveness. The Colleges were rationalized based on recommendations of the Task Force and Bethlehem began focusing on training in primary education and secondary education programmes in Business Studies and Literacy Studies. The Task Force also recommended that teacher training institutions transform into degree granting institutions.

As time progressed the Teachers' Colleges began to diversify their offerings outside of the parameters set by the Ministry of Education. The external environment of the Colleges began to change rapidly. For example, a number of international universities offering teacher education established satellite campuses in Jamaica, and others began to offer online programmes. In addition, the student enrollment at teacher training institutions began to decline, (attributed to) oversupply of teachers.

The Planning and Development Division of the Ministry of Education began to focus on the relevance of teacher training institutions within the global arena and the Jamaica Tertiary Education Commission was also established. Consequently, a needs analysis was conducted at all eight Teachers' Colleges in May 2015. The report recommended that Teachers' Colleges transform their systems and processes to reflect the image of a 21st century tertiary institution.

The Board of Management therefore decided to utilize the findings of the needs analysis and other documents to reposition Bethlehem Moravian College within an international context. The documents used were:

- a) Teachers' Colleges Rationalization Proposal (MOE, 2014);
- b) Needs Analysis and Front-end Analysis to support Improved Quality Assurance in Teachers' Colleges and Community Colleges offering Teacher Training in Jamaica (UTECH, 2015). The needs analysis was commissioned by Jamaica Tertiary Education Commission (JTEC).
- c) Self Study Report, Bethlehem Moravian College
- d) Teachers' Colleges of Jamaica Strategic Plan (2015-2020)

Subsequently, a two-day strategic planning retreat was held on June 29 and 30, 2015 in St. Ann with one-day follow-up sessions on July 7, August 3 and September 21, 2015. The objective of the retreats was to prepare a strategic plan that would provide direction for the overall improvement of the College. The document sets out the mission and vision which provide the compass which will direct the initiatives of the College for the next five years. The core values, attributes of graduates and employees are also outlined. There is one goal, four perspectives (students, internal processes, learning and growth

and financial planning) and objectives which are to be achieved throughout the next five years. Initiatives are stated for each objective and timelines for achieving these stated. A strategy map is also included and this shows the interrelatedness and integration of the goal, perspectives and objectives.

CHAPTER 3: SWOT ANALYSIS

The internal strengths and weaknesses and the external opportunities and threats were identified by the members of the strategic planning team. Having acknowledged these factors, the team utilized the information to set its goal and objectives for the 2015-2020 strategic plan.

4.1. Strengths

- a) The long one hundred and fifty four (154) years history of offering quality education in Jamaica.
- b) Highly trained and committed staff.
- c) Its Christian groundings.
- d) Willingness to accommodate innovations in education.
- e) Has developed a strong philosophy of education.
- f) Has established national and international partnerships.
- g) Has been a branded name for education in Jamaica.
- h) In these economically challenged times, efforts have been put in place to address the financial needs of some students.
- i) The implementation of a faculty advising system
- j) Mentoring and orientation of new and returning students through the peer leadership programme
- k) Prepare graduates for national and international entities.

4.2 Weaknesses

There are some perceived and actual weaknesses which the College is seeking to address:

- a) Some deteriorating conditions in the physical plant.
- b) A high level of communication needs to be established between leadership and the led.
- c) Library facilities need upgrading.
- d) Marketing strategies need to be more aggressive.
- e) The level of apathy in students approach to learning needs to be reduced.
- f) There is a high percent of neutrality among the internal stakeholders.
- g) The need to improve in the area of customer service.
- h) The College is not very engaged in the community
- i) The tendency for a few members of staff to grouse

4.3. Opportunities

- a) Bethlehem could collaborate more closely with the secondary schools in St. Elizabeth and Westmoreland in order to draw a cohort each year from among their graduates.
- b) To develop/deepen partnerships from relationships resulting from practicum / work experience.
- c) The diversification of programme offerings could result in the offering of new programmes such as Criminal Justice, Social Work and Agriculture.
- d) The Moravian Church placed as it is, all over Jamaica and in the Cayman Islands could influence intake through advertisements in the congregations of the denomination.
- e) The high value placed on the College by the communities, in particular, in the parishes of St. Elizabeth and Westmoreland.
- f) Previously forged partnerships with overseas universities should be sustained.
- g) The need to return to the days when the community “owned” the college.
- h) Sought-after graduates serving nationally and internationally.
- i) Research emphasis focus.

4.4. Threats

In this competitive atmosphere, Bethlehem is bombarded as it were, with the following:

- a) Competition from other institutions offering similar ~~like~~ programmes
- b) Reduced opportunities for employment of teachers
- c) Reduced budget support from MOE resulting in less money to be made available for spending on some vital areas such as library and technology.
- d) The inability of the college to provide adequate perimeter fencing has affected its sense of security
- e) Declining enrolment

CHAPTER 4: MISSION, VISION AND CORE VALUES

Vision Statement

By 2020, BMC will be a centre of excellence, recognized for innovation, quality in teaching, learning and research with a commitment to service.

Mission Statement

A Multidisciplinary Institution preparing leaders who are developed academically, spiritually and professionally, enabling them to function effectively in their chosen fields and rendering service to the community

Core Values

Christian Principles

Ethical Principles

Scholarship

Accountability

Innovation

Team Work

Explanation of the core values

- ✓ **Christian Principles:** The College is driven by the firm belief of the Moravian Church that God created man in his own image and through his concerns for mankind he has provide every opportunity for eternal salvation through Jesus Christ. The work of educating our fellowman is therefore driven by the direction of Christ to make the world a better place for all.
- ✓ **Ethical Principles:** Bethlehem Moravian College will endeavour to embrace honesty, integrity fair play, Christian values and respect in all spheres of its operation.
- ✓ **Scholarship:** Bethlehem Moravian College will foster an environment which promotes intellectual discourse and development of all its staff and students.
- ✓ **Accountability:** Bethlehem Moravian College will ensure prudent principles and transparency in all its affairs with its stake holders
- ✓ **Innovation:** Bethlehem Moravian College will seek to employ novel approaches in the delivery of its educational processes and products.
- ✓ **Team Work:** The fostering of collegiality, respect, professional decorum, and harmonious working relationship will be the hallmark of Bethlehem Moravian College.

CHAPTER 5: KEY ATTRIBUTES OF A BETHLEHEM GRADUATE

The graduate of Bethlehem Moravian College should demonstrate the following attributes:

- a) Positive work attitude
- b) Good communication and interpersonal skills
- c) Critical thinker
- d) Innovative and entrepreneurial
- e) Adaptable
- f) Respectful
- g) Problem-solving
- h) Competent in the delivery of services
- i) Life-long learner

Explanation of attributes

- ✓ **Positive work attitude:** A graduate should display the characteristics of a person who is willing to do whatever is legally necessary to aid in the constructive development of the institution to which he or she is employed.
- ✓ **Good communication and interpersonal skills:** A graduate should be fluent and competent in the use of Standard Jamaican English as well as possess the requisite skill sets that will foster harmonious relationships within the work environment and the wider society.
- ✓ **Critical thinking skills:** A graduate should be able to apply logics and in-depth analysis to discussions, research, current trends and past events.
- ✓ **Innovative and entrepreneurial:** A graduate should be able to use his or her initiative to creative and sustain business ventures.
- ✓ **Adaptable:** A graduate should be compliant to regulations and policies of the institution or organization to which he or she is employed and be acquiescent.
- ✓ **Respectful:** A graduate should be equipped to exercise courtesies and finesse while executing his or her duties. In addition the graduate should adhere to the core values of the institution or organization to which he or she is employed.
- ✓ **Problem-solving skills:** A graduate should be able to use the investigative approach in finding solutions to problems.
- ✓ **Competent in the delivery of services:** A graduate should possess the requisite skills and knowledge to effectively and efficiently perform assigned tasks.
- ✓ **Life-long learner:** A graduate should be passionate about acquiring improved knowledge and skills so as to remain current and functional in a dynamic and diverse global environment.

CHAPTER 6: KEY ATTRIBUTES OF THE BETHLEHEM EMPLOYEE

An employee of Bethlehem Moravian College should have the following attributes:

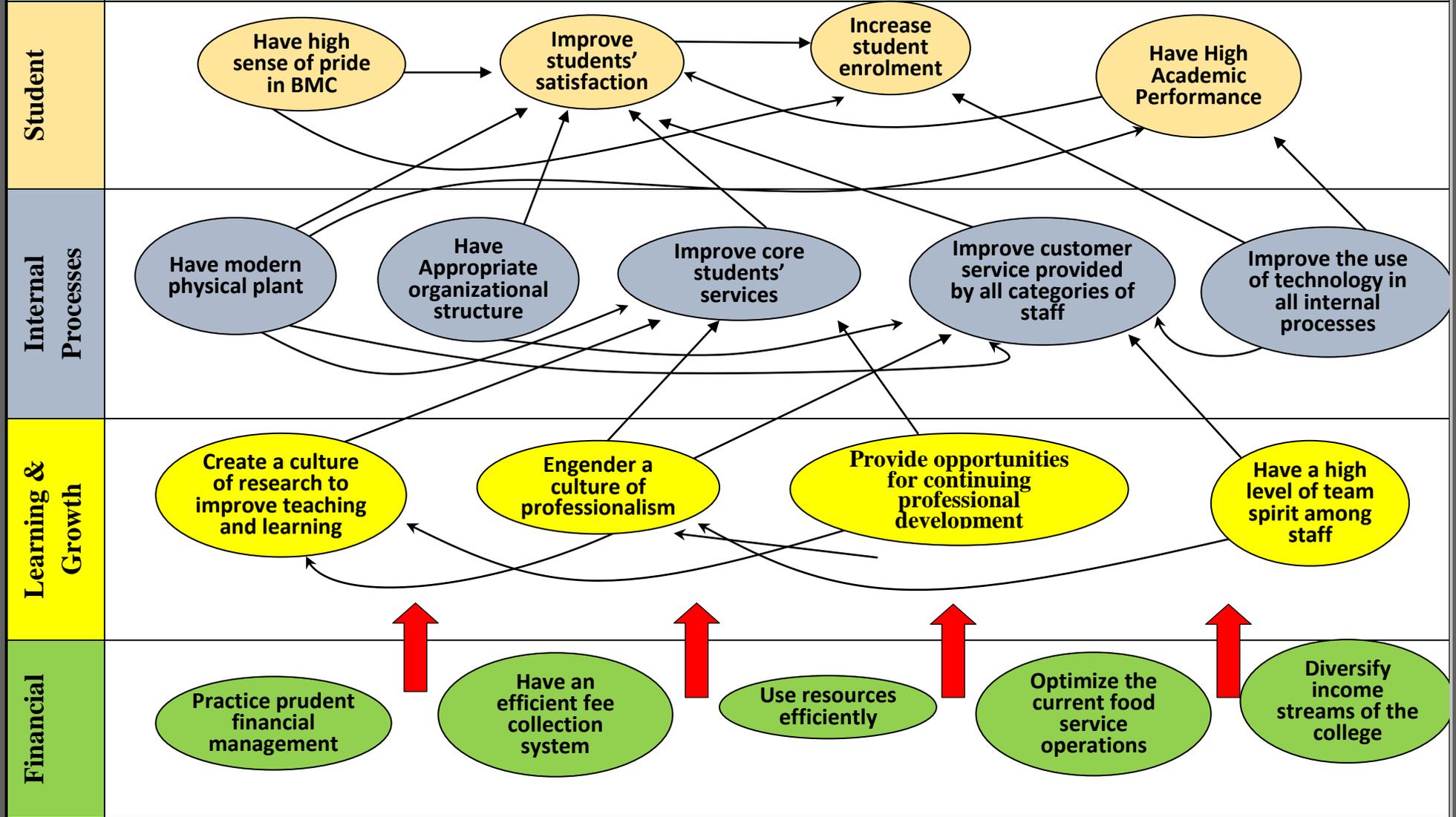
- a) Positive work attitude
- b) Customer-oriented
- c) Respectful
- d) Qualified and competent
- e) Participatory
- f) Life-long learner

Explanation of attributes

- ✓ **Positive work attitude:** An employee should possess and display exemplary interpersonal skills and be committed to delivering service of the highest quality.
- ✓ **Customer-oriented:** An employee should ensure that internal and external stakeholders are recognized as priority and treated accordingly.
- ✓ **Respectful:** An employee should be equipped to exercise courtesies and finesse while executing his or her duties and adhere to the core values of the institution.
- ✓ **Qualified and competent:** An employee should possess the requisite academic certification and skills sets that will be maximized in the execution of duties to promote a culture of excellence.
- ✓ **Participatory:** An employee should value the vision and mission of the organization and should be actively engaged in institutional discussions focused on its development. The voice of the employee is vital to efficiency and effectiveness within the institution and therefore the employee's claim, stance and concerns should be aired.
- ✓ **Life-long learner:** An employee should be committed to continuous professional development which will promote personal and institutional growth.

CHAPTER 7: STRATEGY MAP

Vision	By 2020, BMC will be a centre of excellence, recognized for innovation, quality in teaching, learning and research with a commitment to service.
Mission	A Multidisciplinary Institution preparing leaders who are developed academically, spiritually and professionally, enabling them to function effectively in their chosen fields and rendering service to the community.
Goal	Attract and maintain a significant number of students who are fully matriculated to make the organization competitive and sustainable.



CHAPTER 8: STRATEGIC PERSPECTIVES, GOALS AND OBJECTIVES

Goal: To attract a significant number of students who are fully matriculated to make the organization competitive and sustainable.

Perspectives:

1. Students
2. Internal Processes
3. Learning and Growth
4. Financial Planning

STUDENTS

Objectives	Measures of Success	Targets	Initiatives	Owners	Timeline	Resources
Improve students' satisfaction	% Students satisfaction	>80%	Conduct annual student satisfaction and exit surveys	VP Academic	2015-2020	Personnel
	Quality assurance unit established	100 %	Strengthen the quality assurance system by establishing a quality assurance unit with administrative support	VP Admin	2016-2017	Personnel & infrastructure cost
	% System established	100 %	Establish a system to provide timely feedback to students on evaluations of courses and lecturers	VP Academic	2015-2016	Personnel & Administrative cost
	Tracking system established	100 %	Establish a system of tracking the use of electronic technology in the teaching and learning process	VP Academic	2016-2017	Personnel & administrative cost
	Number of sessions per annum	2	Utilize the feedback from external examiners to inform changes in the teaching and learning process	VP Academic	2015-2016	Personnel
	% Assessed	100 %	Assess the Student Management System (SMS)	VP Academic VP Admin Registrar	2015-2020	Personnel
Have a high sense of pride in BMC	Number of contacts made	>90 %	Establish a formal system to maintain contact with Alumni	VP Admin	2015-2020	Personnel & Administrative & Infrastructure
	Database established	100 %	Establish Alumni database	VP Admin	2016-2017	Personnel & Software
	Improvement in the process	100 %	Improve recruitment and orientation processes	VP Admin Registrar	2015-2020	Personnel

Objectives	Measures of Success	Targets	Initiatives	Owners	Timeline	Resources
	% established	100 %	Establish a career placement and counseling programme	VP Admin	2016-2017	Personnel & Administrative cost
Have an increase in student academic performance	Graduate rate	>80 %	Conduct a gap analysis on the graduation rate at BMC and institute measure to close the gaps identified	Quality Assurance Office	2015-2016 & 2016-2017	Software Communication cost Transportation cost
	% of students achieving B or higher grades per course	>80%	Conduct regular analysis of students' academic results and implement measures to improve performance	VP Academic	2015-2020	Software & clerical services
	% students satisfaction with advisement and mentorship programme	100 %	Develop and implement a plan to monitor and assess the effectiveness of the academic advisement model.	VP Academic Affairs	2015-2020	Administrative cost
	# of workshops	1 per annum	Host annual academic advisement workshops for academic staff	VP Academic	2015-2020	
	% policies written	>80 %	Develop student governance policies	Registrar	2015-2020	Personnel
	% Audit done	100%	Conduct annual audit of the system of internal second marking and moderation of all coursework and examinations	Quality Assurance Officer	2015-2020	Personnel
	Increase in positive ratings of graduates	>80 %	Conduct annual employer survey	VP Academic	2015-2020	Personnel & Administrative cost
Increase student enrolment	# of new matriculated students enrolled	150	Develop a comprehensive public relations and marketing plan	VP Admin	2015-2016	2 million
	# of formal relationships established	5	Actively seek partnership with alumni and private sector to expand scholarships and bursaries programme	VP Admin	2015-2016	Personnel
	# of formal relationships established	50	Maintain updated Social media pages and website	VP Admin	2015-2016	Personnel
			Establish MOU with High Schools	VP Academic	2016-2017	Personnel
# of new programmes	5	Do market assessment and implement accordingly	VP Academic	2016-2017	Personnel	

Objectives	Measures of Success	Targets	Initiatives	Owners	Timeline	Resources
	# of local and international exchanges	>20 %	Increase Local and international exchanges	Registrar	2016-2019	<ul style="list-style-type: none"> Personnel Transportation cost
	# of student who matriculate	>10%	Include Prior Learning Assessment as a matriculation criteria	VP Academic	2016-2017	Personnel
	# of new online courses offered	5 per annum	Strengthen the partnership with the JBTE/UWI to write and offer online courses for the Bachelor in Education with Advanced Standing (BEAS) Programme	Principal	2016-2020	Personnel
	Agreement signed and implemented	100%	Complete the negotiation with the UWI for BMC to join the CUWI system	Chairman Principal	2016 -2018	Time Legal Costs

INTERNAL PROCESSES

Objectives	Measures of Success	Target	Initiatives	Owners	Timeline	Resources
Improve use of technology in all internal processes	% use of online modality for all students services such as application, request for transcript, refund and other products and services	100%	Train staff	VP Admin	2015-2016	Personnel
			Develop application forms	VP Admin	2016-2017	Personnel
			Utilize current software effectively	VP Admin	2017-2018	Personnel
Improve Support Services provided by all categories of staff	Number of sessions held per year	2	Implement training sessions for staff	VP Admin	2015-2016	Personnel
	# of awards granted	5	Recognize excellent customer service	Principal	2016-2017	Personnel Cost
	# of mystery shopper reviews	3	Use of mystery shopper	Principal	2015-2016	Personnel
	% satisfaction with quality of meals	>70	Re-organize the meal services	VP Admin	2016-2017	Personnel
	% satisfaction with student accommodation	>70	Improve the facilities for student accommodation	Operations Manager	2015-2020	Personnel Cost
			Conduct annual student satisfaction and exit surveys	VP Admin	2015-2020	Personnel
	% satisfaction with medical services	>80	Reorganize the medical services	VP Admin	2017-2018	Personnel
			Conduct annual student satisfaction survey	VP Admin	2018-2020	Personnel
	% satisfaction with counseling services	>70	Develop and implement a comprehensive guidance and counseling programme	<ul style="list-style-type: none"> • VP Admin • Guidance Counsellor • Chaplain 	2015-2016	Personnel
	Improve Core Students Services	% satisfaction with application processes	>70	Reorganize the processes for handling application	Registrar	2016-2017
Conduct annual student satisfaction surveys				Research Officer		
% grade made available within promised timeframe		>70	Formulate a policy for grades to be delivered to students	VP Academic	2015-2016	Personnel
% satisfaction with Registration process		>70	Reorganized the registration process	Registrar	2017-2018	Personnel SMS
			Conduct student satisfaction and exit surveys	Research Officer	2017-2018	Administrative Cost
% policies and procedures implemented		100%	Formulate policies and procedures for addressing grievances	VP Academic	2016-2017	Personnel
% Policies written		>80 %	Write College-wide policy documents to improve administrative systems	Quality Assurance Officer	2015-2020	Personnel
% Audit conducted	100 %	Conduct an annual audit of all offices that manage student records	<ul style="list-style-type: none"> • VP Academic • VP Admin • Registry 	2015-2020	Personnel	
Have appropriate organizational	% Review completed	100%	Review proposed structure	Board	2015-2016	Personnel

Objectives	Measures of Success	Target	Initiatives	Owners	Timeline	Resources
Have modern physical plant	Implications considered	100%	Review and document implementation of proposed structure	Board	2015-2016	Personnel
	% implementation of new organizational structure	100%	Decide on mitigating strategies and implement new structure	Board	2015-2017	Personnel
	% implementation of the maintenance plan per year	>80%	Develop and implement a maintenance Plan	Operations Manager	2015-2020	Budget
	% targeted implementation per year	>80%	Develop and implement a capital development plan	Operations Manager	2019 -2020	TBD
	% Funding identified	40%	Develop project proposal(s) and seek funding	Operations Manager	2016-2017	Expert
	% implementation	50%	Review existing physical plant	Operations Manager	2015-2016	Personnel
			Develop and implement a plan to retrofit facilities to accommodate special needs stakeholders	Operations Manager	2016-2020	Budget
	% implementation of Safety & Security Plan	80%	Review existing Safety and Security plan.	Operations Manager	2015-2016	Personnel
			Establish revised Safety and Security plan	Operations Manager	2016-2017	Personnel
	# of facilities established per year	1	Establish recreational facilities	Operations Manager	2016-2017	TBD
	% of students using facilities	50%	Promotion of the facilities	<ul style="list-style-type: none"> • VP Admin • Student Services Manager 	2016-2017	Personnel
	# of co-curricular activities	>15 clubs and associations	Document a comprehensive co-curricular programme	<ul style="list-style-type: none"> • VP Admin • Student Services 	2015-2016	Personnel
	# of students and staff using college email	100%	Use college email system to improve internal communication	VP Admin	2016-2017	Software

LEARNING & GROWTH

Objectives	Measures of Success	Targets	Initiatives	Owners	Timelines	Resources
Create a culture of research to improve teaching and learning	Number of scholarly work presented per faculty each year through publications, workshops and other fora	1	Recognize faculty for efforts in scholarly work	Principal HOD	2016-2017	Personnel
	Number of papers presented per year	2	Provide opportunities for faculty to share in conferences that are relevant to the growth of the institution	Principal & HOD	2016-2017	<ul style="list-style-type: none"> Personnel Travel costs
	Lecture published Biennially	1	Biennial publication of the John Amos Comenius Day Lectures	Principal, Research Officer	2016-2020	<ul style="list-style-type: none"> Personnel, Administrative cost
	Positive rating of the level of supervision per year	1	Provide training for academic staff in the supervision of students action research	VP Academic Research Officer	2015-2016	<ul style="list-style-type: none"> Personnel, Administrative cost
	Increase in the number of scholarly work published in peer-reviewed journals per year	1	Provide training for academic staff in the writing of research papers	VP Academic Affairs Research Officer	2015-2020	<ul style="list-style-type: none"> Personnel, Administrative cost
	Engender a culture of professionalism in all aspects of college life	% student and staff satisfaction as per surveys	75%	Forum for discussion of professional issues once per academic year	Principal	2015-2016
Evaluation per semester of courses and lecturers (by student)				VP Academic	2015-2016	<ul style="list-style-type: none"> Personnel
Annual Performance Appraisal				HR	2015-2016	<ul style="list-style-type: none"> Personnel
Workshop on professional development and customer service				HR	2015-2016	<ul style="list-style-type: none"> Personnel
Remediation programmes to address deficiencies in professionalism noted				Principal	2015-2016	<ul style="list-style-type: none"> Personnel
Completed Staff manual				100%	Complete the staff manual	HR

Objectives	Measures of Success	Targets	Initiatives	Owners	Timelines	Resources
	Increase in the number of faculty members affiliated with international associations/organization	1 per faculty	Encourage faculty members to join international professional organizations	VP Academic Principal	2015-2020	<ul style="list-style-type: none"> Personnel, Administrative cost
	% evidence of sharing of information of those members who receive financial assistance	100%	Provide funding for affiliation to relevant professional organizations	Faculty Heads	2016-2018	
	Workshop conducted	2 per annum	Conduct annual new staff orientation workshop	HR	2015-2020	<ul style="list-style-type: none"> Personnel Administrative Cost
Provide opportunities for continuing professional development for all members of staff	# of faculty sharing results with others on their participation in workshop	10	Institute a programme of faculty participating in workshops on teaching and learning and sharing results with rest of staff	Principal	2015-2020	<ul style="list-style-type: none"> Personnel Travelling cost
	% of staff engaging in at least 8 hours of professional development programmes per year.	75%	Provide online links to relevant websites	Deans HR	2015-2020	Personnel
			Disseminate information on professional development opportunities to all staff	Deans HR	2015-2020	
			Establish a system to monitor the number of professional development sessions attended	Dean HR	2015-2020	Personnel & Administrative cost
			Formulate policy and procedures on staff engagement in continual professional development	Dean HR	2015-2020	Personnel & Administrative cost
Have a high level of Team Spirit among staff	# of sessions held per semester for sharing of best practices	1	Sharing of best practices within a department (e.g. notes,)	VP Admin V P Academic	2015-2016	Personnel & Administrative cost
	% staff satisfaction with opportunities for sharing opinion	75%	Encourage team members to express their opinions and or to provide input	Principal	2015-2016	Personnel & Administrative cost

Objectives	Measures of Success	Targets	Initiatives	Owners	Timelines	Resources
			Provide assistance to enable the team to achieve its goal	Principal	2015-2016	Personnel & Administrative cost
			Recognize contribution of all categories of employees	HR	2016-2017	Personnel & Administrative cost
			Allocation of budget	Bursar		
	# of meeting agenda items dedicated for team building	1 per month	Time allocated on meeting agendas	Principal	2015-2020	Personnel & Administrative cost

FINANCIAL

Objectives	Measures	Targets	Initiatives	Owners	Timeline	Resources
Provide financial assistance to students	Number of formal initiatives established per year	1	Implement a structured programme to facilitate easy access to Student Loan	Bursar Guidance Counselor	2015-2020	Personnel
			Implement Scholarships & bursaries programmes	VP Admin Guidance Counselor	2015-2020	Budget
Practice prudent financial management	Systems implemented	100%	Cash less system for payment of services.	Bursar	2015-2016	Budget.
			Establish a diversified investment portfolio.	Bursar	2016-2017	Personel
			Upgrade of financial management soft system	Bursar	2017-2018	Budget
	% submission by deadline	100%	All department submit budget by May 31 of each year	VP Admin	2015-2016	Personnel
	Advisory Budget Committee established and functioning	100%	Establish an Advisory Budget Committee to review all budget.	Principal	2015-2016	Personnel
	% Quarterly reports submitted in timely manner	100%	Submit quarterly financial reports to oversight committee	Bursar	2015-2016	Personnel
	+/- variance from budget	3%	Ensure strict adherence to approved budget	Principal	2015-2016	Bursar
Have an efficient fee collection system.	% receivables to billing per year	5%	Ensure that all students at registration pay a minimum of 30% of their approved fees	Bursar	2015-2016	VP Admin
			Ensure strict compliance to fee payment deadlines.	Bursar	2015	VP Admin
			Sensitize students on their current status.	VP Administration	2015	Personnel
			Educate students on financial assistances that are available.	Students Services Manager	2015	Personnel
			Strengthen the role of the Compliance Officer in collection of fees.	Bursar	2015	Personnel
			Establish a customer segmentation system in order to increase ease of collection and reduce bad debt	Bursar	2015	Personnel
Use resources efficiently	% reduction in unnecessary recurrent expenditure per year	5%	Review staff deployment to match skills and talents with jobs.	HR	2016-2017	Personnel
	% Travel requirements Reviewed and changes implemented	100%	Review travel requirement and implement changes	Principal	2016	Personnel
	Advisory committee established	100%	Establish internal advisory budget committee	Principal	2016	Personnel & Administrative cost

Objectives	Measures	Targets	Initiatives	Owners	Timeline	Resources
	% Expenditure reviewed	100%	Review of all expenditures quarterly against budgeted.	Advisory Budget Committee	2016 - 2017	Personnel
	% Compliance	100%	Regular Checks at Finance Committee to ensure compliance with the FAA Act	Chair of Finance Committee	2015-2016	Bursar
	% Compliance	100%	Regular checks at Board meetings to ensure compliance with PBMA Act	Board Chair	2015-2016	Principal
	% Compliance	100%	Regular checks at Finance Committee to ensure compliance with the GOJ Guidelines	Chair of Finance Committee	2015-2016	Procurement Officer
	# of per year programmes rationalised	2	Rationalize the programme offerings	VP Academic	2015-2017	Budget
Improve the returns from food services operations	% +/- Profit target as per budget	5%	Revise the operations of the canteen	VP Administrative Affairs	2015-2017	Personnel
Diversify income streams of the college	The number of new income generating projects crated.	5	Develop Business Plans and implement accordingly	Plant Manager/ RADA	2015-2017	Personnel Feasibility study
			Support the training of targeted staff in Grant writing	Principal	2016-2018	expertise in the area.
			Formally establish the BMC Foundation	Board	2016	Personnel

CHAPTER 9: IMPLEMENTATION FRAMEWORK

The Strategic Plan of Bethlehem Moravian College is a five-year plan which has at its centre the mission, vision and objectives. The Strategic Plan will have to be monitored and evaluated during the next five years and the success of the initiatives can only be effectively and efficiently implemented if there is commitment from the Board of Management, Principals, Vice Principals, staff and students.

To implement the plan there will be the development of operational plans beginning in 2015. These operational plans will be done on a phased basis. Operational plans will be developed for the first two years and subsequently the following three years. The strategic plan outlines objectives, measures of success, initiatives and timelines. It is expected therefore that in preparing the operational plans that implementers will adhere to these.

Operational plans will be reviewed at the end of each semester but comprehensive reviews will take place annually. The strategic plan will be reviewed biennially. These reviews are necessary since the economic and environmental conditions are unpredictable and adjustments to the initiatives may have to be modified in response to these changes.

Role and responsibilities

1. The Strategic Planning Team will be expected to promote the importance and significance of the strategic plan and lobby all stakeholders to buy-in to the strategic process.
2. The Strategic Planning Team which includes the Quality Assurance Officer will be responsible for the evaluation of the strategic plan.
3. Deans, Heads of Units and Departments will be responsible for the development of two-year operational plans and subsequently a three-year operational plan.
4. The Administrators will be responsible for coordinating the implementation of the operational plans.
5. The middle managers, namely, Heads of Units, Heads of Departments and Deans will be responsible for implementing the initiatives stated in the operational plans.
6. Deans, Heads of Departments and Units will report on the progress of the implementation of operational plans at various meetings, such as the Staff, Academic Board, Non-academic Board and Board Committee meetings.
7. The Administrators, Deans, Heads of Departments, Quality Assurance Officer and Heads of Units will be responsible for the evaluation of the operational plans at the end of each semester and at the end of each academic year.
8. The Principal will be responsible for reporting on the progress of the implementation of operational plans to the Board of Management.
9. The Board of Management will be responsible for monitoring the progress of implementation of the operational plans and approving any changes in the process.

CHAPTER 10: CONCLUSION

This five year Strategic Plan is the culmination of many hours of work by members of the strategic planning team. It represents a collaborative effort among Heads of Departments, senior members of the faculty, faculty members with special responsibilities and all members of the Board of Management.

Four perspectives were decided on: Students, Learning and Growth, Internal Processes and Financial Planning. Objectives, initiatives and timelines have been included and the measures of success will be used to effectively monitor the strategic plan. For effective implementation of the strategic plan it will be necessary to develop operational plans. It is the measures of success that will allow the Board of Management to effectively monitor the strategic plan and ensure accountability at all levels of the institution. Reports on the progress of the implementation of the initiatives will allow all stakeholders to stay on target.

The strategic planning process is one of critical success factors when evaluating the quality assurance framework of an institution. Therefore, communication of the progress of implementation will be integral in achieving success.

Bethlehem Moravian College celebrates one hundred and fifty-five (155) years of existence in 2016. Given its age, the institution will only improve its image in the ever changing educational landscape if there is successful implementation of the strategic plan. It should therefore achieve its vision of being “a centre of excellence, recognized for innovation, quality in teaching, learning and research with a commitment to service” by 2020.

THE BOARD OF MANAGEMENT
 BETHLEHEM MORAVIAN COLLEGE
 RATIFICATION OF STRATEGIC PLAN

NAMES	POSITIONS	SIGNATURES
Mr. Lowel Morgan	Church Rep/Chairman, Board of Management	_____
Mrs. Heather Murray	Church Rep/Vice Chair Board of Management	_____
Revd. Jermaine Gibson	Church Rep/Chair, Human Resource Committee	_____
Revd. Dr. Kofi Nkrumah-Young	Church Rep/Chairman – Finance Committee	_____
Mr. Bruce Scott	Co-opted Member/Vice Chairman – Finance Committee	_____
Dr. Phylicia Marshall	MOE Representative	_____
Mrs. Yvonne E. Clarke	Principal	_____
Miss Nomy Wright	General Support Staff Representative	_____
Dr. Derrick Hendricks	Community Representative	_____
Mr. Alfred Peart	Academic Staff Representative	_____
Miss Vivienne Scott	Church Rep/Chair, Infrastructure	_____
Mrs. Pauline Jones	Past Student Representative	_____
Mr. Seymour Martin	Co-opted Member/Chair, Marketing & Branding Committee	_____
Mr. Joshua Black	Student Council Representative	_____
Revd. Dr. Paul Gardner	Church Rep	_____
Mrs. Kamala Miller-Bent	Administrative Representative	_____