

# STRATEGIC PLAN (2016-2019) Implementation Review

## STRATEGIC PRIORITY #1: IMPROVE OPPORTUNITIES FOR STUDENT LEARNING & SUCCESS

**Enable students to succeed in accomplishing their educational and career goals by (a) offering relevant programmes, and (b) providing them with high quality education and training and support services that meet their needs.**

### A. STRATEGIC OBJECTIVES

**Strategic Objective 1.1:** Ensure the effective participation of advisory committees, employers and agencies in the identification of new offerings and the delivery of such services, as well as in curriculum development, career programme review and feedback concerning the performance and continuing education needs of graduates. (Assessment measures 1b, 1c, 1d)

**\*\*\*Strategic Objective 1.2:** Develop programmes that can be offered locally and jointly with other institutions that best fit the specific needs of a modern Virgin Islands economy. (Assessment measures 1b, 1d, 1e)

**\*\*\*Strategic Objective 1.3:** Expand dual enrollment educational opportunities by offering early career building opportunities for students enrolled in secondary schools. (Assessment measure 1a)

### B. ASSESSMENT MEASURES

**\*\*\*Measure 1a:** By Fall, 2017, increase by     %, the number of high school students dually enrolled at the College, including at least 20% of whom are enrolled for the purpose of completing one or more CAPE (A-level) subjects; and     % of whom complete their high school requirements within one year.

**\*\*\*Measure 1b:** By Fall 2017, increase by a minimum of 3 over Fall, 2015, and by Fall, 2018 an additional minimum of 2, the number of new and/or revised technical and career programmes or other training experiences offered alone or in partnership with other institutions or training organizations to meet local employment needs.

**Measure 1c:** By Spring 2017, report results, and provide recommendations for improvement based on the satisfaction of (a) employers and (b) graduates in the workforce for at least two years, concerning the quality of the education and training that was provided.

**Measure 1d:** At the end of their first year of transfer, at least 80% of graduates will report feeling appropriately prepared for University study, and those enrolled at 2+2 partnership universities will perform academically comparable to native students at the completion of the number of credits that define their senior status.

**\*\*\*Measure 1e:** By Spring 2017 and Spring 2018, increase by at least 2 each year, the number of agreements and/or partnerships with education and other training organizations that are intended to increase access to degrees and certificates aimed at meeting specific needs of the local economy.

### IMPLEMENTATION STRATEGIES

The implementation strategies, together with their proposed implementation schedules and the lead executive officer for implementation and accomplishment of the outcomes are contained in Table 1.

Table 1

**IMPLEMENTATION STRATEGIES, RESPONSIBILITIES AND SCHEDULE  
FOR ACHIEVING THE OBJECTIVES OF PRIORITY 1**

<b>STRATEGIC OBJECTIVE</b>	<b>IMPLEMENTATION STRATEGY</b>	<b>RELATED PRIORITY #1 ASSESSMENT MEASURE</b>	<b>LEAD RESPONSIBILITY</b>	<b>IMPLEMENTATION YEAR</b>	<b>IMPLEMENTATION</b>
<p><b>1.1:</b> Ensure the effective participation of advisory committees, employers and agencies in the identification of new offerings and the delivery of such services, as well as in curriculum development, career programme review and feedback concerning the performance and continuing education needs of graduates.</p>	<p><b>1.1.1</b> Every three years, conduct a survey of the employers of graduates and completers to determine employer perceptions concerning the preparation and performance of graduates, employment opportunities for graduates of degree and certificate programmes offered, and the current and emerging training needs of their businesses and organizations.</p>	<p><i>1b, 1d, 1c</i></p>	<p>Director, Planning and Institutional Effectiveness</p>	<p>2016/17</p>	<p>The 2016 Employers' Survey was completed and results summarized. The survey is to again be deployed in Fall 2019. Perceptions in terms of the general education of HLSCC alumni are summarized in Standard V. It is unsure if results have been otherwise used.</p>
	<p><b>1.1.2</b> Every two years, evaluate the effectiveness of Programme Advisory Committees being certain to document the level of their effectiveness in relation to new curricula identification, development, and evaluation.</p>	<p><i>1b</i></p>	<p>Dean, Workforce Programmes</p>	<p>2016/17</p>	<p><b>Schedule to be produced and circulated</b></p>
<p><b>*** 1.2:</b> Develop programmes that can be offered locally and jointly with other institutions that best fit the specific needs</p>	<p><b>1.2.1. ***</b>Expand the available City and Guilds and/or other external certifications that are offered to include additional areas relevant to the needs of the local economy</p>	<p><i>1b, 1e</i></p>	<p>Dean, Workforce Programmes</p>	<p>2017/18</p>	<p>In the Spring 2017 semester, the first of four courses in the City and Guilds Level 2 Certificate in Marine Construction, Systems Engineering, and Maintenance was offered. A follow-up to this is needed, as well</p>

STRATEGIC OBJECTIVE	IMPLEMENTATION STRATEGY	RELATED PRIORITY #1 ASSESSMENT MEASURE	LEAD RESPONSIBILITY	IMPLEMENTATION YEAR	IMPLEMENTATION
of a modern Virgin Islands economy	***1.2.2. In cooperation with local agencies and industries, design and offer courses, certificates and/or degree programmes (in cooperation with other institutions as needed) that would introduce and/or prepare students with the qualifications to enter employment in occupations in such fields as health care, marine, fishery and agriculture.	1e	Dean, Workforce Programmes	2016/17	as to determine if the certification had been extended to other programmes and offered.
1.3 Expand dual enrollment educational opportunities by offering early career building opportunities for students enrolled in secondary schools.	***1.3.1 Strengthen the bridge between secondary and tertiary education by offering CAPE (A Level) subjects for students enrolled in Grade 12 of secondary schools across the territory.	1a	Vice President,	2016/17	With the addition of a 6th year to the public secondary school year in Fall 2016, this was accomplished with dual enrollment College math and English courses for one tier of students, and CAPE courses for another tier of students. In Fall 2019, CAPE courses were offered at the HLSCC campus only.
	***1.3.2 Develop and implement a strategy aimed at providing comprehensive career information designed to promote interest in agriculture and fishing as economically viable and	1e	Dean, Workforce Programmes		

STRATEGIC OBJECTIVE	IMPLEMENTATION STRATEGY	<i>RELATED PRIORITY #1 ASSESSMENT MEASURE</i>	LEAD RESPONSIBILITY	IMPLEMEN -TATION YEAR	IMPLEMENTATION
	productive occupations and/or small businesses.				

## **STRATEGIC PRIORITY #2: IMPROVE THE FINANCIAL STRENGTH OF THE COLLEGE**

***To attract public and private resources and manage these in a manner than enables the College to thrive in a continuously changing economic and educational environment.***

### **A. STRATEGIC OBJECTIVES**

**Strategic Objective 2.1:** Strengthen financial cost controls and cost recovery throughout the College  
(Assessment measure 2b, 2c).

**Strategic Objective 2.2:** Collaborate with government entities in the identification and development of policies and procedures appropriate to funding the College. (Assessment measure 2e)

**Strategic Objective 2.3:** Identify and target funding from a variety of sources (not including local government) in the context of clearly identified priorities for student access and success and for institutional development and improvement (Assessment measure 2a)

**Strategic Objective 2.4:** Develop and implement strategies to increase student enrollment and retention  
(Assessment measure 2d)

### **B. ASSESSMENT MEASURES**

**Measure 2a:** By Fall, 2017, based on a clearly defined supplemental funding strategy and agenda, the following minimum increased and new revenues will be obtained annually from a variety of sources as follows:

i) \$75,000 from fundraising; ii) \$10,000 in private giving; iii) \$10,000 from corporate sponsorships; iv) \$50,000 from grant applications; v) \$50,000 in capital/special projects vi) \$25,000 for the College's endowment fund; vii) \$1,000 in unrestricted monetary donations; viii) \$5,000 in in-kind donations.

**Measure 2b:** By Fall, 2017, College expenditures for the following services (utilities, bookstore, custodial, performing arts) will be reduced by at least 10% each compared to the average of the preceding three years, and by an additional 5% by Spring, 2018.

**Measure 2c:** By Spring, 2017, a decline in expenditures of between 5 and 10% in at least 60% of budget units compared to the 2015 year, and an additional average across the board decline of between 2 and 5% in 2017-2018.

**Measure 2d.** By Fall, 2017, enrolment of full and part time students will reflect changes to the demographics of the student body estimated as follows: Full time students (recent high school graduates) – \_\_\_\_\_%; part time adult students (aged 25? \_\_ +) - \_\_\_\_\_% and full-time adult students (aged 25? \_\_ +) - \_\_\_\_\_%

**Measure 2e:** By FY 2018, a clearly defined formula for funding the College will be articulated, and will reflect an annual level of government funding for operations of at least 60% of expenditure for the previous year).

### **IMPLEMENTATION STRATEGIES**

The implementation strategies, together with their proposed implementation schedules and the lead executive officer for implementation and accomplishment of the outcomes are contained in Table 2.

Table 2

**IMPLEMENTATION STRATEGIES, RESPONSIBILITIES AND SCHEDULE  
FOR ACHIEVING THE OBJECTIVES OF PRIORITY 2**

<b>STRATEGIC OBJECTIVE</b>	<b>IMPLEMENTATION STRATEGY</b>	<b>RELATED PRIORITY #2, ASSESSMENT MEASURE</b>	<b>LEAD RESPONSIBILITY</b>	<b>IMPLEMENTATION YEAR</b>	<b>IMPLEMENTATION</b>
<b>2.1:</b> Strengthen financial cost controls and cost recovery throughout the College	<b>2.1.1</b> Strengthen financial management and cost controls through the development, approval and implementation of financial policies that ensure transparency and consistency in the financial operations of the College	2b	Bursar	2016/17	In Spring 2017, then President Janet Smith sent out standardized forms relative to the <i>Policy on Management of Accounts Payable</i> , and activated the Task Force on Cost Containment chaired by the Bursar.
	<b>2.1.2</b> Develop and implement a workshop series for Budget Unit Heads that is designed to increase their understanding and improve their appreciation of budget management policies and procedures.	2c	Bursar	2016/17	Annually in Spring a series of these workshops are carried out by Mr. Kevin Dawson, Accountant, Fiscal Services Department.
<b>2.2 :</b> Identify and target funding from a variety of sources (not including local government) in the context of clearly identified priorities for student access and success and for institutional	<b>2.2.1</b> Identify and pursue grant funding from organisations and other entities based on the funding history, targeted groups and giving patterns of such organisations.	2a	Director, Fund Raising / Grants, Planning and Management	2016/17	<i>The grant – funding request schedule for the 2016 – 2019 academic years (indicating the success or non-success of each grant request submission) is needed.</i>
	<b>2.2.2</b> Solicit designated donations, gifts and financial support from private sources (including vendors, contractors,	2a	Director, Fund Raising / Grants,	2016/17	The 2016, 2017, and 2018 Fundraising Overview and 2019 – 2020 Fundraising Plan document has results. Total

STRATEGIC OBJECTIVE	IMPLEMENTATION STRATEGY	RELATED PRIORITY #2, ASSESSMENT MEASURE	LEAD RESPONSIBILITY	IMPLEMENTATION YEAR	IMPLEMENTATION
development and improvement	alumni individuals etc.) in support of specific College programmes, projects and initiatives		Planning and Management		income for the stated years: \$69,533, with expenses of \$5,537.
2.3: Develop and implement strategies to increase student enrollment and retention.	2.3.1. Develop and implement an aggressive marketing strategy designed to (a) better familiarise employers and organisations with the College's desire and capacity to meet their training needs in a customised, flexible and cost-effective manner; (b) promote the College as the "College of First Choice" for non-traditional students (working adults) throughout the territory.	. 2d	Director, Communications		<p>The HLSCC television marketing schedule from 2015 to 2017 is as follows:</p> <ul style="list-style-type: none"> <li>• HLSCC News Report for the week ending 24<sup>th</sup> June, 2017 (<a href="https://www.youtube.com/watch?v=WoPqjiwjaCw&amp;feature=youtu.be">https://www.youtube.com/watch?v=WoPqjiwjaCw&amp;feature=youtu.be</a>)</li> <li>• HLSCC New Update, February 2018 (<a href="https://www.youtube.com/watch?v=iKZlXu-diYI">https://www.youtube.com/watch?v=iKZlXu-diYI</a>)</li> <li>• The CPDCE Enrichment Courses Update, March 2018 (<a href="https://www.youtube.com/watch?v=p8Y_552tSs0">https://www.youtube.com/watch?v=p8Y_552tSs0</a>)</li> <li>• JTV broadcast to the College's Advance-ELearning initiative in May 2019</li> </ul> <p>Note that the College's TV operations were disrupted by the September 6<sup>th</sup>, 2017 storm.</p>

STRATEGIC OBJECTIVE	IMPLEMENTATION STRATEGY	RELATED PRIORITY #2, ASSESSMENT MEASURE	LEAD RESPONSIBILITY	IMPLEMENTATION YEAR	IMPLEMENTATION
					<p>Note that the effectiveness of each of these activities need to be measured</p>
	<p><b>2.3.2</b> Beta test the expansion of class scheduling to include a variety of community-based sites and a non-traditional (Monday to Friday) class schedule.</p>	<p>2d</p>	<p>Vice President</p>		<p>The non-traditional schedule was introduced, with a listing of courses taught in this way provided for the 2018 – 2019 academic year (Note the 2019 Standard III accreditation draft.). The non-traditional delivery methods included one-session courses in which the full week’s contact time was achieved, blended courses, in which one session was on campus with the remainder of the delivery being online, and one-day weekend delivery (on either Saturday or Sunday)</p> <p>The expansion to community-based sites needs to be reviewed for long term implementation.</p>
	<p><b>***2.3.3</b> Increase the number of on-line programmes and services that are available to current and prospective students.</p>	<p>2d</p>	<p>Registrar</p>		<p>Some delivery of blended courses occurred in the 2018 - 2019 academic year, with Humanities courses (Fall 2018: ENG 051 A, PSY 100 A, PSY 215 A, SOC 100 A, and SOC 104 A; Spring 2019: PSY 205 A, SOC 110 A, SOC 120 T, ASOC 200 A, and SOC 205 A. A formal plan to guide this type of course delivery, however, was created by the E-Learning and</p>

STRATEGIC OBJECTIVE	IMPLEMENTATION STRATEGY	<i>RELATED PRIORITY #2, ASSESSMENT MEASURE</i>	LEAD RESPONSIBILITY	IMPLEMENTATION YEAR	IMPLEMENTATION
					Technology Manager in Spring 2018. Resources, guiding policies, and technology & equipment to make for a proper roll-out, as given in the plan, still need to be put in place. Currently (as of Fall 2019 (Check), no online or blended courses are being offered on the academic programme side of the institution. The online courses being offered are through the CPDCE unit using ED4Online (Check).
	***2.3.4: Market the College as the premier knowledge centre and college of first choice for customized and on-line training in financial services throughout the region.	2d	Director, Communications		

**STRATEGIC PRIORITY #3:  
STRENGTHEN COMMUNITY RELATIONS AND ASSIST IN NATION BUILDING**

***Strengthen ties with the community by providing information concerning the College as well and by serving as a resource for information and as a facilitator for discussions concerning issue and activities related to the educational, social, political, economic, cultural and natural environment of the Virgin Islands.***

**A. STRATEGIC OBJECTIVES**

**Strategic Objective 3.1:** Serve as a focal point for research and collaboration aimed at developing, sharing and providing opportunities for discussions concerning the history, culture and arts; as well as issues facing the Virgin Islands. (*Assessment measure 3a*).

**Strategic Objective 3.2:** Increase the level of the College's participation in the civic, cultural or other non-political affairs of the community (*Assessment measure 3b*).

**A. ASSESSMENT MEASURES**

**Measure 3a:** From a survey of the community related to their perceptions of the College, indication of an overall favorable response that acknowledges: "a better understanding of the College", "more inclined to support its activities", "better understanding of issues facing the territory", "a greater sense of national identity" and "more likely to encourage others to register for classes" than in the past.

**Measure 3b:** At least 15% of college administrators and 12% of faculty will be actively engaged in community organizations and/or would provide service to one or more organizations in a manner that reflects their capacity and/or professional responsibilities and expertise at the College.

**IMPLEMENTATION STRATEGIES**

The implementation strategies, together with their proposed implementation schedules and the lead executive officer for implementation and accomplishment of the outcomes are contained in Table 3.

Table 3

**IMPLEMENTATION STRATEGIES, RESPONSIBILITIES AND SCHEDULE  
FOR ACHIEVING THE OBJECTIVES OF PRIORITY 3**

<b>STRATEGIC OBJECTIVE</b>	<b>IMPLEMENTATION STRATEGY</b>	<b>RELATED PRIORITY #3 ASSESSMENT MEASURE</b>	<b>LEAD RESPONSIBILITY</b>	<b>IMPLEMENTATION YEAR</b>	<b>IMPLEMENTATION</b>
<p><b>3.1:</b> Serve as a focal point for research and collaboration aimed at developing, sharing and providing opportunities for discussions concerning the history, culture and arts; as well as issues facing the Virgin Islands. (<i>Assessment measure 3a</i>).</p>	<p><b>3.1.1</b> Build and make use of a searchable database capable of providing public access to information, and that facilitates collaboration with community members and organisations on research and analyses concerning the historical and cultural matters related to the Virgin Islands.</p>	3a	Director, Virgin Islands Studies		
	<p><b>3.1.2</b> Expand the content of the Virgin Island History and Culture collection at the Learning Resource Centre in a manner that complements the holdings of the Government Archives.</p>	3a	Vice President	2016/17	
	<p><b>3.1.3</b> Review the content, purpose and circulation of the <i>Virgin Islands Studies Magazine</i> in order to make this publication concerning the history, customs and changing culture of the territory available, by subscription, to persons living in the BVI as well as British Virgin</p>	3a	Director, Virgin Islands Studies	2016/17	<p>An edition of the <i>Journal of Virgin Islands Studies: Heritage Alive</i> was produced and sold in the 2017- 2018 academic year after having been unpublished for some time. For this edition, various business and public and private sector entities were approached for distribution. Another edition of the <i>Journal</i> was also published in the 2018 – 2019</p>

STRATEGIC OBJECTIVE	IMPLEMENTATION STRATEGY	<i>RELATED PRIORITY #3 ASSESSMENT MEASURE</i>	LEAD RESPONSIBILITY	IMPLEMENTATION YEAR	IMPLEMENTATION
	Islanders and others living abroad.				academic year, with 200 copies also being distributed to various businesses for sale.
	<b>3.1.4</b> Provide support to community organisations engaged in the restoration of historical Virgin Islands sites and related initiatives.	3a	Director, Virgin Islands Studies	2016/17	<p>In the 2017 – 2018 academic year, Dr. Katherine Smith represented the Virgin Islands’ Studies Institute in various activities or tours with the Afrikan Studies Klub, First Impressions School, Bregado Flax High School, and Cedar International School. She also was appointed to the Culture Committee within the Ministry of Education and Culture.</p> <p>Mr. Georffey Brooks, Curator of the Museum, complete a catalogue of Virgin Islands Maritime Museum collections</p> <p>Dr. Michael Kent served as a member of the Board of Directors of the Museum at Government House and also twice ran a marine-focused heritage tourism course.</p> <p>In the 2018 – 2019 academic year, Dr. K. Smith worked with the Cultural and Musical Food Fair’s</p>

STRATEGIC OBJECTIVE	IMPLEMENTATION STRATEGY	<i>RELATED PRIORITY #3 ASSESSMENT MEASURE</i>	LEAD RESPONSIBILITY	IMPLEMENTATION YEAR	IMPLEMENTATION
					<p>role-play presentations, supported activities of the Afrikan Studies Klub, Tola Radio, 284 Media News, and the Cedar International School. She also served as the HLSCC representative on the Virgin Islands Climate Trust Fund Board and Communications Sub-Committee, having done so before. Training for their “cultural Assessment/Virgin Islands History” sessions with police recruits were also conducted by Dr. K. Smith.</p> <p>In his capacity on the Board of Directors of the Museum at Government House, Dr. Michael Kent included his effort in a fundraising event in support of restoring and reopening the museum.</p>
<p><b>3.2:</b> Increase the level of the College’s participation in the civic, cultural or other non-political affairs of the community (<i>Assessment measure 3b</i>).</p>	<p><b>3.2.1</b> Develop and provide ready access by organizations to a database of College employees and alumni willing to share their specialized knowledge and expertise with civic and community groups.</p>	<p>3b</p>	<p>Director, Marketing &amp; Communications</p>		

STRATEGIC OBJECTIVE	IMPLEMENTATION STRATEGY	RELATED PRIORITY #3 ASSESSMENT MEASURE	LEAD RESPONSIBILITY	IMPLEMENTATION YEAR	IMPLEMENTATION
	<p><b>3.2.2</b> Increase the College's representation in the membership of civic and community organizations and its involvement in community and service activities.</p>	<p>3a 3b</p>	<p>Consultant</p>	<p>2016/17</p>	<p>The College was present at the following civic, cultural or other non-political affairs of the community functions from 2015 to the present:</p> <ul style="list-style-type: none"> <li>• The activities listed on the schedule of <i>Public Service and Community Outreach Activities</i> from September 2016 to Spring 2017 on p. 37 of the institution's Annual Report 2016 – 2017;</li> <li>• Buy BVI Trade Show: 29<sup>th</sup> and 30<sup>th</sup> April 2017;</li> <li>• Hire BVI Career Expo: 31<sup>st</sup> May, 2019; and the</li> <li>• BVI Cultural Food Fair: 2<sup>nd</sup> August, 2019.</li> </ul> <p>The activities of the Green/Renewal Energy and Environmental Club are also of note here and can be found</p>

STRATEGIC OBJECTIVE	IMPLEMENTATION STRATEGY	<i>RELATED PRIORITY #3 ASSESSMENT MEASURE</i>	LEAD RESPONSIBILITY	IMPLEMENTATION YEAR	IMPLEMENTATION
					<p>in the 2019 Standard IV draft document.</p> <p>College needs to routinely check for participation in other such events and for membership in civic and community organizations.</p>
	<p><b>3.2.3</b> Implement a process for building relationships with stakeholder groups as a means of strengthening or gaining financial and other support for the College.</p>	<p>3a</p>	<p>President</p>		

**STRATEGIC PRIORITY #4:  
ORGANISATIONAL AND MANAGEMENT SYSTEMS**

**Ensure effective and efficient organizational practices grounded in professional standards and expectations.**

**A. STRATEGIC OBJECTIVES**

**Strategic Objective 4.1:** Continue to document the maintenance and improvement of systems and processes that were achieved in the pursuit of institutional accreditation. (**Assessment measure 4a**)

**Strategic Objective 4.2** Improve the nature and quality of training and development supports that are available to College employees in order to carry out their responsibilities in the most effective manner.

(**Assessment Measure 4b**)

**Strategic Objective 4.3** Improve mechanisms and processes designed to ensure the health and safety of the College environment (**Assess using measure 4a**).

**B. MEASURES (Level 1) FOR ASSESSING THE LEVEL OF ACCOMPLISHMENT RELATED TO PRIORITY #4:**

**Measure 4a:** In Spring, 2020, the College's performance on the standards for accreditation will result in a recommendation by the Review Team for reaffirmation of its accredited status by the Middle States Commission on Higher Education in 2020.

**Measure 4b:** By Spring, 2018, at least \_\_\_% of faculty, \_\_\_ of administrators and \_\_\_ of staff would indicate that they are better prepared to carry out their responsibilities as a result of the professional development opportunities that have been made available to them.

**Measure c:** Improved levels of student and employee satisfaction with the quality of the learning and work environment.

**Measure 4d:** Improved public perception of the College as a safe, healthy, effective and efficient organization.

**IMPLEMENTATION STRATEGIES**

The implementation strategies, together with their proposed implementation schedules and the lead executive officer for implementation and accomplishment of the outcomes are contained in Table 4.

Table 4

**IMPLEMENTATION STRATEGIES, RESPONSIBILITIES AND SCHEDULE  
FOR ACHIEVING THE OBJECTIVES OF PRIORITY 4**

STRATEGIC OBJECTIVE	IMPLEMENTATION STRATEGY	<i>RELATED PRIORITY #3 ASSESSMENT MEASURE</i>	LEAD RESPONSIBILITY	IMPLEMENTATION YEAR	IMPLEMENTATION
<p><b>4.1:</b> Continue to document the maintenance and improvement of systems and processes that were achieved in the pursuit of institutional accreditation.</p>	<p><b>4.1.1</b> Use the results of instructional and non-instructional student outcomes assessments to improve programmes and services.</p>	<p>4a 4b</p>	<p>Vice President</p>	<p>2016/17</p>	<p>The implementation of general education assessment in the 2016 - 2019 assessment period using direct and indirect measures and in both general education and programme courses is recorded in the general education and programme reports for the period. <b>Using this data for improvement is still ongoing, as some work in directly and continually doing so is needed. Making this so should be an objective of the 2019 - 2020 period of review of the learning outcomes assessment cycle.</b></p>
	<p><b>4.1.2.</b> Improve the implementation and use of abbreviated and in-depth programme reviews as a means of improving the quality of instructional programmes.</p>	<p>4a</p>	<p>Registrar</p>	<p>2016/17</p>	<p>The most recently re-designed programme review process that was put into effect in 2018 - 2019 incorporates program goals; student learning outcomes; the success indicators of headcounts, FTE statistics, full-time and part-time counts; student profile data categories of gender and age ranges; persistence rates and numbers of completers for the previous 5 academic years; graduation rates and completion numbers for the previous 5 academic years; transfer and job placement rates of graduating students who sought</p>

STRATEGIC OBJECTIVE	IMPLEMENTATION STRATEGY	RELATED PRIORITY #3 ASSESSMENT MEASURE	LEAD RESPONSIBILITY	IMPLEMENTATION YEAR	IMPLEMENTATION
					employment in the field of study, gained employment in the field of study, or transferred to a four-year institution; curriculum planning and review information; student and academic support information, student performance indicators; faculty statistics, and cost and funding data.
	4.1.3: Monitor, assess and communicate with the college and community concerning the outcomes of implementing the Strategic Plan as a means of improving and building support for the College.	4d	Director, Planning and Institutional Effectiveness	2016/17	
	4.1.4 Implement the recommendations from the human resource audit for the purpose of ensuring that practices are appropriate and in keeping with the needs of the College, and that these are implemented in a consistent and equitable manner.	4b 4c	Human Resources Administration Enhancement Coordinator	2016/17	<p>From the 2016 Human Resources Audit:</p> <p>Recommendation 1.2, p. 19: A listing of policies that require reviewing was sent to the Vice President in June 2019. The recommendation suggests that <b>the Board Secretary “could also play an important role in monitoring the schedule for review of each approved policy”</b>. <b>Contact the Board Secretary to note if this is done.</b></p> <p>Recommendation 1.3, p. 19: The <i>Internal Job Transfer</i> (22<sup>nd</sup> May, 2018), <i>Work from Home</i></p>

STRATEGIC OBJECTIVE	IMPLEMENTATION STRATEGY	RELATED PRIORITY #3 ASSESSMENT MEASURE	LEAD RESPONSIBILITY	IMPLEMENTATION YEAR	IMPLEMENTATION
					<p>(8<sup>th</sup> November, 2016), and <i>Compensation for Educational Achievement</i> (22<sup>nd</sup> May, 2018) policies were the related documents found.</p> <p>Recommendation 3.1, p. 47: Peer faculty members already form a part of the interview team when individuals are being recruited</p> <p>Recommendation 3.4, p. 48: The institution has a management organizational chart that is updated annually. Schedules of training are also available in various report such as those of the Academic Dean's Office and in an appendix to the 2019 Standard III report. The next Employee Climate Survey Analysis is to be carried out in Fall 2019. The subsections of the Faculty Activity Report (Teaching, Advising, Committees, and Community Service) are what are covered in the faculty evaluation by department head. <b>The Faculty Activity Report would then be a compilation of these. It is to be determined from the Human Resources Unit if this is carried out.</b></p> <p>Recommendation 3.7, p. 49: The College's core values have been on Employee Newsletters of 2016 to 2017 (The Employee NewsInsider). Additionally, the nomination form for the</p>

STRATEGIC OBJECTIVE	IMPLEMENTATION STRATEGY	RELATED PRIORITY #3 ASSESSMENT MEASURE	LEAD RESPONSIBILITY	IMPLEMENTATION YEAR	IMPLEMENTATION
					<p><i>Employee of the Month</i> initiative, which has been in effect from 2017, has each of these core values as the criteria for selection, with sub-sections that provide defining characteristics, and a rating scale.</p> <p>Recommendation 3.8, p. 49: Although the College's Facebook page is active with recent posts and nearly 2000 followers (currently), the most used method of communicating with faculty is the WhatsApp Messenger App (which happens to be owned by Facebook).</p> <p>Recommendation 4.3, p. 70: The Office of Planning and Institutional Research in October 2019 will be hosting a SCUP (Society of College and University Planners) trainer who will be educating member of the administration, faculty, and staff on the planning process.</p> <p>Recommendation 5.3, p. 94: Check with HR about the simplifying of the number of leave categories. Draft Combined Leave policy is pending review.</p> <p>Recommendation 5.4, p. 94: The provision regarding the accrual of vacation leave is currently being enforced.</p>

STRATEGIC OBJECTIVE	IMPLEMENTATION STRATEGY	RELATED PRIORITY #3 ASSESSMENT MEASURE	LEAD RESPONSIBILITY	IMPLEMENTATION YEAR	IMPLEMENTATION
					<p>Recommendation 5.5, p. 95: The Employee of the Month Award has been implemented to recognize employees who perform at an exemplary level.</p> <p>Recommendation 5.7, p. 95: A <i>Compensation for Educational Achievement</i> Policy was approved on 22<sup>nd</sup> May, 2018, and is scheduled for review in June 2020.</p> <p>Recommendation 5.8, p. 95: An improvement process for evaluating faculty by revising the faculty evaluation form was started in Spring 2018 . A <b>similar process for members of staff is pending.</b></p> <p>Recommendation 6.2, p. 110: The College has outlined <i>Disciplinary Procedures</i> for violations to policies and other expected rules (<a href="https://hlscc.sharepoint.com/sites/allstaffandfacultygroup/Shared%20Documents/General/Policies/Employee_Grievance_Disciplinary_Procedures_Due_Process.pdf">https://hlscc.sharepoint.com/sites/allstaffandfacultygroup/Shared%20Documents/General/Policies/Employee_Grievance_Disciplinary_Procedures_Due_Process.pdf</a>). An <i>Employee Dress Code</i> Policy was shared in May 2018, and the <i>Employee Relationship with the Media</i> Policy was approved by the Board of Governors on June 20<sup>th</sup>, 2017.</p>

STRATEGIC OBJECTIVE	IMPLEMENTATION STRATEGY	<i>RELATED PRIORITY #3 ASSESSMENT MEASURE</i>	LEAD RESPONSIBILITY	IMPLEMENTATION YEAR	IMPLEMENTATION
					<p>Recommendation 6.4, p. 111: In encouraging Board members to re-channel privy communications and solicitations for favor by employees to the appropriate chain of command within the institution, <i>The Code of Ethics and Standards of the Reasonable Practice for the Board of Governors</i> was approved by the Board of Governors on 17<sup>th</sup> July, 2017, with reference to Point # 9, <b>and with a scheduled review planned for 2018.</b></p> <p>Recommendation 6.5, p. 111: Clearly defined documentation is given for employees to follow in reporting grievances (<a href="https://hlscc.sharepoint.com/sites/allstaffandfacultygroup/Shared%20Documents/General/Policies/Employee_Grievance_Disciplinary_Procedures_Due_Process.pdf">https://hlscc.sharepoint.com/sites/allstaffandfacultygroup/Shared%20Documents/General/Policies/Employee_Grievance_Disciplinary_Procedures_Due_Process.pdf</a>). <b>Related timeframes need to be stated.</b></p>

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					<p>Recommendation 6.6, p. 111: <i>Determine if the Human Resource Department has plans to take a more active role in keeping employees better informed and feeling a part of the College by, as suggested:</i></p> <p>Scheduling faculty and staff meetings on a regular basis;</p> <p>Preparing a monthly newsletter focus on Human Resource matters; and</p> <p>Creating and encouraging employees to share an informal space for such daily activities as eating lunch.</p> <p>Along with the In Spring 2019 (<i>exact date needed</i>) a Staff Appreciation Day, complete with lunch and karaoke, was held. Also, on 27<sup>th</sup> June, 2019, an end-of-semester barbecue was held, and a similar event was held at the end of the Fall 2018 semester.</p> <p>Recommendation 7.1, p. 123:  <i>"It is important that the administration demonstrate an empathetic response to the concerns of employees by engaging them in inter-personal communication designed to educate and inform then concerning the nature</i></p>

STRATEGIC OBJECTIVE	IMPLEMENTATION STRATEGY	RELATED PRIORITY #3 ASSESSMENT MEASURE	LEAD RESPONSIBILITY	IMPLEMENTATION YEAR	IMPLEMENTATION
					<p><i>of the problem, together with possible precautions that they themselves can take; as well as the challenges, plans, schedule and progress of efforts to improve their work environment.”</i></p> <p>Examples of this type of response needs to be stated.</p> <p>Recommendation 7.2, p. 123: The <i>Work From Home</i> Policy was approved by the Board on November 8<sup>th</sup>, 2016, with a scheduled review date of November 8<sup>th</sup>, 2019.</p> <p>Recommendation 7.3, p. 124: The <i>Health and Safety Committee</i> functioned actively from 2015 to 2018 with its <i>Fitness Tips</i> email to faculty and staff at various times throughout the relevant semesters. It also arranged a fire drill exercise on June 2<sup>nd</sup>, 2017 and a tsunami drill exercise on March 14, 2019. Request minutes of the Committee’s meetings to determine other accomplishments between the 2016 – 2019 period of this Strategic Plan.</p> <p>Recommendation 7.4, p. 124: In a September 5<sup>th</sup>, 2016 email to all faculty and staff members, then President Janet Smith outlined the requirements for employees and visitors to access the campus. During the registration</p>

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					<p>process, students are required to acquire/update their IDs. The level at which student, faculty, and staff are currently (September 2019) required to use them needs to be determined.</p> <p>Recommendation 7.5, p. 124: In Fall 2016, electronically-controlled barriers were put at the Paraquita Bay Campus' entrance and exit points with a procedure for gaining entry, which involved showing the employee or student ID.</p> <p>The structure was damaged after the September 6<sup>th</sup>, 2017 storm, and the process has not been continued since then.</p> <p>Recommendation 7.6, p. 124: Nurse Patricia Hanley carried out training sessions on October 28<sup>th</sup>, 2016 on the <i>Content and Use of Fist Aid Kits</i>, which involved the content of each kit and their locations around campus. (Check if this training occurred at the Virgin Gorda Centre.)</p> <p>Recommendation 7.7, p. 124: It needs to be determined if advanced provisions have been made for identifying and accommodating persons with disabilities in planning for the unscheduled evacuation of buildings.</p>

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					<p>Recommendation 8.1, p. 131: Between ____ and ____, the Associate Vice-President position was not active. (Check if the suggestion to combine the Human Resources responsibilities of the Associate Vice President with those of the Manager of Human Resources to become the Director of Human Resources was carried out. Currently (September, 2019), the Associate Vice President position has been reactivated.</p> <p>Recommendation 8.2, p. 131: It needs to be determined if employee records are maintained in a locked location at all times, and if record-keeping related to access to employee files is also maintained.</p> <p>Recommendation 8.3, p. 131: The PeopleTrak software has not been in use since 2016. Indicate, if possible, the reason(s) why and any plans to begin its use again.</p> <p>Recommendation 8.4, p. 131: It needs to be determined if the College is making effective use of human resource reporting to address problems related to the costs of operating the institution.</p>