

BOOKER WASHINGTON INSTITUTE

BWI



TIGER

"GATEWAY TO THE FUTURE"

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ABRIDGED STRATEGIC SUSTAINABILITY
PLAN



2017-2022



BOOKER WASHINGTON INSTITUTE

KAKATA, MARGIBI COUNTY

P. O. BOX 273

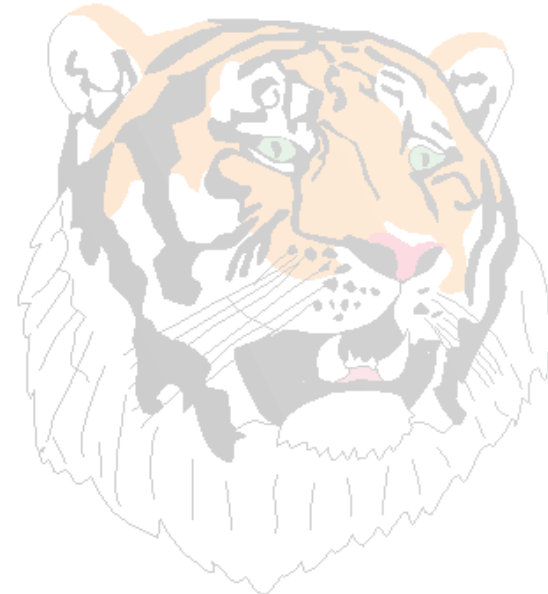
REPUBLIC OF LIBERIA, WEST AFRICA

"Educate the Mind, Heart and Hands"

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Strategic Priority	Strategy	Timeline	Budget
	<ul style="list-style-type: none"> • Develop new and improved study hall programs 	July 2017 – June 2022	25,000
	<ul style="list-style-type: none"> • Increase female student enrollment each year – financial assistance and work study programs 	July 2017 – June 2022	25,000
	<ul style="list-style-type: none"> • Improve student life activities, including vibrancy for athletics and clubs 	July 2017 – June 2022	25,000
	<ul style="list-style-type: none"> • Re-establish EL2BWI radio 	July 2017 – June 2019	50,000
	Sub-Total		175,000
Elevate BWI to a High-Quality Market Focused Institution	<ul style="list-style-type: none"> • Infuse regional and international research benchmarking activities into curriculum • Employ the latest technology in teaching, balancing practice with theory • Provide career support services for students, e.g. job readiness, career planning, Ethics based clubs • Pursue relationship with national and international colleges and universities • Engage and seek partnership with private development partners, tertiary, TVET institutions, etc. for curriculum enrichment and upgrading • Elevate BWI to a technical college – legislation, curriculum synchronization and promotional interventions • Increase program offerings to include Biomedical technologists, Nursing, Pharmacy, Heating, Ventilation & AC, Heavy Duty Truck and Heavy Equipment, etc 	July 2017 – July 2022	50,000
		July 2017 – July 2022	50,000
		July 2017 – July 2022	25,000
		July 2017 – July 2022	50,000
		July 2017 – July 2022	50,000
		July 2017 – July 2022	2,500,000
	Sub-Total		2,775,000
GRANT TOTAL			9,260,000



PLAN ACTION AND BUDGET

Strategic Priority	Strategy	Timeline	Budget
Invest in Staff Development and Capacity Building	• Stakeholders' Consultation and Development of Concept Papers, Proposals and Oversea visitations with partners	July 2017 – June 2019	50,000
	• Provide international and domestic scholarships for faculty and staff as well as develop partnerships using South-South approach for qualification programs and staff development	July 2017 – June 2022	250,000
	• Conduct regular in-service seminars, workshops, local capacity building programs for employees	July 2017 – June 2022	50,000
	• Improve compensation and recruit top notch faculty and staff for the institution; including replacement teachers for those provided with scholarship to study abroad.	July 2017 – June 2022	1,750,000
	• Raise qualification standards for TVET instructors to associate's degree minimum through local training assistance	July 2017–June 2022	10,000
	Sub-Total		
Strengthen Existing Infrastructures and Build New Ones	• Renovate existing eight trade shop buildings – Government and partners funding	July 2017– June 2019	1,500,000
	• Increase internet access with wireless capabilities across the campus	July 2017 – June 2019	75,000
	• Equip existing eight trade shops	July 2017– June 2019	150,000
	• Invest in Renewable Energy Center	July 2017 _ June 2019	75,000
	• Renovate existing staff housing units	July 2017–June 2019	150,000
	Sub-Total		
Invest in BWI's Internal Revenue Generating Capacity	• Rebuild burnt boys' dorm and senior dean's housing unit	July 2017–June 2019	150,000
	• Reconstruct Post-Secondary & Professional Program campus	July 2017–June 2020	75,000
	• Construct new Multiple Hall - auditorium/National Testing Center/Graduation Hall, etc.	July 2018– June 2020	750,000
	• Construct 10 new housing units for staff	July 2018 – June 2022	800,000
	• Construct campus perimeter fence	July 2017 – June 2020	150,000
	• Rehabilitate water system	July 2017 - June 2019	50,000
Sub-Total			3,925,000
Invest in BWI's Internal Revenue Generating Capacity	• Establish commercial production of vegetables (Food Hub)	July 2017–June 2018	100,000
	• Establish Small Ruminants and Poultry Productions	July 2017 - June 2018	25,000
	• Develop 100 acres of oil palm	July 2018– June 2020	100,000
	• Develop consultancy for productions by various trade shops	July 2017 - June 2022	25,000
	• Improve and expand 70 acres of rubber farm to 100 acres	July 2018 - June 2022	10,000
	• Launch endowment Fund	July 2018 - June 2020	15,000
Sub-Total			275,000
Enhance Student Recruitment, Development and Retention Programs	• Develop and implement a quality student recruitment program around Liberia	July 2017 - June 2022	25,000
	• Improve and expand student health services on campus through modernizing clinic and health sector networks	July 2017 –June 2022	25,000

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This abridged version of the comprehensive Strategic Sustainability Plan of the Booker Washington Agriculture and Industrial Training Institute, Inc. (BWI) was undertaken by the new administration of the Institute under the leadership of Principal & CEO Harris Fomba Tarnue, Esq.; to establish a framework for the academic, vocational and technical, financial, infrastructure, agriculture sector and staff development that would eventually transform the Institution into a “Model Center of Excellence” as mandated by the President of the Republic of Liberia, Her Excellency Madam Ellen Johnson Sirleaf. The overarching purpose of the strategic sustainability plan (2017-2022) is to provide strategic direction for BWI in the next five years and to guide management decisions and actions, and thereby achieve growth, financial sustainability and excellence in Technical and Vocational Education and Training TVET in Liberia. The commissioning of this planning process reflects the Institution’s commitment to achieving excellence in the midst of financial, technological, economic, and structural challenges to transforming Liberia’s oldest agriculture, vocational and technical secondary institution; founded 1929.

This 5-year ongoing Strategic Sustainability Plan was prepared by consolidating several other documents containing elements of our desired strategic sustainability plan; all of which did not include set targets and were not designed into phases/timeframe. We acknowledged the work done by a USAID-FED independent consultant Dexter D. Merchant who drafted a strategic plan 2016-2020 for BWI focusing on the Food Enterprise Program. Additionally, we acknowledged “An Abbreviated Assessment Report of Existing Facilities Cost Summary of Campus Renovation Work at the Booker T. Washington Agriculture & Industrial Institute of October 2014; and “Project Document Fiscal Year 2015/2016 of September 2015. These documents, along with several other volumes of reports spanning back over five years; gathered by the new administration significantly contributed to the data contained in this 5-Year Strategic Sustainability Plan 2017-2022.

A conscious participatory process with strong emphasis on consensus building was adopted as the primary source and main approach for developing this strategic sustainability plan. The process required the participation of all staff and other stakeholders of BWI. This was designed and intended to create a sense of ownership of the process, the product and commitment for effective implementation of the plan.

The total cost of financing this five-year Strategic Sustainability Plan is projected at Nine Million Two Hundred Sixty Thousand United States Dollars (USD 9,260,000.00) and expenditure is spread over the five years period as presented in the Plan Action and Budget section.

INTRODUCTION

Purpose and Scope of the Strategic Sustainability Plan

This abridged version was developed from the comprehensive Strategic Sustainability Plan of the Booker Washington Institute and was undertaken to establish a framework for the academic, technical, financial, infrastructure, agriculture sector and staff development that would eventually transform the institution into a “Model Center of Excellence” as mandated by the President of the Republic of Liberia, Her Excellency Madam Ellen Johnson Sirleaf. The commissioning of this planning process reflects the institution’s commitment to achieving excellence in the midst of practical, economic, and structural challenges to change. The plan covers the following:

Profile of the Booker Washington Institute gives a brief history of the institution inclusive of the establishment, vision, mission, and core values.

Environmental Analysis: considers internal, external, stakeholders and SWOT analysis to determine the position of the institution in relation to these factors.

Strategic Options or the ways forward describe the alternatives to be used in operations and functions of the institution.

Vision, Mission and Core Values Statements.

Objectives

Strategies present the strategies and key actions that will be implemented to achieve the objectives.

Strategy Implementation / Plan Actions and cost projection / Budget

Automotive Department



Automotive Students diagnosing engine problem



Business Education Department



BED - Computer Lab.



4. Enhance Student Recruitment, Development and Retention Programs

- a) Develop and implement a quality student recruitment program
- b) Improve and expand student health services on campus
- c) Develop new and improved study hall programs
- d) Increase female student enrollment each year by allocating a 25% admission quota to incoming freshman female students
- d) Improve student life activities and clubs

5. Elevate BWI to a High-Quality Market Focused Institution

- a) Infuse regional and international research activities into curriculum and programs
- b) Employ the latest technology in teaching, balancing practice with theory
- c) Provide career support services for students
- d) Pursue relationship with national and international colleges and universities
- e) Engage and seek partnership with the private sector
- f) Elevate BWI to a technical college
- g) Increase program offerings to include new career development in: Nursing, Pharmacy, biomedical technician, short term professional courses ranging between four to six months training, etc.



PROFILE OF THE BOOKER WASHINGTON INSTITUTE (BWI)

Establishment

Booker Washington Institute (BWI) is Liberia's most acclaimed Vocational and Technical High School. In 1929, the vision and dreams of the Founders, President Charles Dunbar Burgess King, Ms. Olivia Phelps Stokes, the Methodist Board in the U.S.A., James Longstreet Sibley and others became a reality and BWI opened to the talented young men and women of Liberia. Since its inception, BWI has provided a significant part of the solution to the national shortage of trained middle level technicians, aspiring engineers, architects, agriculturists and business men and women. Eighty-seven years running, the Institute continues to fulfill its mission and sustain the legacy of excellence created by BWI students throughout the decades.

Booker Washington Institute is located in the city of Kakata, Margibi County, forty-five (45) miles north of Monrovia, Liberia's capital. The transforming learning experiences provided at BWI are well documented by the remarkable achievements of esteemed alumni. BWI graduates are in the vanguard of every industry in Liberia and diaspora. The Institute offers diplomas to graduates who successfully complete four years of training along with an internship program in the following vocational and technical disciplines:

- | | |
|-------------------------|--|
| 1. General Agriculture | 7. Carpentry |
| 2. Automotive Mechanics | 8. Architecture Drafting & Design Technology |
| 3. Accounting | 9. Masonry |
| 4. Secretarial Science | 10. Plumbing |
| 5. Electricity | 11. Domestic Science |
| 6. Electronics | 12. Machinery |

As an added advantage, the Vocational Training Program is accompanied by an Academic Curriculum for High Schools in order to prepare our graduates for entry into institutions of higher learning. BWI provides boarding facilities for both male and female students wishing to live on the dormitories while students who wish to live in the larger Kakata Community are granted the option to do so. Three meals are provided daily for students living in the dormitories. Dormitory facilities are being improved and expanded to provide an ideal living environment and increase access to TVET.

- National interest in program expansion – there is increasing interest for expansion of programs for post-secondary education aimed at offering Associate and Bachelor Degrees in all vocational and technical disciplines
Technological Improvement (Internet) – there is possibility of improving internet facility that will support research work for the growing population of BWI and its surrounding communities.

Threats:

Competitors (NVTC, MVTC and other TVET Programs; especially short-term skills training providers)

National crisis

- Political
- Economical
- War
- Epidemic – consider the deadly EBOLA virus outbreak of 2014

Strikes

Global Warming (Climate Change) – series of flooding now taking place

3. Stakeholders' Analysis:

1. The Government of Liberia
 - a. The Executive
 - b. Legislature
 - c. Judiciary
2. BWI Board of Governors
3. BWI Alumni Associations at home and diasporas
4. Faculty & Staff
5. Parents & Students
6. Parents-Teachers Association
7. Farmers
8. National and International NGOs
9. Companies
10. Other Universities – national and international
11. Business Communities
12. Private and Public Entities

Discipline

We exercise consistent control of proper behavior, pursuant to the requirements that rules and orders shall always be adhered to.

Commitment

We commit ourselves to the BWI Brand and all that it stands for; and dedicate ourselves to be devoted to the institution, students, employees, industries and other stakeholders and alumni.

Honesty

We refer to the aspect of moral character and positive attributes that embrace truthfulness, grace and respect of rules in carrying out our duties.

Professional ethics

We exhibit the highest degree of organizational and institutional standards of behavior when faced with issues that challenge our moral principles.

Strategic Option for BWI's Way Forward

It is envisioned that BWI should continue to operate its secondary, AVTP and NDA programs in the meantime, while she prepares to launch an Associate Degree Program as soon as possible on an incremental basis beginning with Agriculture. This would eventually replace the AVTP and NDA Programs. The process would begin by consummating an MOU amongst parties to include BWI, Ministry of Education, National Commission on Higher Education and the University of Liberia (UL). The purpose of the Partnership and MOU will be to provide for the awarding of the AA Degree by the UL Administration (we already have a success story of this with the Ministry of Finance, Civil Service Agency, Liberia Institute of Public Administration and the UL operating the Public Financial Management Training Program (PFMTP) where the UL awards Diploma and MBA degree). This will allow BWI fully prepare for gaining accreditation status. Holding all factors constant, the push for technical college should materialize by the end of the fifth year of this plan – 2021 or better still earlier in time: The BWI Technical College Program.

Corporate Goals and Objectives

The following goals, which have been derived from the key issues from the SWOT analysis, are expected to be achieved during the 5-year period:

- To increase internal revenue generation capacity of the Institute in order to sustain operations;
- To improve governance and accountability of the Institute by developing policies and standards;
- To achieve consistency between BWI's Charter, the operating environment and Liberia's National Development Agenda;
- To recruit, train and the prepare young people for livelihood and career advancement;
- To improve the relevance and quality of TVET programs to meet customers/clients' needs;
- To improve management systems and procedures;
- To enhance the skills and quality of Instructors and staff so that they can perform their functions more efficiently and effectively;
- To strengthen and increase infrastructural space and facilities that will guarantee long-term viability of operations of the Institute;
- To enhance the application of modern technology in BWI's programs; and
- To improve the level of collaborations and relationships with development partners and general stakeholders.

Specific Objectives

- To raise qualification levels of instructors in vocational and technical departments from Diploma to minimum AA Degree beginning 2016 and minimum Bachelor Degree in 2020;
- Increase internal revenue generation from 10% of total budget income in 2016 to 40% by 2021;
- To launch an endowment fund of US\$ Five million in 2019 to aid financial sustainability;
- Have a new charter or revised Act mandate consistent with the operating environment by December 2018; thus, raising the Institute to full Technical College status in 2019 or latest by 2021;
- To increase the total number of enrollment/admissions in all trade shops/departments by an average of 20% per year over the next 5 years; with 25% female enrollment targeted - up from less than five percent (5%) currently;
- To raise and strengthen visibility and upscale the image of BWI to about 70% in Liberia within two years and increase to 95% within 5 years;
- To achieve geographical coverage of admission and placement tests at all the 15 counties (4 regional zones) of Liberia by 2022;

- **Maintenance**-It is clear that maintenance has been one of the major critical issues that have provided constraint for staff. Most of our housing units are damaged as a result of age and poor maintenance.
Communication outlet-BWI does not have any reliable communication network. The only radio station, EL2BWI is out of service since over 30 years ago.
Poor modern Technology-Today, the entire world is being controlled by Technology. BWI does not have sufficient Computer Lab and adequate internet system which hinder research work.
Transportation-Transportation has been another critical issue that BWI is faced with. The institution lacks transport service. For the last five years the Institute has not procured vehicles.
Monitoring and evaluation-The lack of monitoring and evaluation of staff performance and program operations is another critical weakness of the institution.
Marketing-There has been poor marketing strategy within the scope of operation of the institution over the past years that need to be organized to commensurate with current day marketing strategy for promotion.
Staff development-There has been no policy for institutionalized staff development
Career development tracking-There is no strategy for tracing and keeping track of graduates
Research facilities-Insufficient research books in the Library, low internet coverage on campus and limited computer system and knowledge.

2. External Analysis:

Opportunities:

- BWI has an enabling environment/ land space to develop both infrastructures and agriculture investments. This vast land space of the institution has been partially encroached upon by community dwellers.
- Partnerships in support of BWI initiatives – BWI has both local and international partners that aid in the growth and development process of the institution
- Expanded possibilities for the workforce in the future – With these factors of opportunities been initiated, there is a potential of expansion of both faculty and staff within the institution.

BWI will partner and collaborate with industries and stakeholders in general and introduce innovative core programs that align with national development priorities. BWI will solicit assistance and fully utilize all opportunities from all Liberians and friends abroad to develop its capacity to respond to the need for providing employable and livelihood skills for young people. We will forge strong collaborative relationships/partnerships with stakeholders (key national institutions, development partners, academic institutions, regional bodies, and the private sector). BWI will nurture a culture of proactivity and increase its flexibility to respond timely to the needs of clients.

The specific strategies and key actions that will be implemented to achieve the objectives set are provided below:

- i. Embark on global and South-South approaches for staff development through outreach and on-site education and training as well as distance learning driven by technology;
- ii. Seek Bilateral and Multilateral opportunities to train staff and equip the trade shops;
- iii. Develop standalone project proposals to solicit funding for critical interventions;
- iv. Set up Endowment Fund for sustaining the Institute's operation;
- v. Liaise with relevant actors, e.g. the Presidency, and Legislature, to revise the current 1976 BWI Charter/ Act to make it consistent with the macro- environment and raise BWI to a technical college;
- vi. Design and implement effective and efficient management systems and procedures;
- vii. Institutionalize staff training and development programs;
- viii. Strengthen existing infrastructures and construct new ones to expand access to TVET;
- ix. Establish and nurture strategic partnerships, alliances and relations with other institutions; and
- x. Acquire state-of-the-art ICT infrastructure to support and expand learning and training program delivery.

Animal Science



Soil Science Lab. / Agri-Technicians



Domestic Science Students



Machinery Workshop



BWI- Renewable Energy Center



Strategy Implementation, Monitoring and Evaluation

Considering the strategies to be implemented in order to achieve corporate objectives, the following implementation measures have been proposed for the plan period:

- ★ a modified organizational structure
- ★ staffing and staff development plan
- ★ action plans for implementing the strategies
- ★ capital investment plan
- ★ risk management plan
- ★ monitoring and control

Environmental Analysis

Strategy Analysis

The SWOT analysis of the Booker Washington Institute is an excellence tool for organizing information, presenting solutions, identifying roadblocks and emphasizing opportunities.

1. Internal Analysis:

The strategy factors within the BWI which are critical for strategy formulation have been identified as the strengths and weaknesses.

Strengths of the Institute:

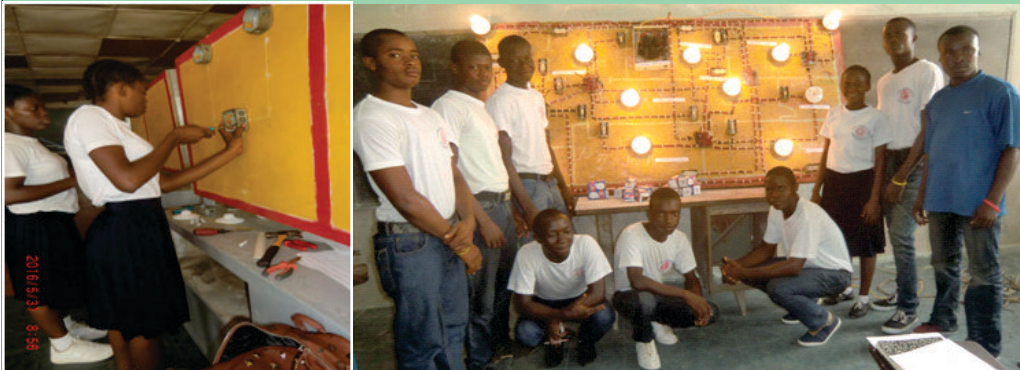
Land space – BWI has land space of 1,086 acres. Four hundred (400) acres is farmland of which 68 acres is being cultivated with natural rubber while three hundred thirty-two (332) acres is uncultivated. The remaining land space of six hundred eighty – six (686) acres is being used for residential, instructional and future development and investment.

Infrastructures – BWI has thirty (30) residential buildings, nine (9) instructional buildings that have the capacity of hosting 2,250 students per term and ten (10) dormitories that host the capacity of 800 students of both boys and girls.

Electrical Department



Electrical Lab.



Domestic Science Students



Carpentry Shop



Electrical Student

