

STANDING Tall

TRANSPARENCY // ACCOUNTABILITY

LEADERSHIP // LEARNING

REVISED
**IVY LEAGUE
CSEC RANKINGS**
2018

The Current
TOP 3
SCHOOL
MANAGEMENT
SYSTEMS

ST. JAGO
PAYS THE RIGHT PRYCE

ENTERPRISE
SCHOOLS
MANAGEMENT
SYSTEM

PARENT
CONNECT

SHARON REID
SERVANT LEADER Goes
into RETIREMENT

TOP 10
FREE WEBSITES
TO IMPROVE YOUR CSEC
MATHEMATICS AND
ENGLISH LANGUAGE
SCORES

**CALABAR
HIGH SCHOOL**
The Mighty Green & Black

Welcome to STANDING TALL by Educate Jamaica

On behalf of the Educate Jamaica Team, we would like to welcome you to our 6th publication of The CSEC Ivy League Ranking.

Our Ivy League Ranking speaks to the performance of schools delivering on 50% or more of their students obtaining 5 or more CSEC passes (including Mathematics and/or English) for the entire cohort.

What did we use to measure the performance of schools? What we have done at Educate Jamaica is to look at each school and calculate the percentage of students, at the end of grade 11, achieving a minimum of 5 CSEC subjects (including Mathematics and/or English) and based on the percentage obtained they are ranked. The percentage of students is calculated based on the cohort and not sittings. Schools reflected in our ranking have 50% or more of their CSEC cohort passing with 5 or more subjects Mathematics and/or English. The ranking takes into account the students who would have obtained their subject (s) prior to grade 11 (7-10).

We would like to inform our readership that this will be our last ranking using the current criteria of 5 or more subjects (Mathematics and/or English). Moving forward we will be seeking to expand our ranking criteria to become more inclusive. S.T.E.A.M, Vocational and CAP Programme will now matter.

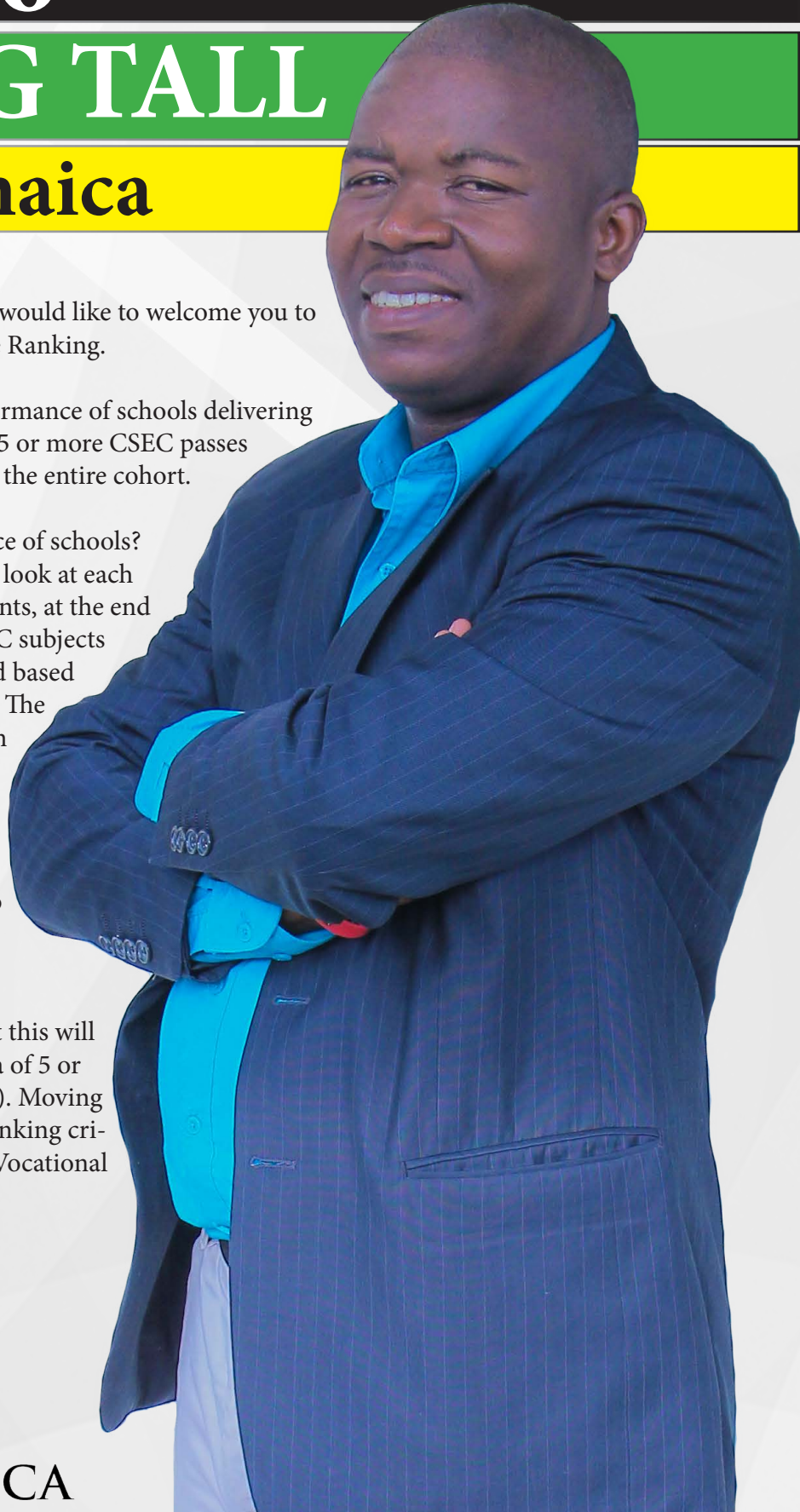
Kind regards

Ainsworth Darby

President, Educate Jamaica



EDUCATE JAMAICA



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St Jago Pays the Right Pryce

Labor Omnia Vincit, “Labour/Hard Work Conquers All”

“Shaping lives for excellence and greatness since 1744”

“I am ST JAGO”, a declaration of confidence and faith that Mrs. Collette Feurtado Pryce has fervently proclaimed since her high school years.

I am
Strong
Tenacious
Judicious
Ambitious
Gracious
Optimistic



As an alumni, Mrs. Pryce comprehensively understood the great importance and deep significance of this declaration when she was appointed as principal of St Jago High two and a half years ago.

I am STRONG

Mrs. Pryce's courageous strength in leadership, which accumulated throughout her extensive educational career, has reverberated throughout St. Jago, resulting in an academic achievement of a 14% increase in the number of students leaving the school with 5 or more CSEC subjects (including Mathematics and/or English) in 2017.

This improved academic performance, according to Principal Pryce, is as a result of the combined effort of teachers, administrators and other staff in their dedicated, determined and continuous support of St. Jago students. The resulting diligence in data collection has shown what St. Jago already knows to be true, the mettle, hard work and calibre of the team at this stellar institution.

Principal Pryce's unyielding effort and her commitment to the overseeing of St. Jago High School has indeed paid off. It is a reward coming full circle as her own professional career was influenced by the education she received there.

I am TENACIOUS

Mrs. Pryce, who began her educational career as a teacher has successfully fulfilled her high school dream. She recounts that as early as 3rd form she understood the significance of her family legacy of teaching. Her grandmother, mother and aunts were all teachers, which made a career in education a great part of her destiny.

Consequently, after successfully completing her education at St. Jago High, Mrs. Pryce enrolled at Church Teachers' College where she spent three years training, specializing in English and History, to become a teacher. Those years of rigorous training proved fruitful as she successfully graduated, and began her teaching career at Jose Marti Technical High School.

Jose Marti proved to be a vital part of her teaching experience and test of her tenacious character. At Jose Marti Mrs. Pryce served as a teacher, senior teacher and undertook responsibilities for the coordination of

sports. She also served as Head of Department and Work Experience Officer. She has been constantly commended by students then as one of the best teachers of English Literature.

I am JUDICIOUS

Over the years, Mrs. Pryce has tremendously grown in wisdom and discernment. This she has attributed to her decades of teaching experience. She strongly believes that the desire and yearning to see students learn as well as taking right actions to support students is what separates a great teacher from a satisfactory teacher. Demonstrating patience and fairness with students are the key ingredients needed to guarantee success.

Her professional growth led to her providing outstanding leadership at Jose Marti, Jamaica College and Tarrant High School.

At Jamaica College, she served as Vice Principal from 2006 – 2014. During her tenure as Vice Principal, she was instrumental in the decision making process that helped to transform that institution.

Following this, she served as Principal at Tarrant High School. This was an all-important decision. The stint at Tarrant was short, but proved invaluable to Mrs. Pryce's preparation for providing leadership at St. Jago High.

I am AMBITIOUS

She admits to being ambitious and owes a debt of gratitude to Jose Marti Technical for the support and contribution in her molding. Many of the teachers who worked alongside her at Jose Marti Technical are currently principals and education officers and she praises the school as a good training ground. As such, empowering her staff to fulfill their purpose is a compelling aspect of her stewardship.

The Jamaica College experience

will forever be etched in her mind. *The transformative leadership of Senator Ruel Reid as well as the outstanding support of its alumni have made it an excellent model for school improvement.* This propels her optimism for St. Jago's further development, especially improved infrastructure.

It indeed was this ambitious journey that destined her to return to St. Jago after collecting essential experience that contributed to her current leadership success.

I am GRACIOUS

St Jago's history spans over two centuries and its location in Spanish Town has never detracted from its mission of educating the nation's children at the highest level. As an alumni of St. Jago Mrs. Pryce is very passionate about her alma mater. Her daily goal is to build and maintain a solid leadership brand that will continue to thrive long after she has hung up her boots. She hopes that her leadership will leave a long-lasting legacy that is evident even after she has left the school.

I am OPTIMISTIC

Since her journey at St Jago High began in January 2016, Mrs. Pryce has looked towards the future with hope. Her past experiences have shown her the possibilities ingrained in each student. St. Jago's recent academic endeavours show great promise for the students and Mrs. Pryce looks forward to helping students unleash their full potential as they remain 'healthy in mind' and 'vigorous' in their pursuit of excellence. She knows that a strong St. Jago foundation will ensure that these productive young minds make their impact both nationally and internationally in true St. Jago tradition.



TOP 10 FREE WEBSITES TO IMPROVE YOUR CSEC MATHEMATICS AND ENGLISH LANGUAGE SCORES





Every spring, students from all across the Caribbean prepare to take the annual Caribbean Secondary Education Certificate (CSEC) examinations. Having spent your entire high school years in preparation for this moment, you will generally need to do some extra studying to ensure that you are adequately prepared for the most compulsory subjects across the region - Mathematics and English Language. To help you improve your CSEC Mathematics and English Language scores, here are some useful resources you can use to get ahead of your class.

Websites to improve your scores in Mathematics

There are many comprehensive websites that cover a variety of Mathematics related topics to help you improve your Mathematics scores. However, we've narrowed them down to the best of the best just for you. They include video tutorials, practice exercises, worksheets, quizzes and even games so you never get bored with Mathematics again.



KHANACADEMY Khan Academy claims that they can teach you just about anything but our favourite part of the website and mobile app is actually the Mathematics section. We think it's very comprehensive. You can search Mathematics by subject (topic) or grade directly from the home page. Each topic is broken down into simpler sub-topics with YouTube video tutorials, practice exercises and quizzes that you can complete right on your computer or mobile device.

 Math by subject	Early math Algebra 1 Trigonometry AP Calculus AB Differential equations	Arithmetic Geometry Precalculus AP Calculus BC Linear algebra	Pre-algebra Algebra 2 Statistics & probability Multivariable calculus
	 Math by grade	Kindergarten 3rd 6th Eureka Math/EngageNY	1st 4th 7th High school



Teacher Tube is the world's most comprehensive collection of videos and tutorials designed specifically for teaching and learning academic concepts. Teacher Tube has hundreds of Mathematics videos. You can search by keyword, topic or subject and not have to worry about filtering through irrelevant videos to find what you need.



If you are looking for some not-so-boring practice Mathematics exercises, **Soft School's website** is your best option. You will find an extensive list of Mathematics topics that include printable worksheets, games and quizzes to help you practice. These topics are also organized by grade for easy search. If you want to search for something really specific, you can find the search option at the bottom of the website.

Another great feature of this website is its interactivity. Installing Adobe Flash Player opens up a whole new set of games and interactive charts like the one in the link below. Move your mouse anywhere in the green box and watch it come alive!



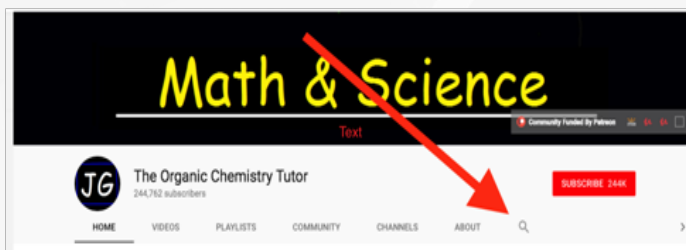
Math TV's website might look old but don't let that fool you. The Mathematics study guides are some of the best online. University lecturers and their students demonstrate how to solve Mathematics problems from basic numbers to advanced calculus and everything in between. They do so in short example video format. The best way to navigate this website is to view the videos by topic and then look for the specific area of Mathematics where you need help the most. You will find two to three different lectures explaining the same concept in similar ways.



This list would not be complete without adding a few of our favourite **You-Tube** channels that give comprehensive Mathematics Tutorials. The search term 'Damion Crawford CSEC Mathematics' produces hundreds of results from our very own local instructor, Damion Crawford. Some say he is one of the best and we dare to agree. Here are some of our other favourites:

- **Pre-Algebra** by The Organic Tutor
- **Geometry** by The Organic Tutor
- **Algebra** by The Organic Tutor
- **Various Mathematics topics** by Math Guide

YouTube Tip: You can use the following search icon to find specific Mathematics topics directly on any YouTube channel. This icon can be found to the top right on any channel's homepage on YouTube. Unfortunately, this feature doesn't always work efficiently on a mobile device so it is best to use it on your desktop.



Websites to improve your scores in English Language



You will definitely need a dictionary for any English Language course that you will take. **Dictionary.com** is the number 1 recommended site for word meanings. You can even switch to using their thesaurus from the top search bar directly on the main website. There are other features such as word origin and history, word of the day, social media slangs, videos, fun cartoons and even memes to help improve your vocabulary. They definitely won't over with their mobile app and there is even an offline version that you can use when you are not connected to the internet.



Grammarly is the addon that you use when you don't have a proofreader on hand. This computer and mobile addon can highlight your errors in grammar, spelling, sentence style, punctuation and word choice in any piece of writing.

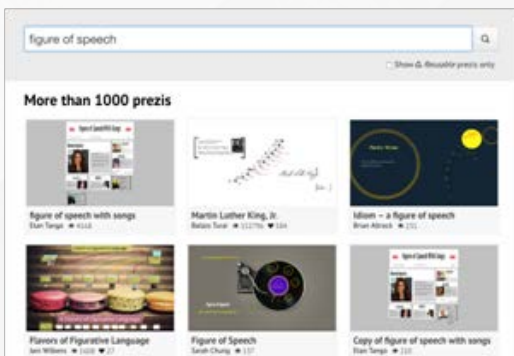
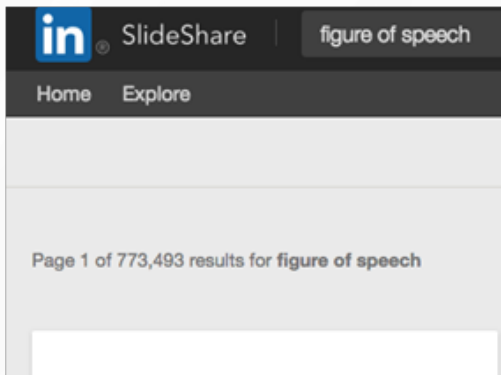
In fact, we used it to proofread this very article. Grammarly is way better than the autocorrect feature in your word processor. The only thing it doesn't do for you is actually write your essays. You can install Grammarly on your computer or mobile device and it works with your word processor and web browser. The features that you get after you install it may be free of limited based on whether you use a Microsoft, Android or Apple operating system.



Who doesn't love a presentation that gets straight to the point? That's where

Prezi and **Slideshare** come in.

You can type in any English Language topic into the search option and thousands of results will show up. Just look at the results of what we found below when we searched 'figure of speech'. Do the same for any English Language topic and browse the results to view any public presentation.



t o p

Teachertube made it on this list again for one of the

websites to help improve your English Language skills. You can watch videos, listen to audio tutorials, view photos and documents for almost any area of reading and writing. The writing tab is best used for helping you to brush up on your grammar as well as story and essay writing skills.



A simple **Youtube** search for any English Language topic or terms

like 'english grammar' or 'ESL lessons' will result in thousands of videos and tutorials to help you study and improve your English Language skills. Here are a few we've collated to help you get started.

English Grammar by Oxford Online English
High School Grammar by Pebbles Live
General English concepts by Anglo-Link

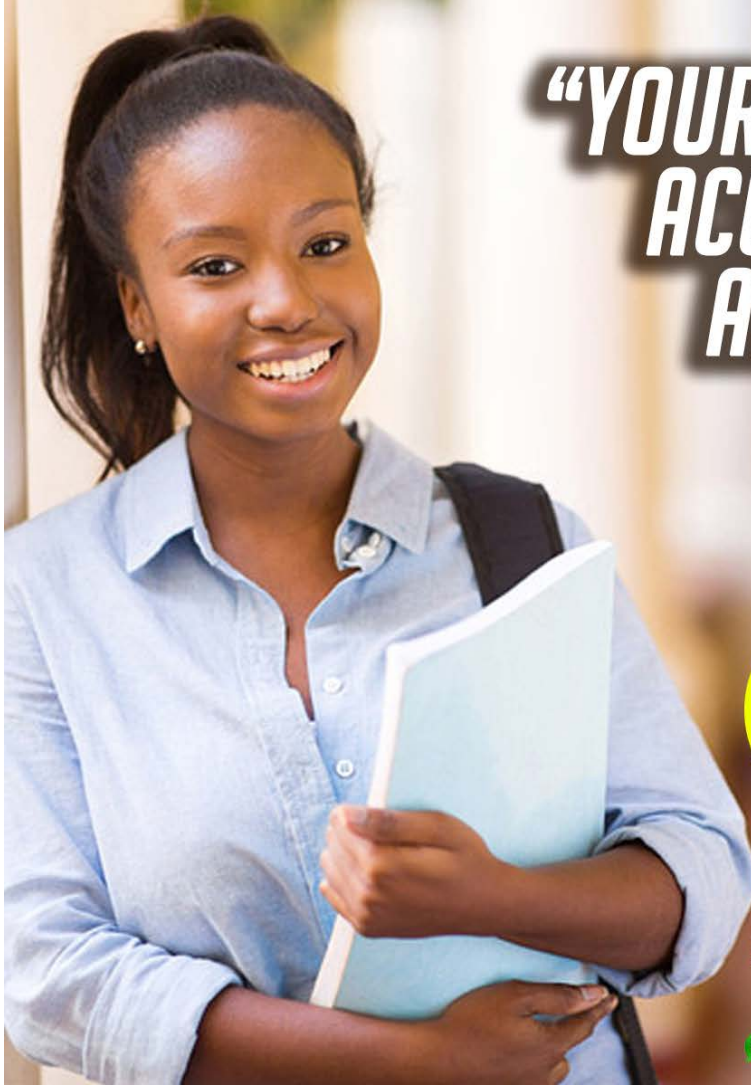
YouTube Tip: Remember that you can use the following search icon to find specific English Language topics directly on any YouTube channel. This icon can be found to the top right on any channel's homepage on YouTube. This feature doesn't always work efficiently on a mobile device so it is best to use it on your desktop. We consider this list to include some of the best web-



sites and mobile apps to help you improve your CSEC Mathematics and English Language scores. We've done the work for you so you can focus on using these tools to help you get those straight A's. To learn about more websites and education technology tools that can help you improve in other areas of school, visit thecttech.com.

Author: Julia Barnes is an Educator with experience at the Early Childhood, Primary and Secondary level. She specializes in using education technology tools such as apps, websites, and online learning games to enhance the teaching and learning experience.

Website: thecttech.com



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Calabar High

The Mighty Green & Black

Calabar High School is an extra-ordinary institution that has played a phenomenal role for the past 106 years in shaping the lives of many of the successful men we see around Jamaica today. Calabar has played a crucial role in shaping the cultural, economic and educational landscape of this nation leaving an indelible mark on various areas of Jamaican life. Calabar has never been a school to produce students in just the area of academics, the school has always done well at ensuring that it produces men who can serve in all areas of Jamaican Life such as entertainment, sports, media and politics. Below, are just some of our achievements as a school. The list below represents the prestigious history of the Calabar High School and boasts the prominent members of Jamaican society. The list is by no means exhaustive.

ACADEMIA



The Hon. Sir Phillip Sherlock KBE, OM, OCC

- Prof. Norman Girvan former Secretary General of the Association of Caribbean States
- Prof. Keith Ellis Professor Emeritus, Department of Spanish & Portuguese (Retired)/Author, University of Toronto, Ontario Canada <http://www.whoswhoinblackcanada.com/2010/12/18/dr-keith-ellis/>
- Dr. Clive Forrester Department of Languages, Literatures and Linguistics, York University, Toronto, Ontario Canada
- Dr. Edward I. Morris MD, Washington D.C., USA

Board Certified 1996 Internal Medicine & 2009 Cardiovascular Disease 2009

- Dr. Donald C. Phillibert MD New York Board Certified, USA
- Dr. Dennis Hugh George Forrester MD Toronto, Ontario Canada <http://sharenews.com/dr-dennis-forrester-honoured-by-calabar-old-boys/>
- Dr. Roland Christopher Jung MD Nova Scotia Canada
- Richard George Henriquez one of Canada's most imaginative architects work was celebrated in 1994 at the Canadian Centre for Architecture
- Prof. John-Paul Clarke Professor of Aeronautics at the Georgia Institute of Technology



**Prof. The Honourable Errol Miller, OJ, CD.
Educator, Researcher**

- Dr. Horace Russell C.D Emeritus Professor of Historical Theology, Palmer Seminary eastern University, Pennsylvania, USA.

MEDIA, ARTS, & CULTURE

- Carl Abrahams (Painter)



John Holt (Musician)

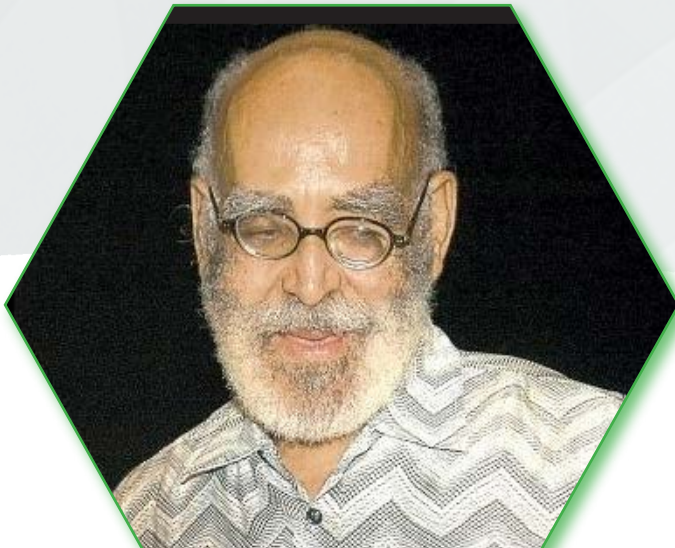


Dervan Malcom (Communications Specialist)

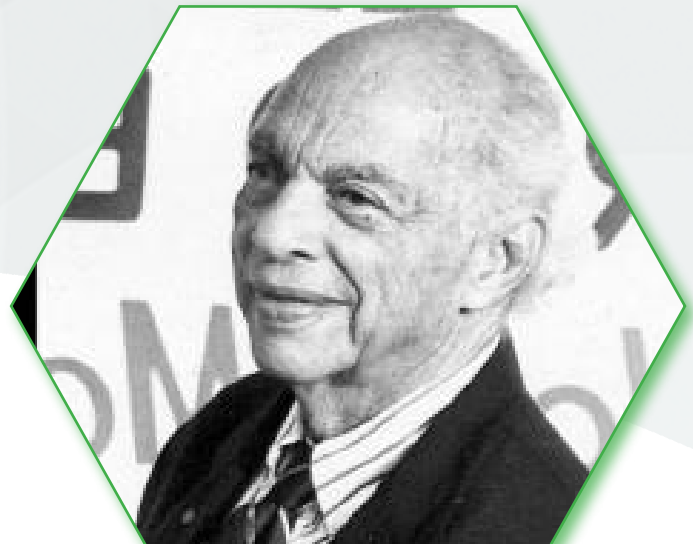
- Christopher Tapper (Performing Arts)
- Carey Robinson (Journalist)
- Kevin Blaire Musician (Voice mail)
- Xavier “Flexx” Davidson” Musician (TOK)
- Damion “D Major” Codlin (Musician)

- Arnold Bertram (Historian, Politician)
- Damion “Baby Cham” Beckett (DJ, Musician)
- Roger Mais (Writer)

BUSINESS/FINANCE AND SCIENCE/MEDICINE



Wilmot Perkins (Talk show host)



Paul Geddes co-founder of the Red Stripe beer brand

- Dennis Rushton (Music)
- Patrick Anderson (Sports Caster, producer)

- Claude Robinson former general manager, Jamaica Broadcasting Corporation

- Ewart Walters editor The Spectrum, author



**The Hon Dr. Henry Lowe OJ
(Biochemist and Entrepreneur)**

- Dr. Hakan Charles Harris Medicine
- Dr. Ricard “Rique” Ford Engineer
- Everton McDonald Accountant
- Dr. Vincent “Vin” Lawrence Engineer
- Peter Moses – Banking & Finance



Derrick Smith former Minister of Mining & Technology

- Sir Lascelles Leslie Robotham Chief justice, O.E.C.S
- John Junor former Minister of Health
- Francis Forbes former Commissioner of Police
- E.G. Green former Parliamentary Ombudsman

POLITICS, LAW AND RELIGION



**Percival James Patterson former
Prime Minister of Jamaica**



**Maj General Anthony Anderson
Commissioner of Police**

- The Rev. Cannon Dr. Gervais Clarke OD
- Derrick Kellier Minister of Government
- Basil Buck former Minister of Government
- Percival Broderick Jnr Minister of Government



Colin Campbell former Minister of Government

- Nehemiah Perry former Jamaican cricketer and West Indies Cricket Board selector
- Dwight Thomas Olympic Gold Medalist
- Andrew Riley Olympic Hurdler



Arthur Wint, Olympic Gold Medalist runner and former world record holder

SPORTS



Herb McKenley Olympic Gold Medalist sprinter and former world record holder

- George Rhoden Olympic Gold Medalist runner



Javon Francis Olympic Runner

- Maurice Smith decathlete, World Championship Silver Medalist
- Dennis Johnson former UTECH Sports Administrator (and former world record holder at 100 yards)
- Chris Stokes and Dudley Stokes members of the Jamaican Bobsled Team that inspired the movie Cool Runnings
- Jason Morgan Olympic discus thrower
- Josef Robertson Olympic Hurdler
- Michael Clarke Track Coach
- Julian L. Robinson, Field Events Coach



Maurice Wignall Commonwealth Games Gold Medalist



Warren Weir Olympic and World Championship Medalist

Recent Pupil Achievements

Academics

- 2017 – Giovanni Wright – 1ST in the Caribbean - Building & Mechanical Drawing Unit 1
- Only Grade 1 in the subject regionally
- 2017 – Trevor Webb – 2nd nationally in CAPE Design Art Unit 1
- 2017 – Alvin Reid – 9th nationally in CAPE Design Art Unit 1
- 2017 – Dantae Bridgemanhen – 6th nationally in CAPE Entrepreneurship Unit 2
- 2017 – Kimani Douglas – 10th nationally in CAPE History Unit 2
- 2014 - Joel Johnson – 1st in the Caribbean in CAPE Accounting Unit 2
- 2014 - Jahnoy Leith – 1st in the Caribbean CAPE Digital Media Unit 1
- 2014 - Ramon Dean – 1st in the Caribbean CAPE Digital Media Unit 1
- 2014 – Obrien Johnson – 4th in the Caribbean CAPE Digital Media Unit 1
- 2014 – Shemar Coley – 6th in the Caribbean CAPE Digital Media Unit 1
- 2014 – Phillip Gordon – 8th in the Caribbean CAPE Digital Media Unit 1
- 2014 - Joel Johnson – 9th nationally in CAPE Computer Science Unit 1
- 2014 - Tafari Williams – 1st nationally in CSEC French
- 2014 – Tafari Williams – 8th nationally in CSEC Spanish
- 2013 - Joel Johnson – 1st nationally in CAPE Accounting Unit 1
- 2013 - Joel Johnson – 7th nationally in CAPE Mgmt of Business Unit 1
- 2013 - Nicholas Johnson – 9th nationally in CAPE Accounting Unit 1
- 2012 - Nicholas Johnson – 3rd nationally in CAPE Accounting Unit 2
- 2012 - Teddense Thomas – 4th nationally in CSEC Religious Education
- 2012 – Romaine Reynolds – 5th nationally in CSEC Visual Arts



Post-Calabar (UWI)

- 2017 – Rushane Williams – Valedictorian UWI – Class of 2017
- 2016 – Recco Matthews – Top Student in Paediatric Care, Internal Medicine

According to the Principal, Albert Corcho, at the heart of the Calabar's continuous strategic development is a commitment to provide quality education for all our students and to maintain Calabar's position as a school of choice for young men and their parents in Jamaica.

Calabar has made major investments in:

1. Reduced class size to provide opportunities for small group interaction and increased feedback from teachers.
2. Increased use of new and emerging technology tools to provide learning environments to cater to the needs of learners in the digital age
3. Introduction of the Caribbean Examinations Council's New Generation subjects such as Entrepreneurship, Digital Media and Animation and Game Design to expose the students to emerging career choices as well as expand the suite of subjects offered at Calabar to include those that meet the interest of our students.
4. Engagement of critical stakeholder groups as partners in the learning process to include greater engagement of the PTA and COBA to provide opportunities for mentorship.
5. Increased use of real time data to guide decision making.
6. Strengthening all members of the team especially our middle management.
7. Professional development and training activities or staff to equip them with skills and strategies to prepare learning environments to better cater to the learning needs and styles of boys.

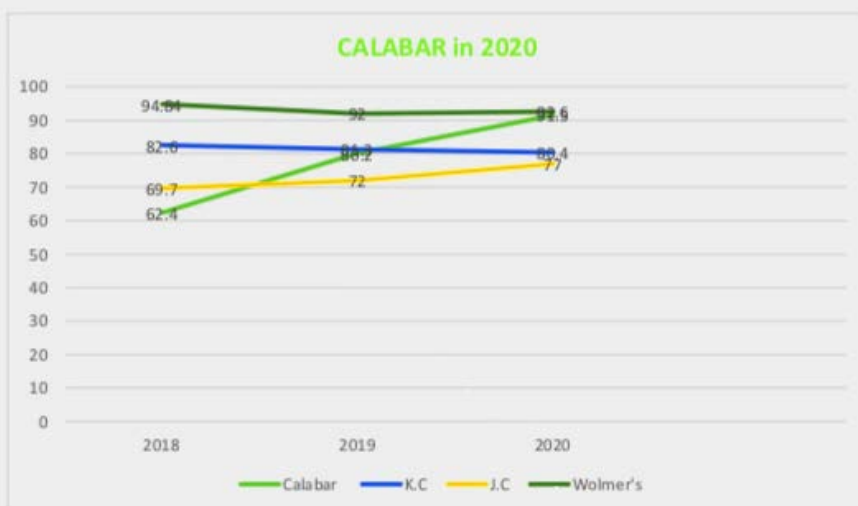
The Board of Governors, is fulfilling their mandate of provide an educational environment which produces grounded and rounded young men, equipped to contribute in meaningful ways to national development. We stand on the shoulders of those who went before in maintaining Calabar as a Centre of Excellence!

According to The Chairman of the School Board, Mr. Karl Johnson, the school is guided by a rolling strategic plan which places appropriate emphasis on the holistic development of our students. He went on to express that the school has sought to foster an enhanced culture of excellence at all levels, to set clear, measurable, demanding yet achievable expectations of both staff and students and to establish the necessary systems of accountability.

The Board of Governors is confident that with continued, unblinking focus and effort Calabar High School will continue to 'raise the bar' as we soar to our accustomed pride of place among the most sought after institutions for the education of young men in this country.

The Utmost for the Highest!

WHERE WILL CALABAR BE IN 2020 COMPARED TO OTHER SCHOOLS?



SCHOOL-SOFT

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Ivy League CSEC Rankings 2018

Name of school	Current ranking 2018	Ranking 2017	Ranking 2016	Percentage of cohort obtaining 5 or more subjects (including Mathematics and/or English)	Percentage of students obtaining 5 or more subjects (including Mathematics and English)	Percentage of cohort passing CSEC English Language	Percentage of Cohort passing CSEC Mathematics	Percentage of students leaving with 8 subjects or more	The percentage of your pupils obtaining 2 or more subjects with grades i-iii (1-3) in (CAPE)
Campion College	1	1	2	100%	100%	100%	100%	94.6%	99.3%
Immaculate Conception High	2	2	1	99.6%	98.8%	99.1%	99.1%	90%	97.5%
St Andrew High School for Girls	3	6	11	97.9%	95.86%	98.8%	97.5%	75.2%	92.7%
Hampton School	4	5	6	97.9%	91.8%	96.7%	92.4%	78.2%	95.1%
Knox College	5	16	12	97.7%	85.1%	99.5%	88%	40.3%	82.7%
Mount Alvernia High	6	18	15	97.13%	85.65%	98.09%	86.60%	58.85%	75.63%
Glennmuir High School	7	12	8	96.8%	93.7%	98%	96.8%	77%	85.5%
Montego Bay High	8	3	3	96.1%	91.6%	98.1%	93.5%	76.6%	87.5%
Wolmer's Girls School	9	7	4	95.8%	79.2%	99%	98.5%	79.6%	90%
Wolmer's Boys School	10	10	9	94.84%	89.67%	96.24%	93.43%	54%	79.5%
St Hugh's High	11	25	28	94.7%	82.4%	98.3%	87.4%	53.3%	90.5%
St Hilda's High	12	8	5	93.4%	83.12%	97.8%	84.7%	59.6%	N/A
York Castle High	13	11	16	93%	77%	90%	78%	57.5%	59%
Mannings School	14	9	14	92%	82%	96%	85%	34%	98%
Holy Childhood High	15	20	17	91.3%	81.27%	96.32%	85.28%	54.52%	83.39%
Manchester High	16	19	27	91.3%	87%	97%	95%	44.1%	77.95%
Ardenne High School	17	14	13	91.1%	89.5%	96.8%	95.6%	65.1%	91.7%
Westwood High	18	4	7	89.91%	86.3%	91.7%	87.2%	66.05%	87%
Bishop Gibson High	19	17	10	89.9%	72.5 %	96.6%	73.6 %	43.3 %	34.6%
Munro College	20	21	22	89.7%	83%	98.2%	87.8%	47.9%	57.1%
St Jago High School	21	28	33	89.3%	73.3%	91.5%	87.9%	41%	81%
Convent of Mercy Academy Alpha	22	15	18	88.6%	75%	95.5%	78.2%	52.7%	98.4%

Enterprise Schools Management System

A Disaster Waiting to Happen

JSAS Failure 2.0?

For several years, the Ministry of Education has been working on a School Management System (SMS) that is due to be implemented in the coming months. This decision was made prior to the current government, however, the current government is faced with the decision on its future as well as how it is governed and operated. For over 30 years, many governments in both the developed and developing world have opted to stay away from similar kinds of software development, which would manage the data and infrastructure of schools, and there is a reason for that. Other governments understand that commissioning a company or team to create software is only the first step and that there are several other steps involved, which are equally if not more important. Once software for a system is developed, the system will need to be properly implemented and have a structure that supports management and technical issues. Furthermore, once software is created, it will always need further development due to the school's constant need of new features and functions as well as new modes of operation and requirements coming from the Ministry of Education.

The truth of the matter is, what I have just mentioned is no simple feat. It's an intricate process that requires adequate and consistent funding as well as a talented and stable software development team.

What am I suggesting?

I am suggesting that the Ministry of Education reviews its current management and implementation plan in order to successfully manage such an intensive task especially when you consider the cost and undertaking of the hundreds of schools under its care.

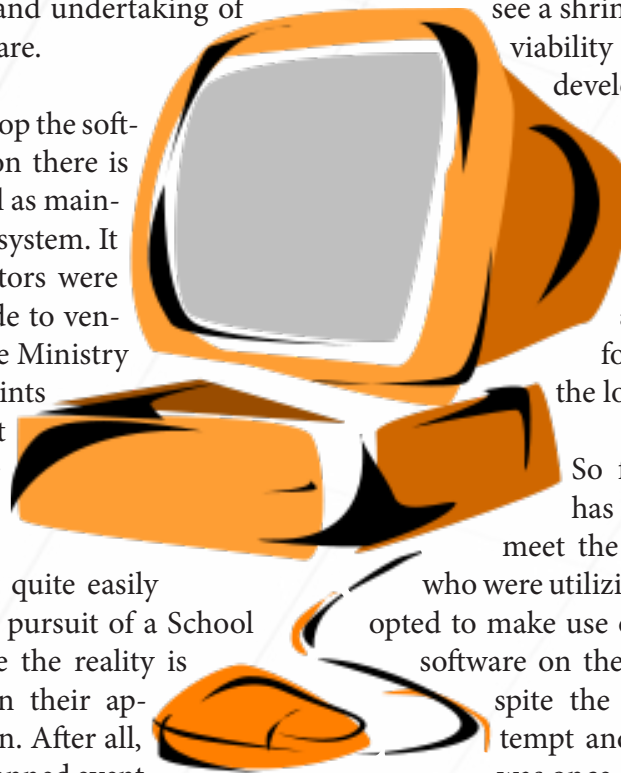
First, there is the initial cost to develop the software, and following implementation there is the cost of keeping the talent as well as maintaining and further developing the system. It might be argued that all these factors were considered when the plan was made to venture into development, however, the Ministry of Education has budget constraints similar to many other government ministries, so the money they are provided with, isn't unlimited.

The Ministry of Education can be quite easily misperceived as ambitious in their pursuit of a School Management System, but I believe the reality is that they are rather ambiguous in their approach to practical long-term action. After all, we must bear in mind that any unplanned event

or demand for resources will shift monetary allocation to those areas and consequently, projects like JSAS or the Enterprise School Management System will possibly see a shrink in its budget, impacting its viability and ability to maintain and develop itself.

Let me be frank, I am greatly concerned that the Ministry of Education simply did not "count the cost" and as a result schools will be forced to pay a serious price in the long-term.

So far, a previous JSAS system has already failed to deliver or meet the entire needs of the schools who were utilizing it, therefore, many schools opted to make use of other school management software on the market. To my dismay, despite the previous obvious failed attempt and money spent, the decision was once again made to attempt to cre-



ate another school management system. Apparently, either the ministry could not clearly admit its evident shortcomings or for some reason it is determined to make a comeback of sorts.

Whatever the justification, the truth of the matter is that since independence, a number of experts in the technology field have said that the Ministry of Education has spent taxpayer's dollars attempting to support the development of education software that on a number of occasions have fallen short of what many believe should be its design and functionality.

Are We a Command Economy or are we interested in the Creation of a Free Market Economy? Will We Allow Private Capital to Work or Not?

School Manager, Complete SMS, Play life, Renweb, Elixom AISU are a number of the School Management System providers that emerged out of the private sector to provide these services to schools and what the last decade has taught us is that when it comes to delivering technology services to schools, the Ministry of Education isn't the best entity to do so. Clearly,

the Ministry of Education is not the best equipped to deliver and manage a large technologically advanced education management system. I am a strong believer that things should be left to those who are best suited to handle it.

Whatever happens going forward, we must never endeavour to have only one system being provided to manage schools. I have always asked the question of what incentive will there be for a single provider to continuously develop the product and deliver the service at the highest standard that schools unceasingly desire. Where possible, competition should always be "baked" into the mechanism of all services delivered to ensure that greater quality and higher standards are always achieved. Government monopolies have never been known to benefit citizens long-term. The thing that worries most school management experts, is not the quality of the software (which they are also worried about); it's the Ministry of Education's ability to deliver an effective and efficient technical and maintenance service to the hundreds of schools under their care.

Those who work in the technology field have told us that this undertaking will be very costly to deliver if the schools are to receive the standard of service they will be happy with and that will allow the school to function well on a daily basis.

But would the Ministry be able to realistically deliver this kind of "customer service"? I don't think so. Unlike the private sector, the Ministry of Education does not have the same incentives to make systems work as they should.

Under one system, schools can't easily switch service providers when they are not satisfied (which is highly likely to happen). It would be unfortunate for schools, our children and the education system if we have a scenario in which the School Management Enterprise System has broken down in particular schools and due to under-resourcing inside the Ministry of Education, it takes up to 2 or 3 months for a school to get assistance with rectifying their issue. Again, many educators including principals have expressed this as a major concern of theirs. We humbly respect that the MOEYI needs to obtain particular data sets from schools as well as to keep an eye on schools through the School Enterprise Management System, however,

we need to have a sustainable way to achieve this. Is the ministry's management system an online based system or was it created to work in schools with or without the internet?

The answer to this question is important because if it's an online system, then the Ministry schools without suitable internet (which there are many) will fail to access this service which is meant to be universal.

What are Schools Saying about the Matter?

The secondary schools are a lot more vocal than the primary schools as they have been using school management systems for over a decade.

Many of the principals we spoke to welcome the idea that the Ministry of Education is creating their own school management system, however, they have serious reservations due to their experience of JSAS and are not entirely convinced it will work.

Nevertheless, most of the schools we have spoken to have said they would like the option to continue to use the current school management system they have so as to provide continuity for their school and the students and the introduction of a new system will cause severe disruption to their school and its day to day operations (especially if there are fears about its reliability and consistency).

Many schools that don't currently have a system would also like the opportunity to be selective and go with the one they believe will provide them with the best service.

What is the best way forward? What will success look like for the Ministry of Education, Youth & Information? Successive Governments have spoken of the need to encourage entrepreneurship as well as the development of industries and markets. There can be an agreed co-existence, where schools are the ultimate winners and the 5 targets mentioned below are achieved.

In order for the Ministry of Education, Youth & Information to be successful they must desire to achieve the following:

1. The delivery of an effective, efficient, comprehensive, seamless and user friendly school management system to all schools (this system doesn't need to be delivered by the MOEYI or one provider. API technology is very supportive in aiding the Ministry to achieve a healthy relationship with private providers). The best scenario would be multiple providers governed by a single framework.
2. The introduction of a regulatory and licensing framework which monitors and maintain standards of the private providers as well as the MOEYI's school management system. It should also detail their relationship with the MOEYI. The Enterprise
3. The provision of a policy which speaks to how schools go about contracting the service of a private provider if they opt not to use the system available from the MOEYI.
4. An ICT and data protection policy which speaks to how the data being managed, is handled and protected (it should also cover activities around the sharing of the data).
5. The recognition, maintenance and development of a School Management Systems market.

School Management System should also be governed by any established regulatory and licensing framework.

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SHARON REID

The Servant Leader Goes into Retirement

After 39 years in education Sharon Reid despite her youthfulness, will retire as principal of St Andrew High School for Girls. In response to her retirement, she stated that the 39 years have flown by very quickly, attributing this to doing what she loves. Furthermore, Mrs. Reid has also reported that she has fulfilled her purpose and has never had a dull moment in her 36 years at St. Andrew High School for Girls.

Honouring Mrs. Reid

Mrs. Sharon Reid hails from the parish of Clarendon; her mother was the principal of a primary school and as the adage goes, the chip doesn't fall far from the block. Mrs. Reid attended the Hampton School and pursued her tertiary education at the University of the West Indies, majoring in History and English. At the end of her studies, she returned to Clarendon to teach at the Glenmuir High School for two years, after which she took study leave to pursue her teaching diploma.

Her teaching practice placement led her to the St Andrew High School for Girls (SAHS), and at the end of her placement the school was extremely impressed with her performance. Her career at SAHS started in September 1982 and she grew through the ranks serving as a teacher, senior teacher, vice principal, acting principal and principal.

She became vice principal of the institution in 1995 and by 1997 she was asked to act in the capacity of principal. From 1997 she cov-

ered for the principal Dr. Dahlia Repole, who went on study leave. Dr. Repole returned to the school following her study leave and then left to take up another position which opened the door for Mrs. Reid to become the next principal of the institution.

The motto at St. Andrew High is "Life More Abundant" and Sharon Reid has spent the last 36 years embracing that. According to Mrs. Reid, she was given a solid foundation on which to build and she will be leaving the school on sounder footing. Subsequently, SAHS will experience somewhat of a total change at the top as the coming 12 months will see the principal and the two vice principals leaving the institution (a similar situation occurred when Mrs. Reid was appointed principal.)

Mrs. Sharon Reid will proceed on leave prior to retirement in January 2019, after which she will spend some time resting before venturing out to support the family business as well as pursuing her personal post-retirement goals.

Thank you Sharon Reid for your wonderful contribution to education and we wish you all the best in your future endeavours.

In honour of Mrs. Sharon Reid's legacy we have compiled below The 6 Leadership Lessons from the Servant Leader.



The 6 Leadership Lessons from a Servant Leader

1. Power can be very dangerous:

How you handle power as a principal will either make you or break you. You must accept that you don't know everything and be willing to learn from others and receive their assistance to achieve the goals of the institution.

2. You must be willing to listen:

Mrs. Reid believes that if we are willing to listen, it will help tremendously. An example she gave was recognizing that her younger staff was way ahead of her in terms of technology and innovation, however, she also recognized that they would have benefitted from the wisdom and mentoring of the older staff. With this in mind, she found an excellent way to marry the two; she strongly believed that listening to both sides was a key component in effectively combining the ideas of the younger staff with that of the older staff to achieve optimum results.

3. You must have a sound philosophical base:

You must be able to answer effectively, the question of why you are leading and what informs your leadership. Sharon Reid who is a Christian, says her servant leadership approach was informed by Jesus Christ. Consequently, she was clear on the type of leadership she wanted to pursue and was able to effectively carry out the role as principal. She finds it difficult not to refer to her faith in Jesus Christ and throughout her career has made Him the key figure in her decision making at every level. When the staff was amazed by some of her ideas and suggestions and asked her how she came up with them, she told them that it was the Lord who gave them to her. She attributes her success in life to her walk with Christ and she doesn't accept that she is a great person. She attributes all her success to her tapping into the great power of Jesus Christ.

4. An investment in continuous development and training of the entire staff complement is very important:

Sharon Reid has seen 36 years of continuous change and innovation at SAHS and believes leaders must commit themselves and their entire staff complement to continuous training and focused development. She argues that a willingness to encounter change and opening up oneself to new possibilities are key ingredients to successful leadership. "This is how we do it here" and "it's not going to change" or "we have no need to change it" are words Sharon Reid recommends should not be readily used by the senior leadership of schools.

5. A school leader must be able to manage discipline:

She gets on very well with her staff and students and attributes this to her principle of being firm but fair. She isn't convinced that success can be gained without discipline and reasons that this must be incorporated into the fiber of any school or school leader desiring to be successful. One of the roles she played at SAHS was Dean of Discipline and she was the first appointee to that role in the school's history.

6. Invest in the delivery of the curriculum as well as, teaching and learning:

Sharon Reid argues that school leaders must always be on the cutting edge and invest in curriculum development and innovation as well as, effective teaching and learning methodologies in order to meet the needs of their students.

Educate Jamaica Top 4 picks to replace Sharon Reid:

1. **Collette Feurtado -Pryce** - Current principal at St Jago High School
2. **Grace Baston** - Current principal at Champion College
3. **Nadine Molloy** - Current principal at Ardenne High
4. **Althea Cogheil** - Current vice-principal at Holy Childhood High School

PARENTS

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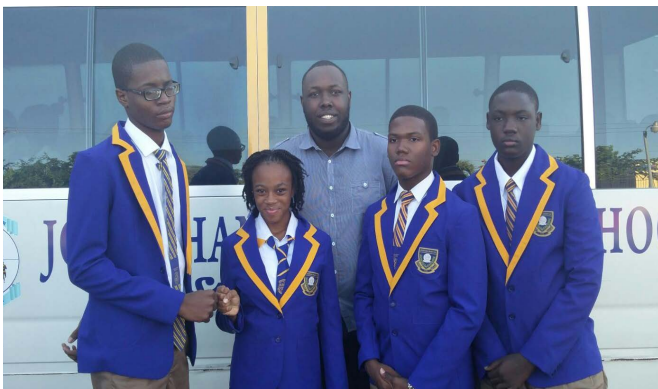
Jonathan Grant High School – 77.6%



The Cedar Grove Academy – 85.97%



The percentage of pupils obtaining 2 or more subjects with grades i-iii (1-3) in (CAPE)



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The Current Top 3 School Management Systems

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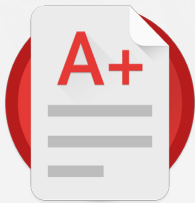
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- Age: **It's been around for a decade**
- Compatibility with the Jamaican education system: **9.5/10**
- User experience (which includes easy to use): **9.5/10**
- Data protection & security: **9.5/10**

2



Complete SMS

- Age: **More than 10 years old**
- Compatibility with the Jamaican education system: **8.5/10**
- User experience (which includes easy to use): **8.5/10**
- Data protection & security: **8.9/10**

3



Ren Web

- Age: **More than 10 years old**
- Compatibility with the Jamaican education system: **7/10**
- User experience (which includes easy to use): **7.5/10**
- Data protection & security: **9/10**

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