



Sandals
CORPORATE UNIVERSITY

Table of Contents

INTRODUCTION.....	3
SCU Vision Statement	4
SCU Mission Statement.....	4
Why A Sandals Corporate University	5
Strategic FocUS	5
Our Approach.....	6
SCU GOVERNANCE STRUCTURE.....	6
Faculty.....	7
OUR PROGRAMMES.....	8
THE Team Member Pathway	8
SIGNATURE EVENTS	10

INTRODUCTION

The Sandals Corporate University is our most exciting strategy yet, in pursuit of hospitality excellence, unmatched customer service, and the continuous development of Team Members. As our resorts are all inclusive, so is SCU, in that all team members have access to quality training and education which will, if pursued, open career and professional development doors for them. In this regard, "No Team Member is Left Behind" in this "Change Included Experience".

The SCU as an innovative corporate strategy focused on building Team Members knowledge, skills and attitudes, developing future leaders for Sandals. The SCU will also drive corporate innovation and efficiencies through practical corporate research, analysis and problem solving. Perhaps, the most powerful feature of the SCU is that it allows Team Members to study and learn on the job, and while carrying out their usual job functions acquire college credit, which will allow them to further pursue their professional and personal development.

The SCU programmes are developed in close collaboration with Sandals Executives, drawing on their collective wisdom garnered from thirty years in hospitality excellence. We have collaborated with world class local and international partners to ensure that the programmes on offer facilitate Team Members alignment with internationally recognized professional certification and academic qualifications from some of the top universities in the world.

All Team Members, from line level through to our executive management are called to experience this renaissance that will enrich not only your individual lives but that of Sandals, which is a collective of all our lives, as are the many communities from which we come and the world we seek to make better for the generations that follow.

SCU VISION STATEMENT

We envision ourselves as the premier organisation for creating a dynamic learning culture that develops and empowers future hospitality professionals, by relentlessly challenging our learners to be “Change-Included”, through positively reinventing themselves, their resorts, communities, industry and world.

SCU MISSION STATEMENT

We believe in unleashing the unlimited potential innate in all learners to drive departmental and organizational efficiency, innovation, profitability and customer service excellence, by developing their minds and dreams, through our commitment to innovative learning solutions developed and delivered by passionate, committed and creative world class educators and experienced industry professionals.

WHY A SANDALS CORPORATE UNIVERSITY

The Sandals Corporate University is designed to link its training and leadership development outcomes to the Sandals Resorts International corporate strategies and philosophies, specifically:-

- Preserving Our Company's Philosophy:-

Giving The Guest More Than He Or She Expects – Gordon ‘Butch’ Stewart

- Our Commitment to Team Member Development
- Our Passion for Excellence
- Our Drive to Lead Innovation in the All-inclusive Segment of The Hospitality Industry
- Our Commitment to Building our Communities and Changing the World

STRATEGIC FOCUS

- **Competency Development** - To develop the skills, knowledge and attitudes required by Team Members to perform their job functions with excellence
- **Leadership Development** - To drive succession planning through moulding the minds of current and future executives
- **Research & Innovation** - To enhance efficiency and effectiveness through practical corporate research and the implementation of the resulting innovative solutions
- **Corporate Knowledge Management** - To Identify and document corporate best practices for generations to come
- **Change Management** – To facilitate the implementation of the processes, tools and techniques to facilitate the changes the organization must go through to remain competitive in an ever changing competitive environment
- **Business Development** – To facilitate the development and implementation of new businesses and products

OUR APPROACH

Our approach to facilitating the personal and professional development of our Team Members is simple but effective and includes the following elements:-

- **Linked to Corporate Goals** – learning outcomes and training solutions have been carefully matched to our corporate strategies and standards.
- **Student Centred** – Our learning solutions are designed and delivered with Team Members in mind, thus providing them with the opportunity of selecting courses for their individual development.
- **Innovative Delivery** – Diverse and creative methods of delivery are employed to transfer competencies to the Team Members ensuring that the learning outcomes are not only achieved but are entrenched in the execution of job functions.
- **Action Learning** – Our learners are encouraged to identify their own challenges and opportunities and form their own solutions that positively impact themselves, their team and the company.
- **Lifelong learning** – As change is constant, at Sandals learning never ends. Team Members continuously build on competencies through formal or informal programmes throughout their life.

SCU GOVERNANCE STRUCTURE

The SCU mirrors the Sandals Resorts International (SRI) corporate structure. The Governance structure includes a SCU Board of Directors and a SCU Board of Governors. The University's administrative and academic affairs are presided over by a Principal appointed by the Board of Governors.

Each Division of SRI, in the SCU frame work, is a Division of Excellence (College) and the Departments in the respective Divisions, a Department of Excellence (School). The respective Division/Department Heads within the SRI framework are the Heads of the respective Divisions/Departments of Excellence and are responsible for leading course development, quality control and research specific to the respective Divisions/Departments of Excellence.

The SRI resorts and Head office are Centres of Excellence (Campuses). The General Manager is the President of the Centres of Excellence, The SCU Senior representative at the respective Centres of Excellence is the Training & Development Managers who coordinates the SCU's academic and administrative functions on site, as well as themselves lecture, undertake and supervise corporate research.

Every Team Member is, by virtue of being an employee of SRI or one of its affiliate organisations, a Student of SCU with a pathway of development awaiting them. To become active the Team Member needs only to register with the University.

FACULTY

The SCU Faculty consists of a team of Certified Hospitality Educators (CHE), Certified Departmental Trainers (CHDT) and Certified Hospitality Instructors (CHI). The SCU internal faculty also pulls on its large pool of qualified and experienced Executives, Managers and Team Members of Sandals Resorts International, many of who were instrumental in many of the innovations that have made Sandals world class. Where necessary, SCU pulls on its network of external subject matter experts and those of SCU affiliate organization to add depth and interest to the delivery of the courses/programmes.

SCU's faculty also lead the identification and precipitation of training and alternative solutions through corporate research and analysis.

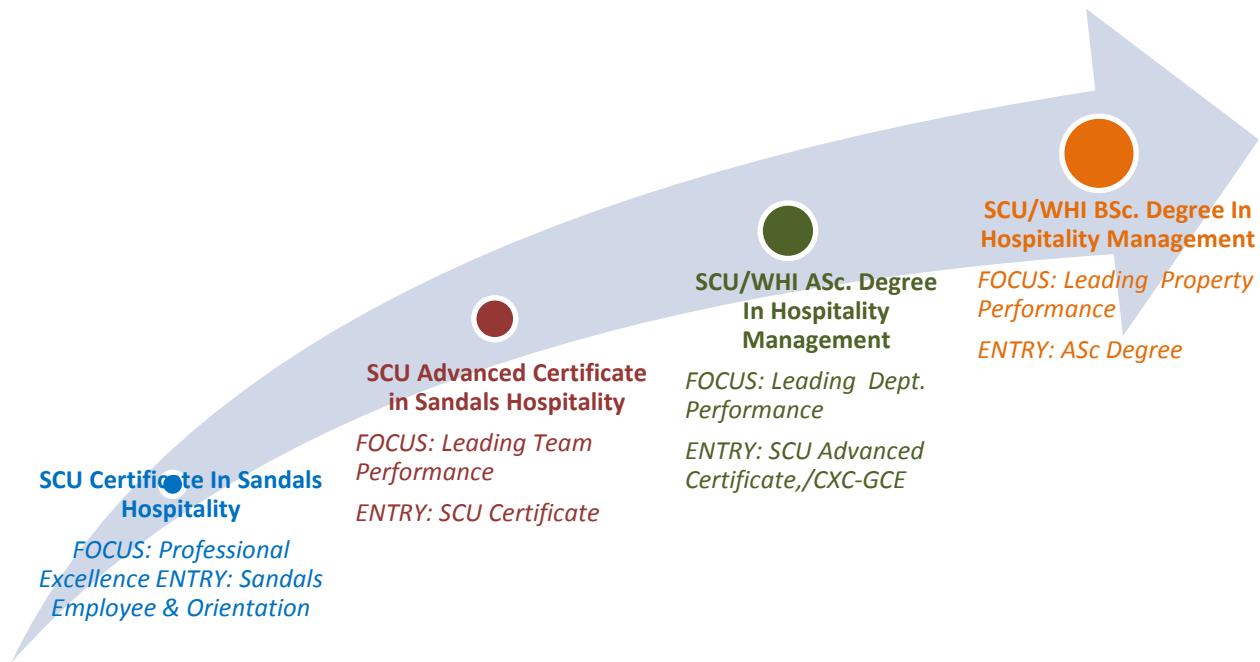
OUR PROGRAMMES

THE TEAM MEMBER PATHWAY

Each Team Member is put on a Learning Pathway (LP). The Team Member Learning Pathway is a clearly defined training and development map, which allows them to plan their career development through the available learning opportunities.

The progress of each team member is tracked in a “passport” which is a transcript of their learning journey.

Team Member Career Pathway



The components of the Team Member Pathway, our SCU Signature Certificate & Diplomas are presented in the following table and the respective elements described below.

SCU SIGNATURE PROGRAMMES IN HOSPITALITY MANAGEMENT					
COURSE ON OFFER	Certificate in Sandals Hospitality	Advanced Certificate in Sandals Hospitality	SCU/WHI ASc Degree in Sandals Hospitality Management	SCU/WHI BSc Degree in Sandals Hospitality Management	Professional Certification
Sandals Orientation	Prerequisite	Prerequisite	Prerequisite	Prerequisite	A range of Professional Certifications will be made available at all levels as electives
JFLL LENS	Prerequisite				
High School Equivalency	Compulsory	Prerequisite	Prerequisite	Prerequisite	
Art of Selling	Compulsory				
Sandals Customer Service 1-2	Level 1 Compulsory	Level 2 Compulsory			
Professional Communication 1-2	Level 1 Compulsory	Level 2 Compulsory			
Leadership Development 1-4	Level 1 Compulsory	Level 2 Compulsory	Level 3 Compulsory	Level 4 Compulsory	
Sandals Foundation /Earth Guard Service Hours 1-4	Level 1 Compulsory	Level 2 Compulsory	Level 3 Compulsory	Level 4 Compulsory	
Cross Training Certificate Level 1-4	Level 1 Compulsory	Level 2 Compulsory	Level 3 Compulsory	Level 4 Compulsory	
Sales Management		Compulsory			
Introduction to Cost Management		Compulsory			
Strategic Revenue Management		Compulsory			
Department Specific Courses	Dept. Courses	Dept. Courses	Dept. Courses	Dept. Courses	
COMPASS (competency assessment)	Compulsory (for each Job)				

SIGNATURE EVENTS

The Sandals Corporate University (SCU) seeks to engage the minds of team members and the public, through offering “change-included” platforms through which learning experiences, ideas, research and new best practices can be developed and show-cased. Events bring people together and build community, SCU signature events seek to engage participants in a culture of learning and personal development. A SCU Signature Event is a franchise event, sanctioned and branded by the university, primarily at SCU Centres of Excellence.

Standard SCU Signature Events

Signature Event	Description
SCU Day	Held every quarter on Resort across the group, SCU Day seeks to showcase learning opportunities and build awareness for the purpose and programmes of the Sandals Corporate University on resort.
Life Skill Seminar Series	Personal development and wellness of team members is a core element of empowering team members and enriching their overall learning journey. Life Skill Seminar series seeks to engage team members of all facets of wellness and personal development, including career planning, physical wellness, financial wellness and spiritual wellness. Seminar topics chosen must seek to address pertinent personal development issues that team members on the resort face.
Executive Seminar Series	New innovations, research, international best practices and challenges emerge every day in all industries, which has implications for executive decision making and executive life-long learning. Executive Seminar series is designed to engage executive managers in high level interaction, and expose them to top experts and research on issues and topics pertinent their personal development and the development of the company.
SCU Legacy Series	Sandals Resorts International over its 30 years of existence has been built through the creativity and hard work of a number of leaders of the company. The SCU Legacy series seeks to present these outstanding individuals in the company and allow for interactive questions and answers for team members to obtain lessons learnt from past experiences. The event may include an internal expert panel speaking on a particular topic.
IDEAS Forum	Designed for the showcasing of new ideas and best practices proposed or developed by Team Members regardless of position. The idea is presented and interaction is encouraged to position it for further research and implementation. The forum may also act as an opportunity of presenting research conducted and or the proposal of a new research topic.