

BERMUDA COLLEGE STRATEGIC PLAN 2018 - 2023
DELIVERING SUCCESS



Adopted by Bermuda College Board
September 25, 2018

Vision 2023—Delivering Success is shaped based on the stakeholder data collected during the critical first steps of the 2018 planning consultation process. The initial review phase highlighted societal changes and trends in global education and business; explored the College’s relationships and standing with other colleges and learning organisations; examined student expectations and preferences, and invited employee input.

Identified External Changes:

- Impact of technology and automation; outsourcing jobs
- Aging and shrinking population
- Different generations in the workplace
- Growing economic inequalities
- More compliance regulations for banks
- US Tax legislation, Brexit; shifting global laws and nationalism
- Automation and outsourcing skills
- Climate change
- Changes in tourism – tourist expectations, small property accommodations, small business opportunities

ABOUT THE CONSULTATION PROCESS

Bermuda College’s strategic planning consultation process included four critical steps of engagement with input from a wide spectrum of stakeholders.

Step 1 – Internal Stakeholders

Internal stakeholder focus groups made up of representatives from multiple departments and levels of Bermuda College were consulted for feedback on priorities for the upcoming plan including: BPSU Shop Stewards, Faculty Association, Support Staff Association, Board Chair and Deputy Chair, the President, VP Academic & Student Affairs, and the Strategic Planning Steering Committee. An employee survey was also distributed to get an even wider perspective and 80 out of 113 employees participated.

Step 2 – External Stakeholders

Nineteen (19) external stakeholders representing key industries including: Education, Tourism, Public Health, and International Business, participated in focus groups. A survey was also distributed to key external stakeholders with 15 responding.

Step 3 – Visioning Day: Summary of Priorities; Development of Prototype

In March 2018, 69 Bermuda College employees participated in a Visioning Day, consisting of a morning panel discussion with external stakeholders and an afternoon of visioning exercises. Forty-eight (48) of these employees completed a survey providing feedback on Visioning Day. The plan was subsequently drafted by the Strategic Planning Steering Committee with the assistance of the Administrative Management Team and Performance Solutions.

The Steering Committee comprised of:

- Dr. Duranda Greene, President & Committee Chair
- Ms. Belinda Darrell, Executive Assistant to the President
- Dr. Phyllis Curtis-Tweed, VP Academic & Student Affairs
- Mr. Dwight Furbert, VP Finance & Operations

Mrs. Karmeta Hendrickson, Support Staff Association Representative
 Mrs. Evelyn James-Barnett, Director of Communication
 Dr. Andrea Lightbourne-Webster, Faculty Association Representative
 Mr. Cordell Riley, Coordinator of Institutional Research
 Mrs. Kathy-Ann Swan, Director of Nursing

Step 4 – Feedback/Input/Implementation

In May 2018, the Strategic Planning Steering Committee socialised the plan with internal stakeholders, inviting additional input, feedback and review. The Committee will present the plan to Board for approval on September 25, 2018. Once the plan is approved by the Board the Institutional Effectiveness Taskforce, led by the two Vice Presidents, will guide and manage the implementation and assessment of the plan.

VISION, MISSION AND CORE VALUES (UNDER REVIEW)

Bermuda College’s vision, mission and values provided the foundation for Vision 2023 and serve as a barometer for each strategy and goal outlined within.

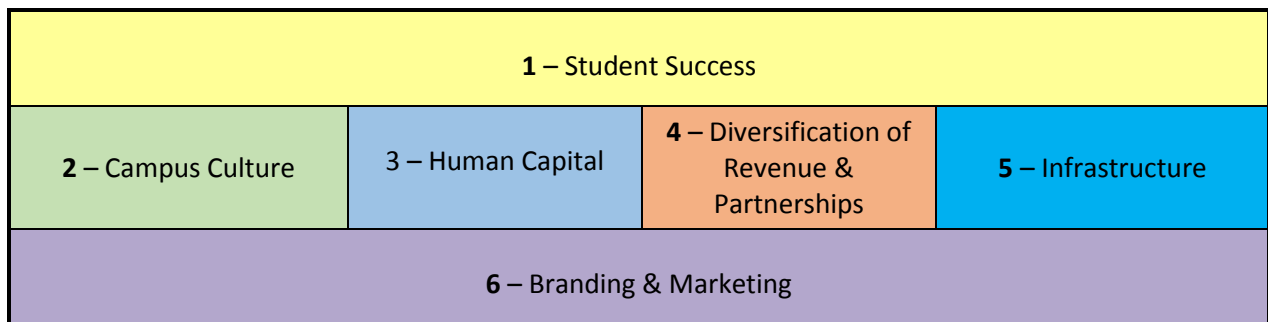
Vision: Bermuda College will be recognised locally and internationally as a centre for educational excellence, as it responds to the diverse needs of the community through innovative, quality teaching and research that enables students to enrich their lives intellectually, economically, socially, and culturally.

Proposed Mission: Bermuda College is committed to providing its students with diverse, quality educational programmes; professional training, academic and personal support services and partnerships with local and international entities.

Values: Commitment to Students, Quality Teaching, Commitment to Employees, Respect, Recognition and Being Valued, Commitment to High Standards, Stability, Security and Safety, and Responsibility and Accountability.

STRATEGIC PRIORITIES

As a result, Bermuda College’s strategic plan for 2018-2023, will see the College repositioning itself on six strategic priority areas that the Strategic Planning Steering Committee and employees have identified:



The Strategic Planning Steering Committee is recommending that in Year 3 of this plan, the Bermuda College Board of Governors appoint a taskforce to look at the long-term (10 – 15 years) future of Bermuda College as the only tertiary institution on the island approaching its 50th year. The taskforce should include internal, external and international thought leaders and key stakeholders. The document produced by the taskforce will help guide the development of the next 5-year plan.

NOTE: *Years throughout the plan refer to an academic year (August 1 – July 31).*

STRATEGY 1 - STUDENT SUCCESS

We will equip and support our students to achieve their educational and professional goals by offering dynamic, relevant and varied programmes/courses that create clear pathways to success.

Action	Responsibility for Driving	Cost Estimate	Proposed Timeline	Success Metrics/Key Outcomes
Goal 1: Establish academic, technical and professional programmes to meet the changing needs of the community. By 2023, Bermuda College will:				
1. Implement new Allied Health Programmes as indicated: Pre Health Associate Degree (2019) Diagnostic Medical Imaging (2020) Clinical Laboratory Science (2021)	VP A&SA	N/A	Year 2 – Year 4	Enrolment of initial cohorts Successful completion
2. Implement vocational and professional programmes/courses in collaboration with industry partners (e.g. BHI, Construction Association, BHB, etc.), the National Workforce Development Plan and the latest PACE employer survey.	VP A&SA/PACE	N/A	Year 1 – Year 4	Introduction of new programmes/courses. Enrolment of initial cohorts Successful completion
3. Review the course offerings previously offered by the Continuing Education and Development Programme to determine which should be offered by Bermuda College.	PACE	N/A	Year 1	New course offerings. Increase in enrolment in PACE.
4. Increase internship opportunities with external industry partners to broaden student work experience	Student Employment Coordinator	N/A	Year 1 - Year 4	Increase in available internship opportunities across industries.
5. Expand distance learning opportunities and other flexible delivery methodologies.	VP A&SA	Absorbed in PD budget 2018. Possible implications for 2019 budget	Year 1 – Year 4	Increase in the number of online courses available Implementation of flexible delivery methods. Increase in enrolment and completion.
6. Update CIS programmes in consultation with industry to include leading edge	VP A&SA	N/A 2018	Programme review: Year 1	Programme/courses approved by Academic Council.

technologies e.g. coding, robotics, app development, AI, etc.		Possible implications for 2019 budget	Implement changes: Year 2	
7. Develop and promote student (local and international) exchange programmes (e.g. summer or semester, etc.)	VP A&SA	African Diaspora Consortium Costs	Year 1 – Year 5	Number of students participating. Increase in number of exchange agreements with overseas institutions. Increase in inquiries from students and/or schools
Goal 2: Streamline academic and vocational pathways. By 2023, Bermuda College will:				
1. Reform developmental education to accelerate students’ progression to college-level courses.	Dean of A&S	N/A	Year 1 - Year 3	Increased number of students progressing to college-level courses within 2 semesters.
2. Increase collaboration with the high schools to improve college readiness and to enhance the articulation of competencies e.g. math, English and science.	A&SA Team	(Extra CPT exams) Absorbed within current budget	Year 1 - Year 5	Increase in the number of students placed in college-level courses.
3. Review and refine the Associate Degree offerings to simplify the course selection and graduation processes for both full-time and part-time students.	VP A&SA	N/A	Review: Year 1 Implement: Year 2	Establishment of guided pathways for degree programmes.
4. Develop at least one stackable programme in each Division.	VP A&SA	N/A	Planning: Year 1 and 2 Implement: Year 3	Each division offers at least one (1) certificate/diploma leading to an associate degree.
5. Establish non-credit to credit course equivalencies.	VP A&SA/PACE	N/A	Planning: Year 1 Implement: Year 2	Number of non-credit courses with equivalent credit courses. Increase in students earning credit for non-credit courses.
6. Offer prior learning assessment and recognition (PLAR) opportunities for students to earn credit for courses.	VP A&SA	Cost absorbed in current PD budget	Year 2	Students earning credit for courses based on PLAR portfolios.
7. Create fast track programmes.	VP A&SA/Deans	N/A	Year 2 – Year 4	New programmes offerings.

				Increase in enrolment.
8. Establish reverse transfer options for students transferring prior to graduation.	VP A&SA/SERR		Year 1	Increase number of graduates.
Goal 3: Diversify student success metrics. By 2023, Bermuda College will:				
1. Develop & implement instrument/matrix to capture student success measures including: transfer, retention, persistence, completion, employment, etc.	IR/A&SA	Cost absorbed in current budget	Year 2	Data accessible and reported each semester
2. Increase articulation agreements with overseas institutions with particular emphasis on UK institutions.	VP A&SA	N/A	Year 1 – Year 5	Increased transfer students to partner institutions with advanced standing. Clearly defined programme pathways to other institutions.
Goal 4: Foster excellence in teaching and learning. By 2023, Bermuda College will:				
1. Adopt innovative classroom techniques/equipment.	VP A&SA/ Faculty Association	Input for 2019 Budget	Planning: Year 1 Implementation Year 2 - Year 4	Adoption of virtual classroom and e-textbooks. Higher success rates in courses. Positive feedback on Student Opinion Surveys.
2. Adopt strategies designed to support/enhance teaching knowledge.	Deans/Faculty Association	Input for 2019 Budget	Year 1	Provide forums for faculty to learn about evidence-based instruction. Higher success rates in courses. Faculty sharing experiences with diverse teaching methods with peers.
3. Promote learner-centered teaching based on best practices in higher education.	Deans/Faculty Association			Promote the use of classroom practices to engage students.

		Input for 2019 Budget	Year 2	Peer coaching/observation initiatives. Positive feedback on Student Opinion Surveys. Higher success rates in courses.
Goal 5: Ensure quality and relevance of educational programmes. By 2023, Bermuda College will:				
1. Implement more effective advising	VP A&SA/Deans	Cost absorbed in current budget	Year 1 – Year 4	Student surveys Persistence, retention and completion rates.
2. Create opportunities for incorporating student input/interests into college programmes/courses.	VP A&SA/Deans	N/A	Year 1 – Year 4	Student surveys.
Goal 6: Update student support services (SERR, CCC, ARC, Library) where necessary to meet students’ needs. By 2023, Bermuda College will:				
1. Implement and assess the ASA 3-year development plans.	VP A&SA/A&SA Team	Cost absorbed in current budget Will review for 2019 budget	Year 1 - Year 3	More engaged students. Smoother enrolment process. Increase enrolment. Increase in first year to second year retention. Increase in students completing the student surveys.
2. Review all services in student support areas and revise/develop new services as needed.	VP A&SA/A&SA Team	Cost absorbed in current budget	Year 1 - Year 3	Department annual reports showing positive movements across key metrics. Modification included in development plans or scheduled where indicated. Changes implemented Student surveys. Regular review of services to ensure they are meeting students’ needs.

Goal 7: Institutionalise the effective use of IT student systems to encourage students to use self-serve options. By 2023, Bermuda College will:

1. Identify the training needs for students.	SERR/IT	N/A	Year 1 – Year 3	Increase in the number of students effectively using the system. Training evaluations, Training calendar/plan and implementation.
2. Provide ongoing support for use of system by students.	SERR/IT	N/A	Year 1 – Year 3	Training effectiveness evaluation.

STRATEGY 2 - CAMPUS CULTURE

We will promote and practice a culture of excellence in learning, communication and collaboration; and support a community of care that promotes recognition of Bermuda College as a great place to work, to which students and employees are proud to belong.

Action	Responsibility for Driving	Cost Estimate	Proposed Timeline	Success Metrics/Key Outcomes
Goal 1: Enhance campus culture and improve college identity. By 2023, Bermuda College will:				
1. Implement CSI recommendations.	CSI Committee	\$10K	Year 1	Biannual survey of employees to assess change in campus climate.
2. Brand and market BC to promote BC's identity internally and externally.	Rebranding Committee/ Marketing/IR	Funded @ \$50K	Year 1	Public perception surveys Hits on website. BC brand is used throughout the campus and on all publications.
3. Share information to clarify role of the College (College identity) with key stakeholders.	Rebranding Committee/ Marketing/SLT/IR	Cost absorbed in current budget	Year 1	External Stakeholder & internal knowledge surveys conducted annually and moved to biannually after 5 years.
4. Review and promote BC's Core Values.	Rebranding Committee/ HR	N/A (within staff training budget)	Planning: Year 1 Implementation: Year 2	Revised core values. Employee satisfaction survey.
Goal 2: Practice shared governance and data-driven decision making. By 2023, Bermuda College will:				
1. Identify and Implement best practices on shared governance.	CSI/SLT	Cost absorbed in current budget	Year 1	Use of shared governance practices in decision-making to decrease top-down management
2. Effectively use BC's data systems to input, store and retrieve data.	SLT/IR	N/A	Year 1 – Year 2	Improved use of data systems to increase efficiency and accuracy of reports.

3. Strengthen use of data to make decisions.	SLT/AMT/IR	N/A	Year 1 – Year 4	All decisions supported by research and data.
Goal 3: Develop and promote a community of care. By 2023, Bermuda College will:				
1. Develop/support events that encourage social interactions & academic exchange within the College community.	CSI/SLT	Estimate: 10k	Year 1	Improved Campus Culture using biannual survey (see Item 1 above).
2. Create multipurpose centre to eat, shop, study, socialise, and network.	VP A&SA/HR Director	N/A	Year 2	Number of people using the Centre Satisfaction surveys (every semester)
Goal 4: Develop and promote an environment that supports a healthy work-life balance. By 2023, Bermuda College will:				
1. Provide healthy food options.	VP F&O	N/A	Year 1	Employee satisfaction survey. Student survey.
2. Develop policies that promote a healthy work/life balance, e.g. Flextime	SLT	N/A	Year 1 – Year 4	Employee satisfaction survey.
3. Provide workshops, seminars and other opportunities to promote self-care.	HR&D	N/A	Year 1 – Year 4	Employee participation. Employee satisfaction survey.
4. Create a Serenity Room	SLT/HR	EST: 10k	Planning: Year 1 Implementation : Year 2	Establishment of the Room. Employee satisfaction survey.
5. Establish greater synchronisation between employee and institutional goals.	CSI/SLT/AMT	Cost absorbed in current budget	Year 1 – Year 4	PD Plan. Employee satisfaction survey.
6. Establish a systematic process and culture for information dissemination.	SLT/AMT	N/A	Year 1 – Year 4	Employee satisfaction survey. Student survey. Clearly defined goals and processes for information sharing campus wide.

STRATEGY 3 - HUMAN CAPITAL

As a great place to work, College employees will be developed, engaged and operating at their fullest potential with a full understanding of their role as it relates to Bermuda College’s institutional goals. We will encourage and support strategic training and development opportunities with robust metrics to measure success and promote transparency.

Action	Responsibility for Driving	Cost estimate	Proposed Timeline	Success Metrics/Key Outcomes
Goal 1: Invest in human capital through strategic training and development. By 2023, Bermuda College will:				
1. Increase PD Funds for targeted programmes.	HR/SLT	Input for 2019 budget	Year 2	Increase the number of personnel funded for PD.
2. Develop a PD plan to increase the effective use of PD funds.	HR	N/A	Planning: Year 1 Implementation: Year 2	A PD plan that increases training opportunities relevant to all employees and meets future College needs.
3. Develop and implement a cross-training programme for staff within departments.	HR/Staff in selected depts.	Input for 2019 budget	Planning: Year 1 Implementation: Year 2	Percentage of targeted staff trained Efficiency of personnel who substitute for others as indicated by performance management evaluations.
4. Publish an annual calendar of current events and training opportunities.	HR/Faculty and Staff	Absorbed in current budget	Year 1	An annual calendar of PD offerings. % of employees that participate.
5. Provide life-long learning opportunities both internally and externally.	SLT/AMT	Input for 2019 budget	Planning: Year 1 Implementation: Year 2	PD Plan % of employee participation
Goal 2: Evaluate and act upon strategic opportunities within the context of the mission and vision for 2023. By 2023, Bermuda College will:				
1. Develop external faculty/staff exchange programmes.	HR/SLT/A&SA	Locally: Input for 2019 budget	Planning: Year 2 Implementation: Year 3	Number of employees participating.

		Overseas: Institution specific/TBD		Increase in number of exchange agreements with overseas institutions. Increase in inquiries from employees and/or schools
2. Select a robust performance management system.	HR/AMT	Input for 2019 budget	Planning: Year 1 Implementation: Year 2	System acceptance (Fall 2019) System implementation (fall 2020) % of personnel evaluated (fall 2021) (should all evaluations be annual?)
3. Complete, evaluate and revise succession plans.	HR/Relevant Personnel	N/A	Year 1 – Year 4	Percentage of succession plans completed.
Goal 3: Institutionalise the effective use of IT systems (Campus Vue, Great Plains, Moodle, website, portal, mobile app, etc.) by providing employees with the knowledge and resources to support their use. By 2023, Bermuda College will:				
1. Identify the training needs for staff and faculty: a. Faculty PD on Campus Nexus b. Campus-wide training for Contact Manager c. Campus-wide training for entering leads d. Topic-specific training e. Department-specific training f. Attending overseas training if needed	HR/IT/Registrar	N/A	Year 1 – Year 4	% of employees trained. Training effectiveness assessment.
2. Implement and distribute a yearly training calendar.	HR/IT/Registrar	N/A	Year 1 – Year 4	Training calendar/plan for implementation.
3. Provide ongoing support for technology-rich learning environments and experiences a. Create training for academic employees – tools and techniques to innovate in the classroom	IT/Faculty Association	N/A	Year 1 – Year 4	Increase the effective use of technology in the classroom. Student survey results

4. Provide ongoing support for use of system a. Create templates for routine inputs b. Create cheat sheets of system transactions c. Flash card type reminders for processes d. Tips of the Week – Email tips weekly “Tip of the Week” e. Create bite size videos of system features f. Lunch-n-learn sessions g. Create help guides and manuals	HR/IT/Registrar	N/A	Year 1 – Year 4	Review of training needs after implementation; training effectiveness evaluation.
Goal 4: Empower employees to operate within the range of their authority. By 2023, Bermuda College will:				
1. Train managers on delegation of authority	HR/AMT	N/A	Year 1-Year 4	Consistent use of delegation of authority by managers.
2. Provide employees with information about their decision-making capacity within a given job	AMT/HR	N/A	Year 1-Year 4	Reduction in time to action in select areas, i.e. wait time for consultation.
Goal 5: Ensure Bermuda College has the optimal human resources to enact the College’s goals through to 2023 and beyond. By 2023, Bermuda College will:				
1. Implement recommendations coming out of the HR Optimisation Report.	SLT/HR	N/A	Contingent on Board action	Contingent on Board action.
2. Conduct a review of the College’s HR needs to actualise the strategic plan and BC’s ageing workforce.	SLT/HR	N/A	Year 1-Year 4	HR 5-year plan including succession planning.

STRATEGY 4 - DIVERSIFICATION OF REVENUE & PARTNERSHIPS

We will explore diverse revenue opportunities and partnerships that position Bermuda College as a premier community resource. We will leverage our facilities and utilise the Bermuda College campus to generate revenue by developing strong and diverse revenue streams which will have the added benefit of allowing us to establish and maintain strategic partnerships with both industry and academic entities and to meet community needs.

Action	Responsibility for Driving	Cost Estimate	Proposed Timeline	Success Metrics/Key Outcomes
Goal 1: Diversify revenue opportunities and partnerships to increase autonomy. By 2023, Bermuda College will:				
1. Apply to Bermuda College Foundation for funds to support scholarships, academic initiatives and capital projects.	Managers	N/A	Year 1 – Year 4	Receipt of money for student scholarships, student-centered projects and capital expenditures.
2. Develop a rental facilities plan (including fees charged) and market BC's facilities.	VP F&O	N/A	Year 1 – Year 4	Completion and implementation of plan
3. Create a business development plan to diversify revenue e.g. earn funding from conducting research (Quinnipiac Poll), tourist enhancement tours using BC facilities, etc.	VP F&O	N/A	Year 2	Increase in revenue for Bermuda College
4. Increase participation and engagement of alumni in Bermuda College related activities.	Alumni Council/ Association	Absorbed in current budget with input for 2019 budget	Year 1 – Year 4	25% increase in alumni involvement.

Goal 2: Ensure adequate funding to finance the 5-year plan. By 2023, Bermuda College will:				
1. Utilise the strategic plan as the main component when making budget decisions.	VP F&O/Budget Committee	N/A	Year 1 – Year 5	A balanced budget tied to the strategic plan.
Goal 3: Establish the college as a resource and hub for intellectual activity and development for the community. By 2023, Bermuda College will:				
1. Promote the use of the college as a venue and partner for sponsoring relevant community events – e.g. academic conferences, discussions relating to government policy, etc.	SLT	Self-funding	Year 2 – Year 5	Number of organizations that utilize BC facilities for events.
2. Institutionalise a mechanism for serving as a resource and clearinghouse for information to the community.	SLT	N/A	Year 2	Approval of plan, policies and procedures.
3. Develop a series of master classes to share faculty expertise with the community at large.	FA/A&SA	Cost absorbed in current budget	Year 1	Number of Participants. Masterclass evaluations.
4. Establish and facilitate think tank groups to address issues of concern to the community at large e.g. education, healthcare, etc.	SLT	Cost absorbed in current budget	Year 2 – Year 5	Number of think tank discussions facilitated by the College. Increase in public perception about BC.

STRATEGY 5 - INFRASTRUCTURE

We will maintain and be known for having a modern campus that is safe, comfortable, technologically relevant, and environmentally sustainable.

Action	Responsibility for Driving	Cost Estimate	Proposed Timeline	Success Metrics/Key Outcomes
Goal 1: Upgrade technology. By 2023, Bermuda College will:				
1. Assess and develop an IT plan for current preventative & evolving IT needs.	IT/A&SA	N/A	Year 1 – Year 4	Approved IT Plan with measurable targets.
2. Review academic and administrative technology from a needs and function perspective to increase efficiencies.	VP F&O/VP A&SA	N/A	Year 1 – Year 4	Clearly defined academic & administrative technology functions.
3. Increase internet bandwidth on campus to accommodate critical Internet and connectivity needs of students and employees.	IT	Absorbed in current capital allocation budget	Year 1	Bandwidth increase to 200 meg minimum
4. Explore the feasibility of cloud application for critical functions and applications.	IT	Input for 2019 budget	Year 1 – Year 4	Number of Cloud applications. Documents on Cloud.
Goal 2: Upgrade facilities. By 2023, Bermuda College will:				
1. Continue to modernise classroom spaces to create more interactive learning environments.	A&SA/IT	Absorbed in current budget with input for future capital allocations	Year 1 – Year 5	Increase in the number of active learning spaces.
2. Explore and identify opportunities for further energy conservation on campus per Phase 2 of the energy audit.	Facilities/Buildings & Grounds	Input for 2019 budget	Year 1 – Year 5	Opportunities identified. Associated cost savings.
3. Review all spaces at the College and develop a facilities plan to upgrade and repurpose spaces on campus. (modernise,	A&SA/IT/ Facilities	N/A	Year 1 – Year 5	Approved plan with costs.

accessibility, technology upgrades, rental spaces, Testing Centre, Life-Long Learning Centre, etc.)				
4. Assess and develop a facilities maintenance plan to address current preventative and evolving facilities' needs (areas of concern e.g. air quality and gaps identified).	VP F&O/ Facilities	Input for capital allocations 2019-2021	Year 1	Approved facilities plan with measurable targets.
Goal 3: Establish and promote Bermuda College as an eco-friendly campus. By 2023, Bermuda College will:				
1. Review and implement the eco-school plan.	Facilities/ Environmental Studies	Input for 2019 budget	Year 1	Maintain Bermuda College as an eco-school green flag institution.
2. Regularly review campus energy and waste usage.	VP F&O/ Facilities	Input for 2019 budget	Year 1 – Year 4	Energy cost Waste generated
Goal 4: Beautify and make the campus more vibrant. By 2023, Bermuda College will:				
1. Beautify and make campus more vibrant.	VP F&O/ Facilities	Input for 2019 budget	Year 1 – Year 4	Buildings painted various colours based on the re-branding of BC. Other items as identified. Student and employee feedback.

STRATEGY 6 - BRANDING & MARKETING

We will have a strong local and international presence with a reputation that attracts a diverse range of students, external partnership opportunities, and community confidence. We will have a clearly articulated brand and a designated person/team focused on promoting Bermuda College by creating consistent, targeted campaigns.

Action	Responsibility for Driving	Cost Estimate	Proposed Timeline	Success Metrics/Key Outcomes
Goal 1: Rebrand Bermuda College. By 2023, Bermuda College will:				
1. Hire a marketing firm/specialist to re-brand Bermuda College.	BC Rebranding Committee	Funded at \$50K for 2018-2019	Year 1	Improvement in positive public perception <ul style="list-style-type: none"> • Poll Public • Focus Groups • Perception Survey Results
2. Promote branding internally.	BC Rebranding Committee	N/A	Year 1 – Year 2	Increase branding messages throughout the campus. Increase brand awareness on campus.
3. Develop student awareness of branding.	BC Rebranding Committee	N/A	Year 1 – Year 2	Student surveys Purchase and use of school-related items in school colours.
Goal 2: Diversity branding and marketing strategies. By 2023, Bermuda College will:				
1. Use a Marketing Firm/Specialist to develop a marketing plan and create marketing strategies including a dynamic social media presence.	Marketing Firm (Reporting to BC Marketing Committee*)	To be considered for the 2019-2020 Budget	Year 1 – Year 4	Increase enrolment year on year by: <ul style="list-style-type: none"> ○ Academic – 10% student ○ PACE – 5% Revenue ○ Meet targets set in Marketing Plan

				<ul style="list-style-type: none"> ○ Track success of leads from prospects to registered students <p>Improvement in Positive Public Perception</p> <ul style="list-style-type: none"> ○ Poll Public ○ Focus Groups ○ Perception Survey & Results <p>Established tags for social media.</p>
2. Target marketing of programmes including the use of Customer Relationship Management (CRM) Software. (Campus Management Add-on)	Marketing Firm (Reporting to BC Marketing Committee*)	Campus Management Add-on consideration for 2019-2020 budget.	Year 1 – Year 4	Same as 1 above. CRM data analytics.
3. Include Alumni in marketing and branding initiatives.	Alumni Advisory Committee/ Development Administrator	Absorb in current marketing budget	Year 1 – Year 4	25% increase in Alumni involvement.
Goal 3: Review and update the College’s vision and mission statements. By 2023, Bermuda College will:				
1. Review and update the vision and mission statements.	SLT	N/A	Year 1	Final mission and vision statement approved by the Board.

* BC Marketing Committee should include the Director of Communications & Marketing as Chair and 4 other key employees.