The Division of Academic & Student Affairs



3-Year Development Plans   
for Student Affairs



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# **Academic and Student Affairs 3-Year Development Plans**

A development plan provides a roadmap that indicates where we want to go and how we will get there.

While this development plan focuses on Student Affairs at Bermuda College, it was developed in the context of collaboration across campus-wide departments and personnel that included our Academic Deans, the departments of marketing and recruitment, faculty in various committees, and support staff at-large.

Team leaders met over approximately 5 months, discussed the planning process, and provided input to the plan. This process was repeated by team leaders within their respective areas, and subsequent feedback was brought back to the Academic and Student Affairs team meetings for consideration, discussion, and inclusion. Even at this point, our product is a dynamic document and, as such, is subject to periodic modification on the basis of ongoing systematic assessment and review.

This level of collaboration in our planning process is generally in keeping with the institution’s core values. The process reflected our commitment to employees in the spirit of valuing each employee’s job as a meaningful part of the whole and our commitment to high standards. We recognize that collaboration within the community and shared goals and knowledge are essential to the success of our planning initiatives.

I commend the work accomplishments to date of this team and all participants. Our community will benefit and grow as a result of our ongoing work, our next steps, and our achievements.

It with pleasure that I present to the reader the ASA Student Affairs 3-Year Development Plan.

# **Overview**

In the Division of Academic and Student Affairs at Bermuda College, our project was to develop 3-Year Development Plans for each area in Students Affairs. A three-year timeframe was chosen in recognition of rapid changes in our economic and societal landscape, including declining birth rates and a struggling economy. Additionally, this timeframe dovetails with the burgeoning development of a five-year college-wide strategic plan, allowing for overlap in goal-setting and assessment processes.

The plan is designed to promote quick positive impact on college-wide issues, such as increasing retention and enhancing student success, both of which are well- served by short-term goals and strategies.

Our processes began with a focus on enrolment management and the areas of marketing, recruitment, and registration as well as services designed to support student retention and student success.

The college supports teaching and learning through the Academic Resource Centre (ARC), the College Library, and the Career and Counselling Centre (CCC). We also address the holistic development of our students by creating a vibrant campus community through Student Life, which is an arm of CCC.

The development plan is laid out in terms of general goals and objectives for each area, strategies to realize the goals, and more specific tactics/initiatives to accomplish each strategy. The charts also list campus-wide participants and resources required for each initiative/tactic, describes anticipated results (which will provide evidence of goal attainment), and articulates a projected timeframe.

## **Vision Statement**

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.

## **Mission Statement**

Bermuda College, the only tertiary level institution in Bermuda, is committed to setting Bermuda’s students on the paths to success through the provision of comprehensive academic and technical education, along with professional training, personal and academic support services, quality facilities, and interactive partnerships with local and international entities.

## **Core Values**

Commitment to Students

* Anticipate student needs
* Maintain viable programmes that transfer to university and/or equip students to be successful in the workplace
* Strive toward student satisfaction and retention
* Value and empathise with our students; and be aware of what it took for them to get to this point
* Involve alumni

Quality Teaching

* Stimulate students
* Create a vibrant, inclusive, educational environment
* Include creativity in the classroom
* Develop strategies to deal with various learning styles
* Add value to each student that comes to our College
* Demonstrate timeliness in record keeping

Commitment to Employees

* Provide adequate resources
* Value each employee’s job as a meaningful part of the whole
* Provide job security
* Promote balance between work and family commitments
* Develop health, wellness and social activities

Respect, Recognition and Being Valued

* Involve all stake-holders in decisions that affect their areas
* Allow employees to decide a course of action in their area of expertise
* Recognise employees for doing the right thing, and reward them accordingly
* Support co-workers and promote each other to students and the public

Commitment to High Standards

* Make a commitment to outstanding work and quality results
* Perform work that adds value and meets set goals
* Show pride in work
* Ensure that all areas function effectively and efficiently
* Monitor programmes, service and business structure to keep them current
* Apply standards consistently

Stability, Security and Safety

* Use public relations as a tool to market the institution
* Create a viable organization
* Create a safe campus environment
* Create a progressively dynamic work environment
* Establish clear written procedures and job descriptions
* Provide training for employees on standard operating procedures
* Respect and allow freedom of speech
* Develop well-defined succession plans for each department

Responsibility and Accountability

* Demonstrate commitment to internal and external stakeholders
* Commit to fairness and equity
* Be committed to carrying out our jobs
* Hold each other accountable for maintaining our Core Values



# Enrolment Management

Development Plan 2017-2020

**Enrollment Management**

According to Hossler and Bontrager in the Handbook of Strategic Enrollment Management (2014),

“Strategic Enrolment Management is a comprehensive approach to integrating all College/University programs, practices, policies, and planning related to achieving the optimal recruitment, retention, and graduation of students with “optimal” defined by the mission, academic vision, and strategic plan of the institution.”

The Bermuda College Strategic Enrolment Management Plan aims to increase enrolment at Bermuda College by focusing on institutional effectiveness in areas with direct linkages to student success. Areas of particular focus are:

**Institutional Alignment** - Creating processes and procedures to align goals and activities throughout the student lifecycle

**Recruitment** - Increasing prospective students through the development of intentional recruitment strategies for target populations

**First Year Experience** - Preparing students to maximize the value of their Bermuda College experience

**Success and Retention** - Improving and implementing services and processes and procedures which impact student success and retention

**Marketing** - Maximizing the value of marketing by strategically engaging students throughout the student lifecycle

Objectives

* Develop an institutional culture of student success
* Assess and measure everything - ensure all activities are results driven
* Create clear enrollment targets based on institutional capacity and the strategic plan
* Institute appropriate academic changes that enable student lifecycle progression
* Focus on the appropriate utilization of technology to enhance services to students

**Enrolment**

| **Enrolment Objective** | **Strategies** | **Tactics/ Initiatives** | **Participants/ Resources** | **Results** | **Timeframe** |
| --- | --- | --- | --- | --- | --- |
| **Create processes and procedures to align enrolment goals and enrolment activities throughout the student lifecycle.** | Build understanding of student populations; i.e.   * Dual Enrolment Students   + Academic   + Technical * College Prep * Degree * Transfer * Working Adults * Lifelong Learners (personal enrichment) * International | Develop enrolment trends and enrolment targets for each population | Enrolment Management  Committee  Institutional Research | Key Performance Indicators to project and track future enrolment trends/needs | 18SM |
| Create seamless transition of student through the lifecycle | 1. Develop operational checklist for Recruitment handover to Admissions | Enrolment Management Committee | Reduction in disconnect/drops between progress points within the student lifecycle; increase in student satisfaction | 18FA |
| 1. Develop operational checklist for Admissions handover to First Year Experience |
| 1. Develop operational checklist for First Year Experience handover to Retention |
| 1. Development operational checklist for Retention to handover over for graduation |
| 1. Develop operational checklist for Graduate handover to Alumni |
| 1. Implement appropriate FYE related activities and tactics |
| 1. Identify barrier to successful completion of student lifecycle |
| Develop institutional training strategy for college specific tools, policies and procedures | 1. Use CampusNexus to power the student lifecycle | Campus Working Group  Enrolment Management Committee | Create of efficiencies within student lifecycle; high level of service to students | 18SM |
| 1. Create step by step guides for process and procedures within student lifecycle |
| 1. Share effective practices across departments |
| 1. Create/Support budgets that drive the student lifecycle |
| Continuously measure effectiveness of enrolment activities to drive/improve enrolment management policies and procedures | 1. Evaluate efficiency of the enrolment process  * Speed to inquiry * Response method * Knowledge of enrolment process * Next Steps provided * Follow-up persistence * Quality of communication | Enrolment Management Committee | Continuous improvement of the enrolment process | 18FA |
| 1. Create online evaluations (immediate feedback mechanism) for    1. Recruitment    2. Admission Consult    3. Registration    4. Orientation    5. Advising    6. SAP Advising    7. Degree Progress Audit Consult | 19SP |
| Build on student information system to automate enrolment management processes | 1. Purchase CampusNexus CRM component    1. Create automated campaigns for       1. Target markets       2. Behaviour based contacts (website, email, phone, etc.)       3. Events (Science Week, etc.) | Enrolment Management Committee  Information Technology Services  Bermuda College Community | Keeping Bermuda College at the top of mind for potential students that have made contact with Bermuda College | 19SM |
| Create enrolment dashboard | Key Data:   1. Programme 2. Student Population 3. Financial Aid 4. Retention 5. Conversion 6. Satisfactory Academic Progress 7. Students taking preparatory course 8. Transition of students to college level course | Enrolment Management  Committee  Institutional Research | Improve enrolment numbers; increase use of enrolment data | 18SM |

**Recruitment**

| **Recruitment Objective** | **Strategies** | **Tactics/ Initiatives** | **Participants/ Resources** | **Results** | **Timeframe** |
| --- | --- | --- | --- | --- | --- |
| **Increase prospective students and develop intentional recruitment strategies for student populations**  **(TARGET AREA: Initial Point of Contact to Registration)** | Increase the number of captured prospective students | 1. Develop and execute connection strategies for each student population | Marketing Subcommittee  Registrar  Recruitment Officer  Admissions Admin | Improve enrolment numbers | 18SP |
| 1. Use CampusNexus technology to effectively track and communicate with prospective students |
| Review recruitment and admissions processes | 1. Streamline application process | Registrar  Recruitment Officer  Admissions Admin  Information Technology Services | Improve enrolment numbers; improve speed of admissions decisions | 19SP |
| 1. Reduce admission barriers    1. Financial Aid Process |
| 1. Improve data captured in real time |
| 1. Implement CampusNexus Workflow to facilitate a shorter process cycle |
| Create a campus connection to recruitment | 1. Implement bi-annual meetings with campus to keep them informed about recruitment and marketing activities and initiatives | Marketing Subcommittee  Recruitment Officer | Campus-wide recruitment and marketing accountability | 18FA |
| 1. Work with campus to identify recruitment opportunities for each student population |
| 1. Capitalize on opportunities to share the story, such as alumni and departmental activities |
| Increase the conversions rates   1. Prospective to Applicants 2. Applicant to Admitted 3. Admitted to Active | 1. Develop conversation plans and automated communications for prospective students who have not yet applied | Marketing Subcommittee  Registrar  Recruitment Officer  Admissions Admin  Professional & Career Education | Immediate engage of student on their interest; continuous building upon interest transitioning students through statuses; improvement of application to registration ratio | 18SM |
| 1. Develop conversation plans and automated communications for applicants who have not yet been admitted |
| 1. Develop conversation plans and automated communications for admitted students who have not yet been registered |
| 1. Develop conversation plans and automated communications for Professional & Career Education students |
| Increase employer based partnership | 1. Explore establishing tuition discounts based on the number of students | Marketing Subcommittee  Recruitment Officer  Career & Counseling Centre  Professional & Career Education  Business Office | Improve enrolment numbers; increase community connection | 18FA |
| 1. Introduce Prior Learning Assessment |
| Increase active student population from public high schools | 1. Actively recruit rising S4 within Quarter 2 of S3 year | Recruitment Officer  Admissions Admin  Test Centre Admin  Dual Enrolment Coordinator  Financial Aid Advisor  Academic Resource Centre | Increase in number of high school students who consider Bermuda College an option | 18SM |
| 1. Implement CPT Testing at public high schools/ Evaluate introduction of CPT Prep course |
| 1. Conduct financial aid workshop in high schools |
| 1. Create dialogue/increase understanding with high schools of how high school course selections effect the students college journey |
| 1. Create opportunities for advising in middle school on requirements for college |

**First Year Experience**

| First- Year Experience **Objective** | **Strategies** | **Tactics/ Initiatives** | **Participants/ Resources** | **Results** | **Timeframe** |
| --- | --- | --- | --- | --- | --- |
| **Prepare students to maximize the value of their Bermuda College experience**  **(TARGET AREA: Acceptance to 24 credits)** | Articulate and assess student progress during first year | 1. Outline and communicate a specific set of milestones for student first year | FYE Subcommittee  Advising Committee  Academic Resource Centre  Career & Counselling Centre | Increase first year to second year retention rate; build identification with Bermuda College | 18SM |
| 1. Create roadmap (advising syllabus) that enables students to track progress |
| Increase attendance rate for Student Orientation | 1. Automatically register all admitted students; have students confirm attendance | FYE Subcommittee  Admissions Admin | Freshman students with consistent information; build identification with Bermuda College | 18SP |
| 1. Reinstate parent session |
| Expand orientation | 1. Increase student to student interaction | FYE Subcommittee  Academic Advising Committee | Freshman students with consistent information | 18FA |
| 1. Increase Faculty to student interaction |
| 1. Increase student involvement |
| Increase academic expectations and level of academic engagement | 1. Require mandatory advising for new students to develop a clear plan to graduation | FYE Subcommittee  Academic Advising Committee | Increased student engagement | 18SM |
| 1. Create intentional advising for students with insufficient academic preparation |
| 1. Provide professional development opportunities focused on advising |
| Increase number of students entering college level courses | 1. Create guide for using information for student placement (high school transcripts, CPT scores, etc.) | FYE Subcommittee  Academic Advising Committee | Increase first year to second year retention rate | 18FA |
| 1. Create early start programme for students with insufficient academic preparation |
| Enhance student connectivity with Bermuda College family | 1. Create a welcoming and friendly environment for students | FYE Subcommittee  Student Life | Increased student engagement | 18FA |
| 1. Develop college student ambassadors for first day of classes (they will assist students in the location of buildings and other resources) |
| 1. Develop student-peer and student-faculty mentoring program |

**Success and Retention**

| **Success & Retention Objective** | **Strategies** | **Tactics/ Initiatives** | **Participants/ Resources** | **Results** | **Timeframe** |
| --- | --- | --- | --- | --- | --- |
| **Improve and implement services and processes and procedures which impact student success and retention.**  **(TARGET AREA: 12 credits to transfer and/or completion)** | Ensure every student has a term sequenced academic plan | Create rolling two year academic class schedule | Retention Subcommittee  Registrar  Academic Deans | Predictive scheduling based on student academic plans; improved persistence | 19SP |
| Increase student satisfaction | 1. Improve academic advising | Academic Advising Committee  CampusNexus Working Group | Improve processes/ efficiencies | 18FA |
| 1. Improve online registration |
| Adopt best practice retention strategies | 1. Enhance co-curricular and student life activities to strengthen student engagement | Retention Subcommittee    Academic Advising Committee  Student Life | Increased retention rate | 18FA |
| 1. Increase the number of students who preregister for the next semester |
| 1. Conduct degree progress audit of students when reaching 40 credits |
| 1. Create opportunities for Employer-Based Mentoring Programmes |
| Increase number of students who are eligible to graduate within 2 years | 1. Conduct an in-depth analysis of class scheduling to ensure needs of all student populations are being met | Retention Subcommittee  Institutional Research  Academic Deans | Increased retention rate; increased graduation rate | 19SP |
| 1. Conduct analysis to see if students can complete programmes part-time within 2 years |
| 1. Ensure all courses have at least one evening section available |
| 1. Develop awareness of  graduation once student reaches 24 credits |
| 1. Increase opportunities for online course work |
| 1. Implement Prior Learning Assessment |
| Review financial aid strategies that bolster retention | 1. Increase on campus employment opportunities | Retention Subcommittee  Career & Counseling Centre | Increased retention rate | 18FA |
| Effectively address the whole student | 1. Use of Career & Counselling Centre as ‘success coaches’    1. Academic    2. Life    3. Career | Retention Subcommittee  Career & Counselling Centre  Academic Resource Centre | Increased retention rate | 18FA |
| Introduction continuous SAP process (reduce number of student on probation) | 1. Create action plan for early alerts | Retention Subcommittee  Institutional Research  Career & Counseling Centre  Information Technology Services | Reduction in the number of students on probation | 18SM |
| 1. Enhance academic offerings through Academic Resource Centre |
| 1. Personalize action plans |
| 1. Build predictive model to provide interventions for at risk students |
| 1. Monitor student progress |

Marketing

| **Marketing Objective** | **Strategies** | **Tactics/ Initiatives** | **Participants/Resources** | **Results** | **Timeframe** |
| --- | --- | --- | --- | --- | --- |
| Maximize the value of marketing by successfully engaging students throughout the lifecycle.   * Understand * Engage * Measure * Manage | Create integrated, engaging Bermuda College branding and marketing approach | Develop multichannel strategy to attract, convert and retain appealing to each student population   1. Engage prospective students 2. Build relationships with current students 3. Engage alumni | Marketing Subcommittee  Alumni Committee | Increased prospects across student populations | 18FA |
| Include all segments of Bermuda College employees in marketing initiatives   * Faculty * Support Staff * Students | Leverage internal and external resources to enhance marketing efforts | Marketing Subcommittee | Campus-wide marketing responsibility | 18SM |
| Establish marketing plan that aligns programmes, divisions, etc. | 1. Create campaigns which apply ‘One College, One Voice’ | Marketing Subcommittee | Increased brand strength | 18FA |
| Review website design | 1. Allow prospect to request information is the simplest way possible | Marketing Subcommittee  Information Technology Services | Increased prospects | 19SP |
| 1. Explore use of live chat |
| Use student information system to inform marketing budget | 1. Create marketing budget to meet enrolment goals | Marketing Subcommittee  Recruiter  Admissions Admin | Increased marketing impact | 19SP |
| 1. Determine cost per start |
| 1. Use data to allocate and reallocate budget based on real time results |
| Utilize intellectual capital to create content marketing | Share expertise/guidance to prospective students and student within the enrolment funnel. Examples: navigating financial aid, avoiding procrastination, etc. | Marketing Subcommittee | Increased prospects across student populations | 18SP |
| Expand strength of Bermuda College brand | 1. Consist application of brand across    1. Branded clothing and apparel    2. Gifts    3. Conferences, Galas, Forums, etc. | Marketing Subcommittee  Bookstore Manager | Increased brand strength | 18SP |
| 1. Capitalize on the value proposition of a Bermuda College education    1. Placement of students    2. Placement of graduates    3. Transfer of graduates    4. Transfer of students    5. Articulation agreements    6. Summer course students |



# The Academic Resource Centre

Development Plan 2018-2020

Mission

The Academic Resource Centre serves all Bermuda College students in their quest for academic excellence. The ARC provides academic support, enhances student learning and assists in the development of independent learning in a friendly, comfortable environment.

Goals

* To provide academic support for students
* To develop independent learners
* To enhance student learning and study skills
* To help increase students’ understanding of course content and materials

The following services and programs are currently under the remit of the ARC:

* Professional and Peer tutors
* Individual and group tutoring (math, English, science, study skills)
* Computerized Placement Testing (CPT)
* Study Skills Workshops
* SMARTHINKING, an online tutoring service
* Disability Support Services
* Dual Enrolment Program
* College Skills Course CSC 1110: Learning Strategies for Student Success
* First Year Experience

Teaching and Tutoring

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Teaching and Tutoring Objective** | **Strategies** | **Tacitcs/Initiatives** | **Participants/ Resources** | **Results** | **Timeframe** |
| To increase the effecting teaching and tutoring services available at the ARC. | Review ARC mission, goals, policies and procedures | Review the Tutor Handbook, ARC referral procedures and referral form | ARC | Increased alignment to BC mission and student needs  Increased quality of ARC services | SP 2019 |
| Utilize Math Redesign for increased success in Math | Review Redesign Research and implement the Emporium Model | ARC (Math)  Division of Arts and Science | Increased student success in math  Creates a positive mindset in students for math | FA 2019 |
| Implement summer tutoring intervention program | Target students who have taken the CPT for fall entrance | ARC ( English and Reading) | Reduces completion time for prep courses | FA 2018 |
| Implement summer study skills program | Target students who have been accepted for fall entrance | ARC ( Study Skills) | Improved preparation for academic success (reduce failure rates) | FA 2018 |
| Diversify and Increase math workshops | Offer more workshops that are aligned with math courses | ARC (Math) | Increased student success (increase pass rates) | SP 2018 |
| Increase peer tutor support | Reinstate peer tutoring program | ARC | Increased student success | FA 2018 |

Dual Enrolment

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Dual Enrolment Objective** | **Strategies** | **Tacitcs/Initiatives** | **Participants/ Resources** | **Results** | **Timeframe** |
| To increase the Duel Enrolment pathways available at Bermuda College | Develop Dual Enrolment | Complete self-study for accreditation | ARC Director  NACEP | Enhanced credibility on the international level  (increase of DE Students) | FA2019 |
| Increase number of Dual Enrolled students | Enroll qualified applicants from private and home schools | ARC Director | Opportunity to complete college course for enrichment purposes  Impact on enrolment numbers  (increase enrolment numbers) | FA2018 |
| Expand Dual Enrolment | Include the Diploma of Hospitality Management and Diploma of Culinary Arts as program options | ARC  Business, Hospitality/ Applied Science | `Opportunity to complete BC diploma | FA2019 |

Disability Support Services

| **Disability Support Services Objective** | **Strategies** | **Tacitcs/Initiatives** | **Participants/ Resources** | **Results** | **Timeframe** |
| --- | --- | --- | --- | --- | --- |
| To provide adequate resources to cover the physical and legal condition to support students with disabilities | Increase academic success for students with disabilities | Review the use of ARC facility for extended testing accommodations  And quiet spaces for students with anxiety | ARC | Improved support for students with disabilities  (increase student numbers) | FA2018 |
| Implement full time disability support coordinator position |  | ARC  HR | Increased dedicated support for students | FA2018 |
| Promote calm and reduce anxiety | Create quiet spaces | ARC | Improved quality of support | FA2018 |
| Increase disability awareness among faculty and staff | Provide disability awareness training | ARC  Faculty and Staff | Faculty and staff will have a better understanding of disabilities  (survey results) | FA 2018 |
| Improve application process for students with disabilities | Create alert system for applications to be routed to the ARC Director | ARC  SERR | Improved contact with prospective students and ability to provide accommodations | FA2018 |
| Improve accessibility on campus | Conduct accessibility audit | Facilities  ARC | Improved access | FA2019 |

College Placement Test

| **CPT Objective** | **Strategies** | **Tacitcs/Initiatives** | **Participants/ Resources** | **Results** | **Timeframe** |
| --- | --- | --- | --- | --- | --- |
| To enhance and review the CPT and College Placement tools | Increase student success and retention | Transition from the classic CPT to the redesigned CPT | ARC | Students will benefit from improvements that have been made to the test (increase in CTP scores) | FA2018 |
| Liaise with the Testing Centre to monitor effectiveness of testing invigilation | ARC  TESTING CENTRE |  | SP2019 |
| Provide training in the use of the redesigned scores | ARC  College Stakeholders |  | SP/FA2018 |
| Improve student access | Create rubric for course entrance requirements including CPT and CPT exemption based on SAT, ACT | ARC | Students have course placement information in one location | SP2018 |

College Skills Course

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **CSC Objective** | **Strategies** | **Tacitcs/Initiatives** | **Participants/ Resources** | **Results** | **Timeframe** |
| To provide College Skills to student throughout their college career | Improve first year experience for all freshmen students using CSC | Complete program evaluation at the end of the first semester of the redesigned CSC and at the end of SP 2018 | ARC | Students are prepared to meet the academic demands of college (reduce failure rates) | FA2017  SP 2018 |

ARC Staffing

| **Staffing Objective** | **Strategies** | **Tacitcs/Initiatives** | **Participants/ Resources** | **Results** | **Timeframe** |
| --- | --- | --- | --- | --- | --- |
|  | Enhance student success and retention | Hire replacement English tutor due to transfer to Arts and Science | ARC and HR | Sufficient staff to meet student needs for English Tutoring and instruction | FA 2018 |
| Hire replacement Reading Faculty Tutor due to early retirement | ARC and HR | Sufficient staff to meet student needs Reading Tutoring and instruction | FA 2018 |
| Hire replacement English Faculty Tutor due to retirement | ARC and HR | Sufficient staff to meet student needs English Tutoring and instruction | FA 2020 |
| Provide office assistance in the ARC | Hire Administrative Assistant |  | Increased support for the expanding department | FA2018 |
| Support the Allied Health Division | Hire part-time Healthcare Tutor |  | Support for expanding healthcare programs  (No of students served) | FA2018 |

ARC Facility

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Facility Objective | Strategy | Tacitcs/Initiatives | Participants/ Resources | Results | Timeframe |
|  | Enhance the student experience in the ARC | Replace main entrance automatic door | ARC and Facilities | Improved image | DEC 2017 |
| Remove heavy glass doors |  |  | FA 2018 |
| Place enclosure around front desk reception |  |  | FA 2018 |

Additional Costs

Summer Tutoring Intervention Plan- $ 2500

Disability Awareness Training- $ 3000

Staffing:

* Administrative Assistant –BCS- 16-18
* English Faculty Tutor- BCS- 30-32
* Part-Time Healthcare Tutor- BCS- 30-32



# Counselling & Student Activities

Development Plan 2017-2020

Overview

Increasingly, higher education is embracing the idea that learning occurs in all facets of a student’s life. Counselling & Student Activities addresses learning opportunities external to the formal classroom experience and is currently comprised of four broad service areas:

Figure 1. Graphic representation of CCC mission

Counselling Services Student Employment Services

Student Life Programmes Financial Support Programmes

## Strategic Focus Areas

The Counselling & Career Centre developed its initial plan with the intent of supporting the implementation of the 5-Year Academic Plan. Team retreats resulted in the identification of the following Strategis Priorities from the Academic Plan: Student Success, Technology, Assessing Outcomes, Partnerships & Community Engagement, and Resource Development. During the 2014/15 review process, the team shared the following feedback:

* A lack of true ownership and buy-in. This was attributed to the process of merely adopting and trying to customise what other departments developed.
* A proliferation of objectives and subsequent action-steps that felt overwhelming and impossible to successfully implement and track.
* Feeling like a “chicken with its head cut-off” running in a variety of directions and getting nowhere.

The sense of feeling overwhelmed was compounded by the changes in technology in fall 2015. The team then engaged in a series of short-reflective sessions to discuss the identity and focus of the Counselling & Career Centre. This resulted in the development of a CCC-specific mission (Fig. 1) versus the outdated Student Services mission. The latter incorporates references to SERR as well as the ARC and Sports & Recreation. The visual graphic speaks to CCC’s intent to provide personal and academic support services *by designing programmes and initiatives that empower, guide, advocate for, respect, understand and support the personal and/or professional development goals of current and prospective students*.

To remain aligned with the overall strategic direction of the College, the Counselling & Student Activities team will focus on student success, engagement, and retention through:

1. Assessing student needs
2. Engagement Initiatives
3. Retention Initiatives
4. Streamlined Departmental processes
5. Outreach Initiatives
6. Creating Student-centred Space

Assessing Student Needs

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Student Needs Objective** | **Strategies** | **Tactics/Initiatives** | **Participants/ Resources** | **Results** | **Timeframe** |
| Develop and implement programming as a result of data collected from the freshmen survey and admission consult process. | Develop student profiles by collecting data from each freshman/new student cohort. | Redevelop the Freshman Survey using <https://www.surveymonkey.net> to improve access and submission. | CCC  IT  IR | 96% of new students given access, submitted a completed freshmen survey   * 105 surveys submitted of the 109 appointment confirmations sent | 17SP |
| Use freshman survey data to support the development of academic and student affairs programming. | Pilot the redeveloped Freshman Survey by providing the link to new students participating in the admission consult process. | Counsellors  SEC  SL  New Students  ASA  IR | CCC launched the following initiatives based on the data gathered from the fall 2017 responses:   * New Groups: LGBTQQA, Heal Your Life, Meditation * Ongoing: Journal to Thyself programme * Activities: Weekly volleyball matches and 5-a-side football matches * Proactive contact: SGC info session during orientation, summer student employment consultations with new students | 17FA |
| Include the freshmen survey link in admission communications to broaden respondent pool. | CCC  SERR | Increase data capture to improve representation of all new students | 18SP |

Engagement

| **Engagement Objective** | **Strategies** | **Tactics/Initiatives** | **Participants/ Resources** | **Results** | **Timeframe** |
| --- | --- | --- | --- | --- | --- |
| Increase service usage through:   1. Diversification of communication methods, 2. The publication of guidelines 3. The implementation of new platforms for connecting students with staff, alumni, and teach other | Launch campaigns to increase awareness of CCC services. | Establish a mobile advice booth on campus during key points in the semester. | CCC | Track visitors and conversion to follow-up service contact | 17FA |
| Initiate a CCC Instagram account. | CCC | Track followers | 17FA |
| Design career development opportunities that support:   * Awareness of employer expectations * The development of soft skills * Networking * Alumni Engagement | Create a student employment handbook for distribution to student employees and employers. | SEC  Employers  Students | Consistent communication of employer expectations and employee responsibilities | 17FA |
| Implement a student employee orientation programme. | SEC | Create platform for assessing and developing primary soft skills | 18FA |
| Develop portfolio requirements for all students registered for student employment. | SEC | Assess job search skills. | 18SP |
| Implement phase one of Vine-Up by enrolling all students registered for student employment. | SEC | Assess platform configuration to maximize stakeholder experience.  Provide platform for portfolio creation. | 17FA |
| Pilot the use of Vine-Up as a job board with enrolment of all current employers. | SEC  Employers | Increase accessibility to employment opportunities specific to BC students.  Create a gateway to identify potential mentors. | 18SP |
| Engage alumni by piloting the use of Vine-Up as an online mentor platform. | SEC  PACE  Deans  Registrar  Marketing  Alumni  Employers | Increase opportunities to connect alumni with current students as mentors, streamed to share current university experiences, as potential employers, etc. | 18FA |
| Implement campus activities that support:   * Personal development * Professional development * Social engagement | MENSPEAK will host at least three student-lead presentations focused on “males sharing their stories”. | BC Community  Community | Create opportunities to give males students a platform for sharing their experiences | 18SP |
| Implement phase two of Vine-Up by inviting all current students to enroll by December 2018. | SEC  CCC  BC Community | Create online opportunities for student engagement through the creation of online groups according interests, skills, careers, development needs.  Provides a platform for online events.  Provides a gateway to access online resources (webinars, documents, presentations, etc.) | 18FA |
| Introduce pathways to coaching certifications in a variety of sports. | SL | Increase opportunities for students and staff to achieve professional credentials in sports of interest. | 19FA |

Retention

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Retention Objective** | **Strategies** | **Tactics/Initiatives** | **Participants/ Resources** | **Results** | **Timeframe** |
| Support institutional retention objectives through intentional follow-up with caseload. | Case Management | Counsellors will connect with freshman on their caseload a minimum of 3 points in each semester.   * 1st two weeks of the semester * Mid-semester * Early Registration | Counsellors | Create opportunities for early intervention.  Create opportunities to acknowledge academic success or to problem-solve as appropriate  Identify students that have not taken advantage of early registration and connect to assess reasons and/or support registration for the next semester. | Ongoing |
| Diversification of financial support programmes | Pilot administration of Ex-Foster care Recipient tuition waiver | FA Advisor | Removes the financial barrier for students who by definition, do not have a financial support system to address higher education goals. | 18SP |
| Pilot administration of work study | FA Advisor  SEC |  | 18SP |

Departmental Processes

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Departmental Objective** | **Strategies** | **Tactics/Initiatives** | **Participants/ Resources** | **Results** | **Timeframe** |
| Create processes and procedures that remove barriers to accessing support services facilitated by CCC. | Improve access to online application forms | Redevelop the Bermuda College Financial Aid (BCFA) online application using Breezing Forms. | FA Advisors  IT | Increase the applicant access and submission rate to 100%. | 17FA |
| Introduce the use of a financial aid rubric to facilitate determination of need. | FA Advisor | Standardise the processes involved in determining award values. | 17FA |

Outreach

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Outreach Objective** | **Strategies** | **Tactics/Initiatives** | **Participants/ Resources** | **Results** | **Timeframe** |
| Create opportunities for relationship building with internal and external stakeholders to support:   1. Effective customer service 2. The development of recruitment pathways 3. Access to community to support systems | On-campus Collaborations | Working with the Support Staff Association to create a platform to share information, policy and procedures across departments | SSA  BC Community | Showcase support contributions of support staff to the campus community.  Move the college to a more team approach.  Establish a consistent standard of customer service based on knowledge and accountability. | 17FA |
| Community Collaborations | Connect prospective and current students with professional coaches. | SL  Feeder Schools | Increase awareness of requirements to become elite level athletes  Develop institutional processes that support students intending to pursue varsity/professional sports  Diversify recruitment targets  Identify opportunities for articulation agreements | 18SP |
| Working with SAVE to create pathways to education & training for at-risk individual | Counsellor  Court Services  PACE  BHTE | Diversification of recruitment populations  Identification of the resources required to support success for this at-risk population. | On-going |

Student-Centred Spaces

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Student-Centred Objective** | **Strategies** | **Tactics/Initiatives** | **Participants/ Resources** | **Results** | **Timeframe** |
| Create an on campus environment that supports:   1. Stakeholder health and wellness goals 2. The development of 21st century learning spaces (opportunity for collaborative learning in social spaces) | Create student spaces that support the freedom to work individually and collaboratively while utilising mobile and fixed technologies in a comfortable setting. | Create a dedicated weight room that supports free weights, nautilus equipment, etc. | SL  Facilities | Improved use of spaces to facilitate a variety of fitness interests | 18SP |
| Create a dedicated cardio room that supports spin cycles, stationary bikes, treadmills, ellipticals, etc. | SL  Facilities | 18SP |
| Create a reception desk to monitor the use of the weight room, cardio room, and multi-purpose room | SL  Facilities  Carpenter | Strengthens the presence of employees monitoring the area  Supports a check-in/check-out process of equipment  Provides a platform for selling healthy snacks, water, etc. post workout (satellite to the Bookstore) | 19FA |
| Wire the weight room, cardio room, and multi-purpose room for sound. | SL  Sound Design | Improve sound quality and to provide a consistent resource for music needs | 17FA |
| Install at least one flat screen TV to support streaming. | SL  Sound Design | Increase access to online workout programmes and wellness programming | 17FA/ 18SP |
| Create student spaces external to the physical buildings using furnishings such as bean bag chairs. | SL | Increases the options for students to congregate on campus in addition to the Student Centre and College Bookstore. | 18FA |

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# Library

Development Plan 2017-2020

**Overview**

As the information centre of the Bermuda College, the Bermuda College Library will bring together excellent resources, spaces, services, and programmes to encourage student success and exceptional teaching in accordance with the Bermuda College core values and in conjunction with the library mission. The Library environment will enhance collaboration, learning, and innovation; provide physical and virtual spaces with relevant collections of materials; and stimulate student curiosity and the quest for meaningful lifelong learning.

Service

| **Services Objective** | **Strategies** | **Tactics/Initiatives** | **Participants/ Resources** | **Results** | **Timeframe** |
| --- | --- | --- | --- | --- | --- |
| To provide and enhance library services to the college community | support all members of the Bermuda College community as the only tertiary institution in Bermuda | Modify and update online instructional tools and research guides and have them available to students on the webpage and in Moodle. | Faculty Library Staff IT | Updated webpage and Moodle | August 2017  August 2018  August 2019  August 2020 |
| collaborate with faculty to ensure student success | Integrate information literacy skills instruction into the general education curriculum. Partner with those instructors of the student-first CSC courses to ensure that basic Library research skills are being achieved (Fall 2017). |  | Basic research skills achieved | November 2018 |
| provide access to accurate, timely and relevant information through print and online resources | Reach out to students to promote our one-on-one reference interview and research services. |  | Promote one-on-one reference interviews | October 2017  October 2018  September 2019  January 2020 |
| Reach out to students to promote our on-line resources and databases. | Students Library Staff | Reminder about Digital Films and Flipster and other databases | September 2017  January 2018  September 2018  January 2019  other databases  September 2019  January 2020 |
| Offer a workshop to faculty and staff to increase their knowledge about available resources in the Library and encourage greater infusion of information literacy instruction throughout the curriculum. | Faculty Support Staff HR (PD) | Faculty and staff meetings | January 2018  January 2019  January 2020 |
|  | Reach out to specific faculty and adjuncts to offer one-on-one meetings to determine needs and resources. | Faculty Library Staff | One-on-one meetings with faculty | Fall 2017  Fall 2018  Fall 2019  Fall 2020 |
| Maintain connections with academic support services to support critical thinking, writing and reading needs of students | IT ARC CCC |  | on-going |

Staffing

| **Staffing Objective** | **Strategies** | Tactics/Initiatives | **Participants/ Resources** | **Results** | **Timeframe** |
| --- | --- | --- | --- | --- | --- |
| We will actively recruit, develop and retain a well-qualified staff in accordance with Bermuda College’s core values. | To provide a level of library staffing that permits librarians to attend meetings, develop new initiatives, collaborate with faculty and participate more fully in campus-wide programs | Work with Human Resources to hire a new staff member who will replace one full-time librarian who retired in February 2017 and another full-time Library Assistant who passed away in April 2017 | [See Appendix 1 for brief staff descriptions]. (Peak times in library 10 a.m. to 4 p.m.) |  | Spring 2018 |
| To provides coverage and funds to enable all library staff to fulfill their professional development needs. | Identify staff development needs and offer appropriate opportunities for professional development, including international conferences, to all library staff that allows them to excel at their jobs and are relevant to their positions in the library. Provide individual training to staff members and student workers based on changes in library and campus systems | Library Staff HR |  | Spring 2018 and Spring 2019 |
| Provide an annual retreat for all library staff members, giving them the opportunity to share ideas, discuss the unique nature of their work, provide feedback about ongoing initiatives and help them set the course of our library for the future | Library Staff |  | Summer 2018 and Summer 2019 |

Facilities and Technology

| **Facilities & Technology Objective** | **Strategies** | **Tactics/Initiatives** | **Participants/ Resources** | **Results** | **Timeframe** |
| --- | --- | --- | --- | --- | --- |
| To provide and create a physical space that is conducive to teaching and learning. | To provide a physical space which is bright, attractive and comfortable that is open the optimal hours as required by the students. | Replace the desktop monitors/hard drives and laptops in the library that are 10-12 years old | IT Library Staff Facilities |  | Spring 2018 |
| To foster student learning through individual study, one-on-one consultation and group collaboration and provides access to computer | Continue the project to re-upholster 20 chairs by 2020 | Facilities |  | on-going |
| Create more and varied study spaces to accommodate student group learning | Library Staff Facilities |  | on-going |
| Investigate ways to transition more of our floor space to users by continuing to weed our Stacks and Reference Collections. | Develop a plan for the reallocation of space as the need for specific materials diminish and stacks are removed | Library Staff Facilities |  | on-going |
|  | Investigate purchasing a digital display board for the foyer entrance | IT |  | Spring 2019 |
|  |  | Explore with IT having a Wi-fi hotspot in the library so anyone from the community can come to study in the building |  | Fall 2018 |
|  | Partner with IT to transition e-Book updates to new Library employee, Library Information Technician |  | Fall 2018 |
|  | Purchase a new mobile shelving unit to be used to display new books | Library Staff Bookstore |  | Spring 2018 |
|  | Investigate purchase of more casual, fun furniture for the foyer and other areas of the library (student-centric initiative | Student Life Facilities |  | Spring 2018] (see attached Appendix 2). |

Collections

| **Collections Objective** | **Strategies** | **Tactics/Initiatives** | **Participants/ Resources** | **Results** | **Timeframe** |
| --- | --- | --- | --- | --- | --- |
| To enhance the library collections to fully integrate the library’s resources and services with the curriculum and Bermuda College’s strategic plan. | Continue the Weeding processes | Continue to weed out old material in the Stacks and Reference Collections |  |  | on-going. |
|  | Continue to build a collection that responds to the needs of the community and provide access to specific course-specific resources to students at the point of need, either on-line or in the library |  |  | on-going |
| facilitate the timely delivery of scholarly materials in a format desired by students, faculty and staff. Collection Development | Contact department chairs to ensure that the library continues to offer the most appropriate online resources available to support their programmes | Deans Faculty Association |  | Spring 2018 |
| provide access to the most current, relevant, authoritative resources available to support the curriculum and to expand and enrich the educational experience for our students | Review and catalogue new material received in the Brian Burland Centre for Research | Burland Committee Library |  | Spring 2019 |
| Collaborate with the College’s Institutional Research Officer to collect, analyse and use data to evaluate the effectiveness of the library’s resources and services | IRC |  | 2018 and 2020. |
| Change access to Reference material and allow items to be checked out of Library | Library Facilities |  | 2018 and 2019 |
| Increase our DVD collection available to students | Library |  | Fall 2018 |

Outreach

| **Outreach Objective** | **Strategies** | **Tactics/Initiatives** | **Participants/ Resources** | **Results** | **Timeframe** |
| --- | --- | --- | --- | --- | --- |
| To engage the wider Bermuda Community | provide topical and interesting programmes to engage with the wider Bermuda community | Plan and organize a 25th Anniversary Celebration of the building of the Bermuda College Library | Library |  | Completed |
| Offer 25th Anniversary cake to the campus community and slush to new students | Library |  | Completed |
| Offer free popcorn to students during National Library Week 14-18 April 2018 or week before finals | Library |  | Spring 2018-20 |
| encourage greater use of the library and its resources inspiring an in perceived value of the library within the campus and wider community | Host the BC Literary Society annual lecture | Library Staff Support Staff Lecture Series |  | Spring 2018-20. |
| Host a Library Association of Bermuda event in the Library | Library Staff |  | Fall 2017 or Spring 2018 |
| Actively participate in Friends of the College Library (FOCL) meetings and host a Friends of the Library event (author talk) in the Library | Library Communication |  | Spring 2018, 2019, 2020 |

**Appendix 1**

**JOB SUMMARIES**

LIBRARY DIRECTOR

The Library Director works under the supervision of the Vice President, Academic and Student Affairs of Bermuda College, and in accordance with relevant legislative provisions and departmental policies and procedures, to be responsible for the management and administration of the operations of the Library to acquire, collect and catalogue books and materials for use by students, faculty and members of the public to support the instructional programmes of Bermuda College. The Library Director also performs financial and human resource administrative and associated duties within the Library.

USER SERVICES AND CATALOGING LIBRARIAN

Works under the direction of the Library Director and in accordance with the relevant legislative provisions and the established policies and procedures, to manage the operations of the Circulation, Reference and User Services Section of the Library, which is responsible for lending books and materials to students, faculty and members of the public and for cataloguing and classifying new materials added to the collection. The Librarian of the Circulation Reference and User Services Section also undertakes collection duties and financial and human resource administrative duties. In addition, the Postholder undertakes associated duties within the Library including tours and instruction sessions when required. She is in charge of the Brian Burland Centre for Research and the cataloguing of material in the facility.

LIBRARY ASSISTANT (vacant)

Works under the direction of all the Librarians of the Circulation and User Services Section of the Library and in accordance with the departmental policies and procedures to provide a range of library services to students, faculty and members of the public, including the loan of books, DVD’s and materials, and instruction in the use of the equipment. The Library Assistant also processes applications for membership in the Library and undertakes associated duties, as requested by the Head Librarian and the Librarian of Circulation and User Services. She works on the Circulation Desk for 2-4 hours a day and processes all magazines received by the library. She covers books as necessary.

ADMINISTRATIVE ASSISTANT

Works under the direction of the Head Librarian and in accordance with the departmental policies and procedures to be responsible for providing a range of administrative and secretarial and clerical duties on behalf of the Head Librarian and other officers of the Library to enable them to discharge their duties and responsibilities in an effective and efficient manner. The Administrative Assistant also performs associated duties, as requested by the Head Librarian. She inputs all entries into GP and processes all payments relating to the Library. She plans and organizes a number of events for the Library.

LIBRARY INFORMATION TECHNICIAN (new)

Works under the direction of the Library Director and User Services and Cataloguing Librarian and in accordance with the departmental policies and procedures to provide a range of library services to students, faculty and members of the public, including the loan of books, DVD’s and materials, and instruction in the use of the equipment. The Library Information Technician evaluates the use of our electronic subscriptions and databases and promotes the use to our students, faculty and patrons. She ensures that all new e-Books are correctly downloaded into the Library’s Catalogue and items no longer available are deleted. She instructs library users on how to use online resources and databases available in the library.

**Appendix 2**

**Foyer**

Scarlet sofa - $1,375.00

Scarlet Loveseat - $1,162.00

Red OFM Jupiter Stool - $300.00

Carpet - $228

**Lounge**

2 Bean Bag High Back Chairs - $250.00

2 Overstuffed Bean Bag Chairs - $250.00

2 OFM Jupiter Stools - $600.00

2 Arrangement Series Lounge Chair - $2,000

Carpet - $228



Student Life

Development Plan 2018-2020

**Overview**

Bermuda College values and supports the continued development of a vibrant student life community that is conductive to building a dynamic and inclusive environment where life changing experiences and excellent support services contribute to the mission of the College and transform our students into life-long learners who are engaging citizens.

**Mission**

Student Life (SL) and the Counselling & Career Centre (CCC) are highly distinctive in their delivery of services, programs, and experiences for students. SL is committed to student engagement. Students are actively involved in student life programs and experiences - often being the ones to initiate, plan, and implement them - and are given significant ownership of the programs and  
experiences. SL has a valued partnership with academic aﬀairs, and together, programs and experiences should be designed to purposefully integrate curricular, co-curricular, and extracurricular experiences and overlap social and academic activities in an intentional manner. Finally, student life is committed to fostering a positive campus climate and community, and essential supports for students, faculty, and staﬀ to learn and develop.

**Student Life Strategic Plans**

* Bermuda College will, through its facilities, programs and services, create opportunities and empower students to make responsible life choices that enhance their health, safety, and well-being.
* We at Bermuda College recognizes that the student is the most influential person in their own success and the College will support their development in becoming adaptable, innovative, and engaged individuals who are active participants in their own success.
* Student Life will create and enhance programs, experiential opportunities, and services that support our academic mission by fostering the personal and professional development of our students.

Student life has identified three crucial themes that capture the students’ needs during their enrolment at Bermuda College. We will look at these themes and identify initiatives in each respective category and the best potential ways to successfully interact with every student.

**The three themes are:**

**Social Campus Initiative, Holistic Well-being, Student-centred Spaces & SGC Involvement in SL**

**Social Campus Initiative**

| **Campus Objectives** | **Strategies** | **Tactics/Initiatives** | **Participants/ Resources** | **Results** | **Timeframe** |
| --- | --- | --- | --- | --- | --- |
| To create a more staff to student friendly campus with multiple seating options around the campus | Faculty/Staff Student engagement in communal areas | Explore existing and non-existing programs that offer opportunities for students to engage with faculty and staff in highly frequented areas | Vice Presidents Office  SL | * Create a better social climate between faculty/staff and students. * Give students more of a relaxed option when interacting with members of staff | FA18 |
| Forge better relationships with the student outside of the faculty’s respective spaces. | Faculty Involvement in Student Life | Develop a plan with each department on how to engage additional faculty in departmental services, programs and experiences | All Departments  SL | To develop more targeted initiatives to students that might be department specific  Also giving students clarity on what members of staff might be associated with what departments | FA18 |
| To obtain and maintain a hold on new students. Maximizing the time spent on campus in the first couple of weeks | “First Three weeks” | Develop a “first three weeks” initiative that promotes social events on selected nights the first three weeks of the Fall semester | SL  Facilities/Security | Provide late-night social alternatives to off-campus parties and help promote positive social habits | FA18 |
| Use the social platforms like Facebook and Instagram to enhance the social outreach on campus… giving us more ways to connect and relay information | Improve communications with students campus wide (prospective students also) | Develop a communications plan to articulate and support departments/programs  using the best avenues to communicate with the larger student body. | SL  CCC | Effective communication with students through positive social media that targets the wider body of students and the platforms they are utilizing | SP18 |
| To create a better awareness of the departments and their qualities on campus | Academic Resource Fair | Facilitate an Academic Resource fair incorporating all of the departments and their responsibilities on campus in the main courtyard. | SL  Facilities | Giving the students an opportunity to connect with members of each department and learn more about what each department on campus offers | SP18 |

**Holistic Well-being**

| **Holistic Objectives** | **Strategies** | **Tactics/Initiatives** | **Participants/ Resources** | **Results** | **Timeframe** |
| --- | --- | --- | --- | --- | --- |
| Establish a healthy well-rounded campus that offers a variety of fitness initiatives to its students and faculty | Comprehensive wellness programs | establish relationships with health organizations to develop a comprehensive wellness program that and includes curricular, co-curricular and extra-curricular with consideration for a certificate or non-credit wellness requirement | SL  KEMH | Offer students more options in the realm of health & wellness.  Offer programs aimed at both student and staff well-being | FA19 |
| Allowing Faculty and students opportunities to obtain certificates in health and safety | First Aid & CPR | Offer first-aid and CPR courses that are available to both faculty/staff and students. Giving them the opportunity to become certified in the practice | Nursing Department  SL | Create a more aware campus focused on the possibilities of certification in these easily attained and essential skills. Also creating a more diverse range of courses available to everyone. | FA18 |
| Offering SCARS training to the students and staff. Ultimately creating a better awareness of the topic and ways of intervening | Scars Training | Offer the SCARS Training courses to help raise awareness of at risk students or youth in general | SL | Expand the accessibility of training beyond specific programme requirements and raise awareness and facilitate training to those that are interested in helping at risk individuals. | FA18 |
|  | Expand Mental Health Outreach | Develop strategy and resource plan for expanding counselling services outreach to campus, including more informal interactions with counsellors, lowering stigma around counselling, and staff development for recognizing students at risk | SL  CCC | Allow students a safer more consistent way to connect with counsellors, giving them the comfort to communicate more and relay their concerns more efficiently and effectively | FA18 |
| Upgrade facilities to hold more people and give them more variety on equipment while training | Expand Athletic facilities Training Capacity | Increase the availability of the athletic training services for club sports and the general student population | SL  Sports & Recreation | Give students, staff and potential paying customers an extended time to use the facilities at the college. Promoting well-rounded facilities with reasonable opening times. | SP18 |

**Student-centred Spaces**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Student-Centred Objectives** | **Strategies** | **Tactics/Initiatives** | **Participants/ Resources** | **Results** | **Timeframe** |
| Upgrades to create a better environment for training | Create student spaces that support the freedom to work individually and collaboratively while utilising mobile and fixed technologies in a comfortable setting. | Create a dedicated weight room that supports free weights, nautilus equipment, etc. | SL  Facilities | Improved use of spaces to facilitate a variety of fitness interests | SP18 |
| Upgrades to create a better environment for training | Create a dedicated cardio room that supports spin cycles, stationary bikes, treadmills, ellipticals, etc. | SL  Facilities | SP18 |
| Better control the amount of people that enter the weight and cardio rooms | Create a reception desk to monitor the use of the weight room, cardio room, and multi-purpose room | SL  Facilities  Carpenter | Strengthens the presence of employees monitoring the area  Supports a check-in/check-out process of equipment  Provides a platform for selling healthy snacks, water, etc. post workout (satellite to the Bookstore) | FA19 |
| Upgrades to create a better environment for training | Wire the weight room, cardio room, and multi-purpose room for sound. | SL  Sound Design | Improve sound quality and to provide a consistent resource for music needs | FA17 |
| Upgrades to create a better environment for training | Install at least one flat screen TV to support streaming. | SL  Sound Design | Increase access to online workout programs and wellness programming | FA17/ SP18 |
| Create more outdoor options for seating |  | Create student spaces external to the physical buildings using furnishings such as bean bag chairs. | SL | Increases the options for students to congregate on campus in addition to the Student Centre and College Bookstore. | FA18 |

**Student Government & Student Life**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **SGC Objectives** | **Strategies** | **Tactics/Initiatives** | **Participants/ Resources** | **Results** | **Timeframe** |
| Increase the time spent on campus with more activities and options for the students | Weekly Activities | Populate the calendar with a list of events run by the SGC that will help in engage more students on a weekly basis | SGC  SL  CCC | Increase more student activities on campus maximizes the amount of time spent on campus | FA18 |
| Capture different audiences through diverse social events during each semester. | Social Events | Create a variety of social events on campus that will engage all students | SGC  SL  CCC | To have a more diverse calendar of events throughout the year. Ultimately targeting different groups around campus | SP18 |
| Maintain a foothold in the public as an organization that is constantly active in the public and also giving back to the community | Charitable Events | Participate in the various charitable events that are on offer throughout the year on island | SGC  SL | Take the opportunities as a group to show our support to the various charities through our participation in the scheduled events. | SP18 |

The following members of Staff and Faculty contributed to the drafting the Development Plans:

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Dr. Phyllis Curtis-Tweed, Nikkita Scott, Dr. Lisa Osborne, Dr. Trescot Wilson, Dr Constance Smith, Kathy Ann-Swan, Carlene Place, Tammy Richardson, Robert Masters, Terryn Fray, Paul Hardtman

Enrolment Management:

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