



BERMUDA COLLEGE



"Setting Bermuda's Students on the Paths to Success"

REVISED STRATEGIC PLAN 2013

"Partnering with the Community to Offer a First-Class Post Secondary Education in Bermuda "

Bermuda College is accredited by the New England Association of Schools and Colleges, Inc., through its Commission on Institutions of Higher Education.

Inquiries regarding the accreditation status by the New England Association should be directed to the administrative staff of the institution.

INDIVIDUALS MAY ALSO CONTACT:

The Commission on Institutions of Higher Education
New England Association of Schools and Colleges
209 Burlington Road, Bedford, MA 01730-1433

■ Tel: (781) 271-0022 ■ E-Mail: cihe@neasc.org

-
- The original Strategic Plan was adopted by the Board of Governors September 30, 2008.
 - The revised Strategic Plan was approved by the Board of Governors on November 26, 2013.
-



CONTENTS

Vision, Mission Statements, Core Values	2-3
Strategy I - Student Needs	4
Strategy II - Enrolment Management & Marketing	5
Strategy III - Retention	5
Strategy IV - Curriculum and Programmes	6
Strategy V - Public Perception	6
Strategy VI - Alumni	7
Strategy VII - Planning	7
Strategy VIII -Partnerships	8
Strategy IX - Technology	8
Strategy X - Facilities	9
Strategy XI - Autonomy	10
Strategy XII - Faculty and Support Staff	10



In August 2007, the Board of Governors of Bermuda College tasked the newly-elected President, Dr. Duranda Greene, with producing a 10-year strategic plan, which came to fruition in September 2008 with Board approval and adoption. The President was also charged with ensuring that the plan remains relevant and up-to-date.

Thus, in May 2013, five years after the adoption of the original plan, Bermuda College employees once again assembled for an entire day at the Evangelical Church in Paget for their second Visioning Day, *Imagine BC 2023*. To ensure input was received from BC stakeholders, several focus groups comprised of the Board, alumni, current students, educators, tradesmen, representatives from international business, local businesses, health, media, and the hospitality industries were held prior to Visioning Day.

The purpose for the day was threefold:

- To imagine BC at its best!
- To provide an update on Year 5 of the 2008 Strategic Plan.

- To collaboratively develop strategic initiatives, bold ideas, and pilot projects to realise a shared vision for 2023.

Four of Bermuda College's employees who were adept at the process used for Appreciative Inquiry, three of whom had become certified AI trainers since the first Visioning Day, facilitated the process. Through the invaluable input of its key stakeholders, new themes were realised for Bermuda College which would heighten both its viability and vitality for 2023. Employees also provided input at Visioning Day, as they moved from table to table, generating a pollination of ideas for each of the eleven strategies – and developing an additional (twelfth) strategy in the process.

After Visioning Day 2013, the *Imagine BC 2018* Steering Committee, renamed BC Planning Committee, was tasked with sorting through the themes, suggestions, and information gathered from the day's activities. This committee, comprised of representatives from various College departments, purposefully affixed themes to strategies and deter-



mined whether action steps should be short, mid, or long-term. At the end of this process, the new Action Steps and the twelfth strategy were added to the 2008 Strategic Plan. Based on feedback from stakeholders and the New England Association of Schools and Colleges, a five-year strategic plan would replace the ten-year model in the future. Employees were given the opportunity to view the revised Plan before it was submitted to the Board of Governors. The Board approved the revised Strategic Plan on November 26, 2013.

We wish to thank everyone who invested their time, shared their experiences, and expanded their intellectual energies with us throughout this process.

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

Based on the solid foundation of integrity which includes honesty, truthfulness, transparency and ethical behaviour, Bermuda College promises to demonstrate the following core values in its daily operations.

- **Commitment to Students**
- **Quality Teaching**
- **Commitment to Employees**
- **Respect, Recognition and Being Valued**
- **Commitment to High Standards**
- **Stability, Security and Safety**
- **Responsibility and Accountability**





The following 12 strategies and action steps were identified as being pertinent to Bermuda College continuing to fulfil its mission of student success and to making its vision a reality by 2018.

Short-term action steps will occur during the first 3-years of this plan; mid-term action steps will occur between years 4 to 7; and long-term actionables will take place in year 8 and beyond.

■ STRATEGY I - STUDENT NEEDS

Bermuda College will provide services that respect and respond to the academic and personal needs of “today’s students.”

ACTION STEPS • SHORT-TERM

- Extend hours of support services to include evening and weekend hours to meet the needs of the student population
- Provide more opportunities for student employment and development on and off campus

- Establish policies and procedures to assist with learning challenges
- Provide more activities to foster school spirit

NEW ACTION STEPS • MID-TERM

- Develop partnerships with overseas institutions to afford Bermuda College students the opportunity for a study abroad experience
- Incorporate workshops on student responsibility into College Skills: Strategies for Student Success
- Offer technology training workshops based on students’ needs
- Investigate Bermuda College partnering with organisations to offer discounts to students

NEW ACTION STEPS LONG-TERM

- Integrate a mandatory international component into specific programmes



■ STRATEGY II - ENROLMENT MANAGEMENT & MARKETING

Enrolment at Bermuda College will reflect our combined and proactive efforts to mine and capture our potential resources of persons who can benefit from a higher education experience.

ACTION STEPS • SHORT-TERM

- Create a recruitment campaign that identifies and brands BC as the First Step on the journey to higher education
- Create an integrated Marketing Team that reflects the diversity of marketing interests within the College
- Create a formal logging/tracking system of the kinds of queries received from callers
- Utilise available employment statistics to market Bermuda College programmes
- Educate senior school counsellors on the employment statistics and how they relate to BC course and programme offerings
- Establish Community Open Houses
- Introduce a segment of the College Fair for adults (40-55 years of age)
- Encourage high school students and their parents to visit the BC campus and attend classes
- Hold Open Houses annually
- Create an internal marketing campaign aimed at BC employees

ACTION STEPS • MID-TERM

- Create a targeted campaign to attract foreign students to BC
- Involve Institutional Research and PACE in a corroborative effort to undertake a GAP analysis or other environmental scan to ensure we are meeting the needs of the community

NEW ACTION STEPS • MID-TERM

- Establish a marketing plan to increase the number of traditional, full-time students

- Expand BC community outreach and participation in community events
- Update the Website to include parents FAQs and information such as safety, financial assistance, scholarships/awards, articulation agreements, transfer institution list
- Add 10 fun facts about BC to the Website

■ STRATEGY III - RETENTION

Bermuda College will create a collaborative and holistic learning environment which promotes students' success. This approach will incorporate a diverse, inclusive and supportive academic environment as well as the continual development of programmes that address the social and emotional needs of the students.

ACTION STEPS • SHORT TERM

- Research, design and implement strategies that have been successful in retaining students
- Connect students to the institution through peer mentoring and student initiated events
- Assist students in knowing and understanding their learning styles
- Create assessment tools to measure the value of a BC education and then publish the data
- Increase the retention rate by 15% fall 2012
- Develop a five-year retention and success plan

NEW ACTION STEPS • MID-TERM

- Evaluate the strategies that have been implemented from the Retention and Success Plan to determine their effectiveness



■ STRATEGY IV - CURRICULUM AND PROGRAMMES

Bermuda College will ensure that its curriculum and programmes provide education and training that is comprehensive and responsive to the needs of the community.

ACTION STEPS • SHORT-TERM

- Conduct a feasibility study to determine if BC should offer 4-year degree programmes

ACTION STEPS • MID-TERM

- Establish new academic programmes to attract foreign students to BC for a “Bermuda Term”
- Establish a 5-year Academic Plan

NEW ACTION STEPS • MID-TERM

- Bermuda College become the main centre for technical education
- Increase the number of programme partnerships
- Conduct a review of the Division of Applied Science & Technology to determine its viability
- Conduct a review of programmes/courses with continuous low enrolment to determine their viability
- Conduct a feasibility study to determine if there is a need for an Allied Health Department
- Create evening offerings for more day courses, where feasible

NEW ACTION STEPS • LONG-TERM

- Develop at least one online programme
- Potential graduates in specific programmes will take at least one online course
- Offer additional 4-year and post graduate degrees at Bermuda College to meet the Island’s workforce development needs

■ STRATEGY V - PUBLIC PERCEPTION

Bermuda College will improve its public perception by promoting its programmes and success stories, resulting in the community recognising Bermuda College as the first step for post-secondary education and training.

ACTION STEPS • SHORT TERM

- Form a partnership with Government’s CITV to highlight BC courses, programmes, and activities
- Ensure that the College Website is up-to-date
- Educate the public about all Divisions and their programmes
- Consistently publicise information about alumni and current student successes
- Inform and educate the public about community colleges and Bermuda College’s course compatibility and comparability
- Develop a marketing campaign geared toward individuals who have a less favourable view of BC
- Provide comparative data between the external programmes offered by private schools and Bermuda College examining transferability of credits, cost, etc. and publicise
- Create a framework for supporting students who may have the wrong concept of BC and who may feel uncomfortable due to perceived prejudices or biases

ACTION STEPS • MID-TERM

- Facilitate more international conferences similar to CANQATE

NEW ACTION STEPS • MID-TERM

- Develop a systematic plan for showcasing BC talent

NEW ACTION STEPS • LONG-TERM

- Redefine and rebrand BC to promote its facilities as a choice for public events
- Have Bermuda College as the main venue for public academic events



■ STRATEGY VI - ALUMNI

The Bermuda College will establish an Alumni Association which fosters an environment that connects former and current students, celebrates their successes, and commits to the longevity of the Association and the Institution.

ACTION STEPS • SHORT TERM

- Form an active Alumni Association
- Update and maintain the database
- Develop E-marketing strategies, print and electronic media, and the Bermuda College Website to relay information to alumni
- Invite and encourage alumni to participate in campus activities

ACTION STEPS • MID-TERM

- Organize fundraising activities for and encourage donations from alumni

NEW ACTION STEPS • MID-TERM

- Use social media to highlight key events at Bermuda College
- Utilise the 40th Anniversary to introduce the concept of an Alumni Advisory Board

NEW ACTION STEPS • LONG-TERM

- Create a position that allows a key person responsible for Alumni
- Create a mural of BC and its accomplishments
- Re-introduce the concept of an Alumni Association

■ STRATEGY VII - PLANNING

Bermuda College will engage in ongoing, comprehensive planning processes that set out the aims and objectives of the College and are tied to the budget process. The action plan will link goals with rationale and clearly spell out the processes, procedures and persons with responsibility for bringing these to fruition.

ACTION STEPS • SHORT TERM

- Establish a culture of data-driven decision making
- Establish a human resource plan
- Develop professional development and training plan
- Establish a security and safety plan
- Establish a facilities master plan to support the programmes and services offered by BC

ACTION STEPS • MID-TERM

- Develop assessment and evaluation tools to measure the effectiveness of BC programmes and services to ensure quality assurance
- Undertake a 5-year review of the strategic plan to ensure that it is still relevant and to develop strategies for the next 5 years

NEW ACTION STEPS • MID-TERM

- Implement quality assurance standards in all departments to improve customer service

NEW ACTION STEPS • LONG-TERM

- Investigate the feasibility of Bermuda College offering a Bachelor's degree in either business or education



■ STRATEGY VIII - PARTNERSHIPS

Bermuda College will establish working relationships with key industry stakeholders, local experts, and overseas institutions through mentorships, advisory committees, articulation agreements, and applied local research that will create opportunities for our students and faculty.

ACTION STEPS • SHORT TERM

- Establish additional advisory boards to ensure that all programmes preparing students for job entry have a working advisory committee: e.g. business, legal, education, hair and beauty, and art and design
- Form articulation agreements with institutions in the United Kingdom to give students the opportunity and advantages of residency privileges
- Continue to form articulation agreements with overseas institutions in the Caribbean and Canada
- Establish industry specific funded annual activities – e.g. Corange Chair and Corange Science Week

ACTION STEPS • MID-TERM

- Develop a Bermuda knowledge repository showcasing local expertise
- Create activities highlighting areas of expertise of BC stakeholders

NEW ACTION STEPS • MID-TERM

- Establish a partnership between Bermuda College and the Government Human Resources Department whereby the College is the first option for training and education
- Develop local partnerships for specific programmes
- Develop international partnerships with institutions for student exchanges
- Investigate a partnership with Bermuda Insurance Institute to offer some of its courses at BC

ACTION STEPS • LONG-TERM

- Create documentaries highlighting local experts
- Establish an oral history collection of local experts

NEW ACTION STEPS • LONG-TERM

- Evaluate the relationship with Coco Reef Hotel and re-establish as a training facility

■ STRATEGY IX - TECHNOLOGY

Bermuda College will provide its students and employees with cutting edge technology to meet its evolving educational and administrative needs.

ACTION STEPS • SHORT TERM

- Conduct a technology audit to identify the impact of technology on teaching and learning and job functionality
- Identify and research leading edge technology to meet Bermuda College's hardware needs
- Partner with the local IT industry to ensure that we are preparing our students to compete locally and globally
- Hire an Instructional Resource person to support faculty in continuing to introduce technology into the curriculum
- Showcase how technology is being used at Bermuda College

NEW ACTION STEPS • MID TERM

- Create a fully outfitted active learning classroom
- Install Smartboards and other relevant technology in every classroom
- Investigate the feasibility of moving to a more economical student records system

NEW ACTION STEPS • LONG-TERM

- Upgrade the technology in rental spaces (Blue Room, Brock Hall Conference Room, Board Room, etc) to state-of-the-art technology



■ STRATEGY X - FACILITIES

Bermuda College will ensure that its facilities are adequately maintained and are suitable to fulfil its mission.

ACTION STEPS • SHORT TERM

- Develop a maintenance plan that is tied into the budget process
- Produce a preventive maintenance plan that ties into the budget process
- Establish a training plan for staff to ensure that they are equipped to maintain the facilities
- Develop a facilities master plan that will be phased in over the next 10 years
- Develop a Green Zone plan

ACTION STEPS • MID-TERM

- Create Phase II of the facilities master plan:
 - Student Services Building
 - Multi-purpose/Training Centre
- Construct Phase I of the facilities master plan:
 - Child care facility
 - Purpose-built Technology Centre
 - National Educators Institute

NEW ACTION STEPS • MID-TERM

- Investigate the feasibility of installing solar panels and other energy efficient systems around campus to reduce the College's electricity costs
- Establish non-teaching computer labs on campus for student use
- Increase the size of the weight room and update the gym equipment

ACTION STEPS • LONG-TERM

- Create Phase III of the facilities master plan:
 - Student Residences
 - Fine Arts Centre
 - Sports Facility

■ STRATEGY XI - AUTONOMY

As Bermuda's only institution of higher learning, Bermuda College will ensure financial security so that the College's mission can be achieved and will make amendments to the Bermuda College Act to provide legal status for future development.

ACTION STEPS • SHORT TERM

- Ensure that all annual audits are up-to-date
- Amend the BC Act to have annual reports prepared 6 months after the end of the fiscal year to allow for audited financial statements to be included
- Amend the BC Act to expand the powers of the Board of Governors to allow it to borrow and raise monies
- Re-establish the Bermuda College Foundation to seek funding from private and public sources to support the mission of BC

ACTION STEPS • MID-TERM

- Establish a Development Office which will also incorporate Alumni Relations

NEW ACTION STEPS • MID-TERM

- In consultation with the Ministry of Education,

establish a policy that will allow the Board the ability to select its Chair and Deputy Chair from its current members

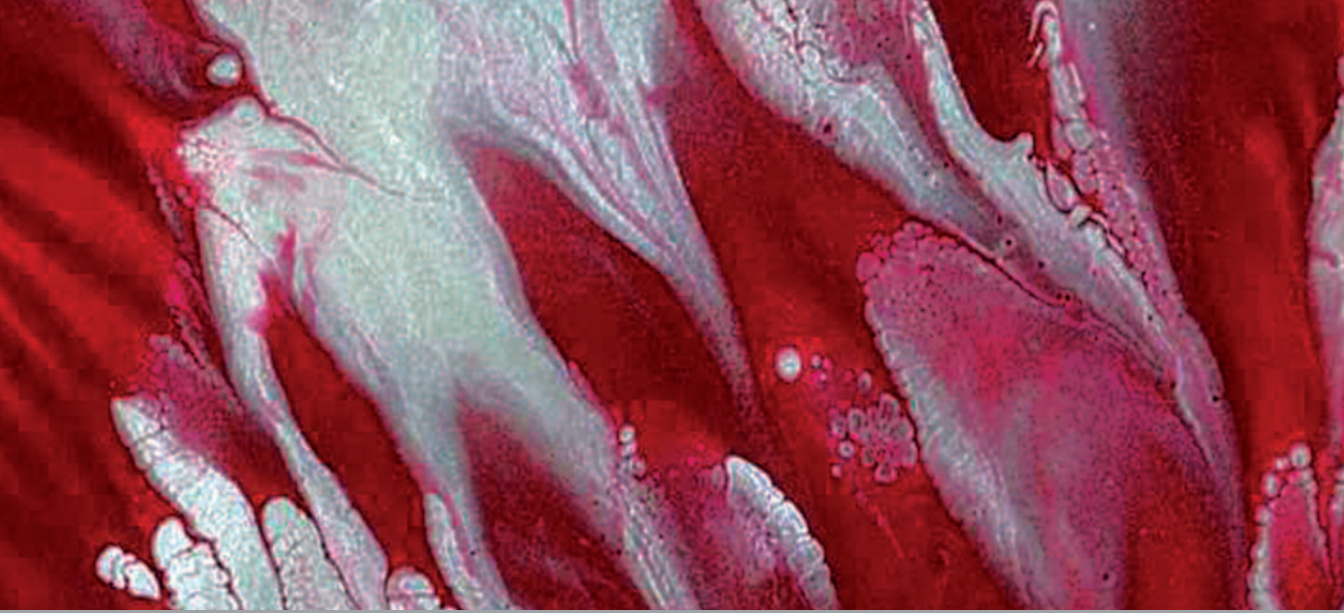
■ STRATEGY XII - FACULTY AND SUPPORT STAFF

As Bermuda's only institution of higher learning, Bermuda College will operate under its Core Values and will provide professional and personal development opportunities for its employees.

NEW ACTION STEPS • MID-TERM

- Reinstate the Wellness Plan that involves on-going events
- Re-evaluate current agreements and establish new agreements for faculty and administrative exchange programmes
- Increase opportunities for faculty and support staff secondments and sabbaticals
- Provide opportunities for faculty and support staff to engage in local research
- Investigate Bermuda College partnering with organisations to offer discounts to its employees





21 Stonington Avenue | South Road | Paget | PG 04 | Bermuda | www.college.bm | Tel: 441-236-9000

PRINTED BY BERMUDA COLLEGE - PUBLISHED 2014

