



# DELIVERING SUCCESS

INSTITUTIONAL EFFECTIVENESS  
TASK FORCE ANNUAL STRATEGIC  
PLAN REPORT **2019 - 2020**



Information contained in this STRATEGIC PLAN REPORT 2019-2020 is current according to records on file and verification at the time of printing.

Bermuda College is accredited by the New England Commission of Higher Education (NECHE). Inquiries regarding the accreditation status should be directed to the administrative staff of the institution.

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**COVER IMAGE:** Detail of Butterfly Wing

Bermuda College (BC) is going through a metamorphosis to help BC students be well prepared to reach the destination of their choice.

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# THE STRATEGIC PLANNING PROCESS

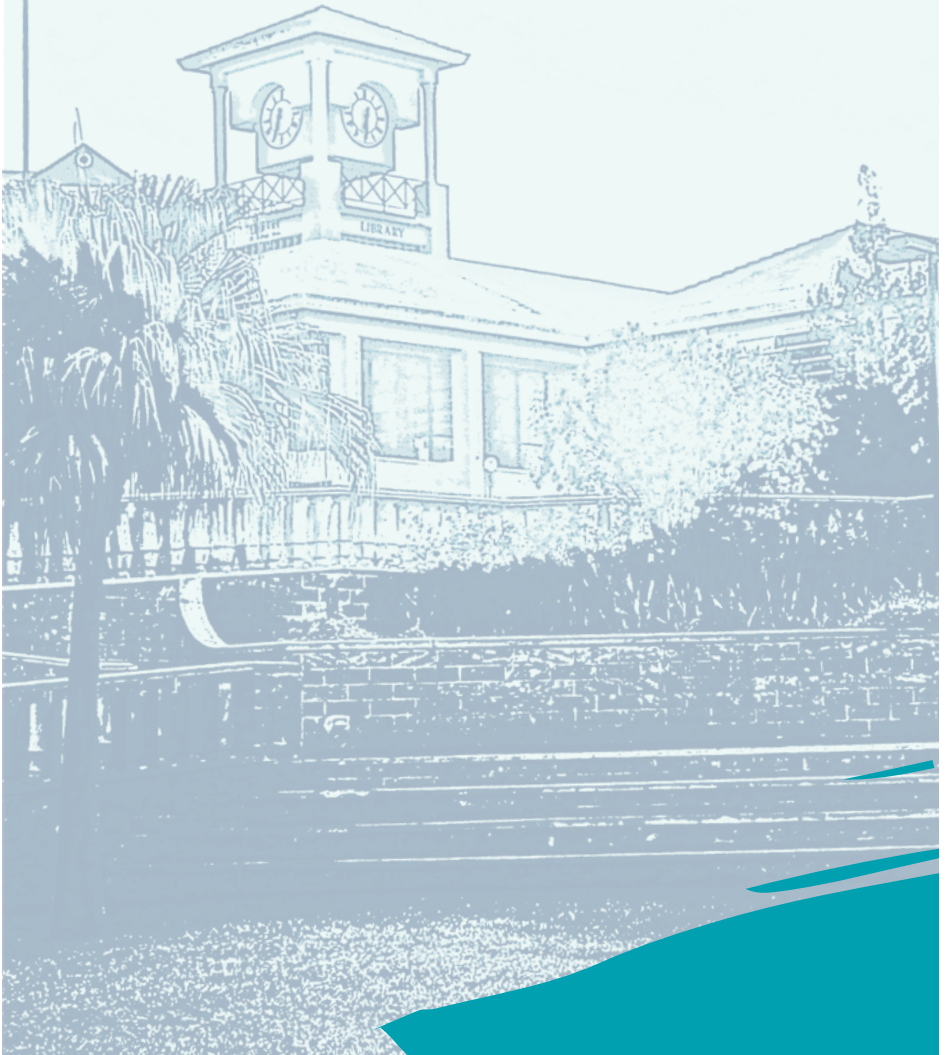


**BERMUDA  
COLLEGE**

## **Delivering Success**

is based on stakeholder data collected during the 2018 planning consultation process. This initial review examined societal changes and trends in global education and business; explored the College's relationships and standing with other colleges and learning organizations; examined student expectations and preferences; and invited employee input.

# VISION, MISSION & CORE VALUES



## **VISION**

Transforming lives through innovative education.

## **MISSION**

Bermuda College is committed to providing the community with innovative programmes, training, support services, and access to partnerships that lead to local and global success.



# 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 professional development and clearly defined career tracks
- 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 organisation
- 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





# STRATEGIES IMPLEMENTED

2019-2020





## STRATEGY 1: STUDENT SUCCESS

### GOAL 1: Establish academic, technical and professional programmes to meet the changing needs of the community

- Bermuda College's full-time Nursing Assistants programme, started in May 2018, and was expanded in spring and summer 2020, in response to increased demand due to Covid-19.
- Bermuda College established an internship/scholarship programme in actuarial science with Athene Re in 2019 for which a second cohort received awards in fall 2020.
- Bermuda College welcomed the first cohort of 14 students in the Master's in Educational Leadership/Graduate certificate programme in partnership with Framingham State University in fall 2020.

### GOAL 2: Streamline academic and vocational pathways

- Bermuda College has developed a co-requisite model for developmental courses in Math and English to allow students to complete college level courses while simultaneously addressing deficiencies in basic skills. A pilot was successfully launched in spring 2020 and has continued in fall 2020.

### GOAL 3: Diversify Student Success metrics

- Bermuda College increased/or renewed the number of external partnership agreements with overseas institutions, including Flagler College, the University of Rhode Island, East Carolina University, the New England Institute of Technology, and Millersville.

### GOAL 4: Foster excellence in teaching and learning

- In light of the sudden switch to remote education, the College extended professional development opportunities and campus access to online resources to faculty to increase their knowledge of remote teaching and online learning. 65 full and part time faculty members enrolled in the course. As a result of this course participation, the percentage of full time faculty who are certified online instructors increased to approximately 94%.
- The College purchased virtual/augmented reality equipment and software from zSpace to implement the use of virtual reality technology in science, nursing, and automotive classes.

### GOAL 5: Ensure quality and relevance of education programmes

- Increased advising strategies were used to impact enrolment for the fall and spring and contributed to 674 Census Day figures that exceed last year's enrolment by approximately 10%, resulting in an overall enrolment of 700 students.

### GOAL 6: Update student support services

- Bermuda College inducted a second cohort of 10 students, with GPAs of 3.5 or higher, into the newly launched Beta Chi Epsilon Chapter of Phi Theta Kappa (PTK), the community college honour society, on October 22 2019.
- Student Life activities increased with games in the Courtyard and in the Student Centre until the Covid-19 lockdown. Wednesday night games and Friday fun nights in the Student Centre also occurred. Late night study sessions were also held in the Student Centre.
- The Counselling & Career Centre worked with the BC App production team and effectively transitioned the students and college employees to use the BC App to promote

and assess programming. Bermuda College formalised accessibility services by establishing a Coordinator's position and housing that service in the Career and Counselling Centre, to facilitate the provision of services to the burgeoning number of students at Bermuda College with learning disabilities.

- The Academic Resource Centre spearheaded the transition of Orientation to an online platform which included information for students on the use of Zoom, Moodle, and the BC App and campus support services. The module was completed by 180 new students.



## STRATEGY 2: CAMPUS CULTURE

**GOAL 1:** Enhance campus culture and improve college identity.

- The Committee planned and executed the Trust and Empowerment Conference in Spring 2020.

**GOAL 3:** Develop and promote a community of care

- The Campus Culture and Human Capital Committees collaborated to conduct a survey on Employee Participation in the Manager's 360 Degree Performance Evaluation and General Participation. The results of this survey led to the elimination of this component from the development of the new performance appraisal system.

## STRATEGY 3: HUMAN CAPITAL

**GOAL 1:** Invest in human capital through strategic training and development.

- The Committee gathered and analysed data from the Professional Development Committee regarding the type and number of professional development submissions and awards used by faculty and staff.



## STRATEGY 4: DIVERSIFICATION OF REVENUE AND PARTNERSHIPS

**GOAL 1:** Diversify revenue opportunities and partnerships to increase autonomy.

- The Committee has identified current successful Bermuda College partnerships resulting in revenue generation with a view towards solidifying these relationships and increasing the number of partnerships in total.
  - Some examples of organisations that Bermuda College has partnered with include: Bermuda Pacers Track Club; Bermuda Basketball Association; The Church of Christ; and the Parliamentary Registrar.
- During extensive brainstorming and fact finding exercises the Committee concluded that the best way to ensure that the Colleges resources were being used efficiently and effectively to diversify revenue streams and related partnerships, is the creation of a comprehensive formal business plan. To this end the Committee has done the following:
  - Requested an received funding approval to source a vendor to produce a business plan.
  - Consulted with the Bermuda Economic Development Corporation (BEDC) to identify an approved list of vendors capable of producing BC's business plan.
  - Shortlisted three vendors who will be invited to submit RFP's for the College's business plan.
  - Committed to sponsoring a competition amongst Bermuda College students to submit proposals for revenue generating ideas at the College.
- Various locations on campus (e.g. lecture theatres), have been specifically identified as high potential revenue generators due to their capacity and functionality. However, repairs and modernisations are required for full rental potential to be realised. This Committee has and will continue to work closely with the Infrastructure Committee to lobby for the modernisations of various facilities on campus.

# STRATEGY 5: INFRASTRUCTURE

## GOAL 1: Upgrade technology

- Continued replacement of old Cisco Switches with Fortinet Switches (Brock Hall, North Hall, Student Centre, and West Hall).
- Continued installation of additional external wireless access points to address connectivity issues experienced on campus (Student Centre, Brock Hall, Hallet Hall, College Centre and Library Building).
- A second internet bandwidth (fibre broadband) was installed to cater exclusively to the use of personal devices on campus and to prioritise College core functions (teaching, administration, infrastructure, etc.)
- Rebuilding of the VDI to ensure increased reliability, efficiency, and resiliency.
- A cloud based data back-up system (10 terabytes) was implemented to provide additional protection of institutional data and meet compliance requirements.

## GOAL 2: Upgrade facilities

- A draft of the Facilities Preventative Maintenance Plan has been completed after months of research and collaboration with various Bermuda College and external stakeholders.
- Initiating the implementation of cost-saving measures for electricity usage by targeting the conversion of select areas of the College from traditional to LED lighting.
- The recent procurement and installation of new top tier CCTV software and selected hardware means that Bermuda College is better able to monitor and review activities occurring on the College property.

## GOAL 3: Establish and promote Bermuda College as an eco-friendly campus

- Monitoring and review of the implemented Eco-School plan is continuous.

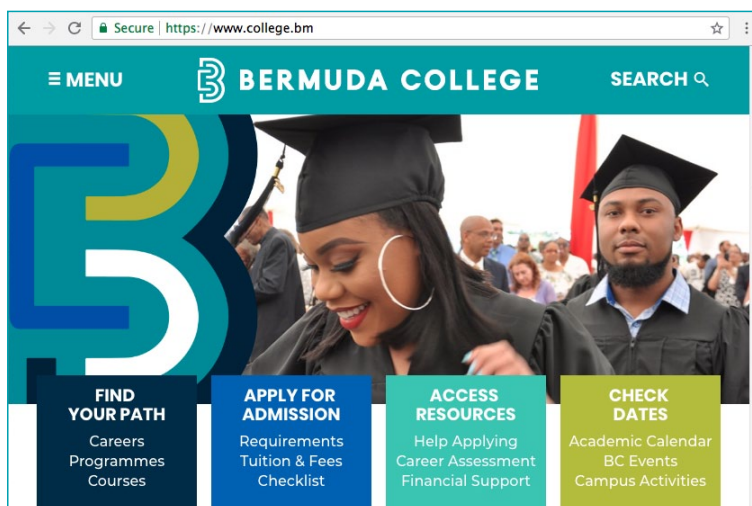
## STRATEGY 6: MARKETING AND RE-BRANDING

### GOAL 1: Rebrand Bermuda College

- Increased focus on utilising Bermuda College's social media platforms and social media advertising, overall has led to more consistent use of both the College's Instagram and Facebook platforms, and an enhanced profile of Bermuda College in the social media community.
- The embedding of the marketing element into the re-design of the College's website has meant that viewers and listeners of the Bermuda College website have been intentionally exposed to information designed to increase their familiarity with the College and its programmes.
- The College continues to engage in an aggressive rebranding and marketing programmes involving social media, print, digital and radio ads.

### GOAL 3: Review and update the College's vision and mission statements

- Bermuda College Vision & Mission statements are complete and are currently being installed in various strategic areas on the College campus.





# STRATEGIES IN PROGRESS

2020-2021



## STRATEGY 1: STUDENT SUCCESS

**GOAL 1:** Establish academic, technical and professional programmes to meet the changing needs of the community

- The curriculum for Diagnostic Medical Imaging is currently under review by Academic Council. Although the process was delayed due to Covid-19, the programme is expected to be approved in the AY 2020-2021 for implementation in fall 2021.
- Bermuda College is working with The University of Southampton to develop a one-year programme at the College that will satisfy the foundation year at the University of Southampton and in the UK generally.

**GOAL 5:** Ensure quality and relevance of education programmes

- The College is in the process of structuring a Bermuda College advisement model which will include information in the newly revised advisement handbook and use training and guidelines from National Academic Advising Association (NACADA) as the basis for model development.

**GOAL 6:** Update student support services

- The Academic Resource Centre is continuing to review its role and function, assessing the efficacy of services and making changes to ensure that the centre remains current and relevant to student needs.





## STRATEGY 2: CAMPUS CULTURE

### GOAL 1: Enhance campus culture and improve college identity

- The Committee is reviewing and devising a plan to operationalise the College's Core values.

### GOAL 2: Practice shared governance and data-driven decision making

- In conjunction with the Trust and Empowerment Conference, the Committee has embarked on an initiative to develop a Bermuda College Shared Governance model beginning with focus groups across all college constituents to develop a shared understanding of and common goals for shared governance.

### GOAL 3: Develop and promote a community of care

- The Committee has completed its design plan for a Multi-Purpose Area in the upper and lower areas of Hallett Hall. Costs will be presented for the College's 2021 budget.

### GOAL 4: Develop and promote an environment that supports a healthy work-life balance

- The Committee will update workplace policies based on current best practices.



## STRATEGY 3: HUMAN CAPITAL

IN PROGRESS

**GOAL 1:** Invest in human capital through strategic training and development

- The Committee is in the process of analysing professional development data to make recommendations to change processes and procedures.

**GOAL 2:** Evaluate and act upon strategic opportunities within the context of the mission and vision for 2023

- The Committee will continue work with Human Resources to finalise a new performance management system.
- The College has been planning a faculty recruitment campaign for fall 2020.

## STRATEGY 4: DIVERSIFICATION OF REVENUE AND PARTNERSHIPS

### GOAL 1: Diversify revenue opportunities and partnerships to increase autonomy

- During the upcoming months the Committee will:
  - Complete the tender process for the Bermuda College business plan
  - Review submissions received and choose the successful vendor
  - Work closely with the vendor to assist in the delivery of the completed business plan
  - Manage the prioritisation and implementation of the recommendations of the final business plan.

## STRATEGY 5: INFRASTRUCTURE

### GOAL 1: Upgrade technology

- Considerable planning for technology upgrades has already been completed for the new Career Development Centre. In addition to this specific project, the dynamic nature of IT requires constant assessment of the adequacy and relevance of software and hardware components. Some specific IT infrastructure upgrades planned over the next year include switch, bandwidth and telephone upgrades.

### GOAL 2: Upgrade facilities

- Bermuda College will implement the Bermuda College Preventative Maintenance Master Plan.
- The College will establish a Bermuda College Capital Asset Maintenance plan.

### **GOAL 3: Establish and promote Bermuda College as an eco-friendly campus**

- Bermuda College has been approached by various vendors proposing solar system installs on campus. We are actively reviewing these proposals and are open to partnering with the right solar provider under suitable terms.
- The College is in the process of actively re-implementing a recycling programme.
- Continual monitoring of campus energy and waste usage will occur with a view towards recommending/implementing additional improvements.

### **GOAL 4: Beautify and make the campus more vibrant**

- The Committee has obtained quotes for shade structures with Bermuda College new colours and logo and installation areas have been identified.

## **STRATEGY 6: MARKETING AND REBRANDING**

### **GOAL 1: Rebrand Bermuda College**

- The College remains committed to increasing awareness of the its brand both internally and externally via the use of additional strategically selected ads and paraphernalia. Specific actions planned for the near future include: the phased installation of clings campus wide; the replacement/repurposing of campus signage; and the continued change out of mission/vision boards.

### **GOAL 2: Diversify branding and marketing strategies**

- The College will continue to use a blend of traditional, digital and social media in an attempt to increase brand awareness and knowledge of product offerings amongst current and potential students.

# STRATEGIES PAUSED DUE TO COVID-19

2020-2021



## STRATEGY 1: STUDENT SUCCESS

**GOAL 1:** Establish academic, technical and professional programmes to meet the changing needs of the community

- Bermuda College began a partnership with the Lahey Clinic for overseas training as a part of the Nursing Associates degree programme. This was delayed due to covid-related hotel service and travel restrictions.
- A hospitality/culinary internship in Ghana began in summer 2019. Bermuda College is also in the process of establishing a hospitality/culinary internship with the Royal Caribbean Cruise Lines. This was delayed due to covid-related hotel service and travel restrictions.

**GOAL 2:** Streamline academic and vocational pathways

- Bermuda College is in the second year of a pilot for a summer bridge programme in developmental/preparatory mathematics to accelerate the completion of developmental coursework. Summer classes were limited to the remote education platform which was not deemed practical for this intensive programme.
- Bermuda College is working with the public high schools to enhance college readiness by offering basic skills diagnostics that can be used to provide intervention where necessary. College lecturers will also provide support by furnishing information about the CPT exams and college level courses. CPT (in-person) testing was delayed due to the pandemic.





# IETF SUBCOMMITTEE

2019-2020

**The Institutional Effectiveness Task Force (IETF) comprises 6 subcommittees; one for each of the Strategies in Delivering Success. The subcommittees were formed in October 2018 and charged to select two priorities for action for AY 2018-2019.**

IETF SUBCOMMITTEE MEMBERS AS OF OCTOBER 25, 2020



Dr. Phyllis Curtis-Tweed



Mr. Dwight Furbert





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Takia Martin

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\*NOT PICTURED

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