

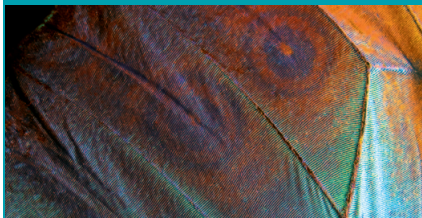


DELIVERING SUCCESS

INSTITUTIONAL EFFECTIVENESS
TASK FORCE ANNUAL STRATEGIC
PLAN REPORT **2018 - 2019**



BERMUDA
COLLEGE



COVER IMAGE: Detail of Butterfly Wing

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



**BERMUDA
COLLEGE**

Information contained in this STRATEGIC PLAN REPORT 2018-2019 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.

Individuals may also contact:

New England Commission of Higher Education
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Burlington, MA 01803-4514

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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 organisations; examined student expectations and preferences; and invited employee input.

VISION, MISSION & CORE VALUES



VISION REVISED 2019

Transforming lives through innovative education.

MISSION REVISED 2019

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

IMPLEMENTED

2018-2019



STRATEGIES



STRATEGY 1: STUDENT SUCCESS

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

- The Pre-Health programme with a pre-med concentration was approved by Academic Council and the first cohort entered in fall 2019.
- A full-time Nursing Assistants programme started in May 2018.
- Bermuda College established a partnership with Framingham State University (FSU) to offer a fully online Graduate Certificate and MA in Educational Leadership as a component of the Ministry of Education's Principal certification programme.
- A partnership with the Lahey Clinic for overseas training began as a part of the Nursing Associates degree programme.
- An internship began for hospitality/culinary arts in Ghana in summer 2019.
- Athene established an internship in Actuarial Science for Bermuda College students.

- The College developed a partnership with the government whereby CIS students can intern/work on government projects. In AY 2018-2019, four Bermuda College students developed the government's "Tree Frog" App in conjunction with technology consultants.
- The number of certified online instructors increased from 16 to 25 in 2019. Several instructors are now offering hybrid/blended courses which promote online learning.
- The CIS programme review was completed with consultation from industry partners and the programme now contains two diploma programmes that are stackable with the CIS Associates degree programme.

GOAL 2: Streamline academic and vocational pathways

- A co-requisite model for developmental courses in math and English was created to allow students to complete college level courses while simultaneously addressing deficiencies in basic skills. A pilot will be offered in spring 2020.
- A pilot for a summer bridge programme in developmental/preparatory mathematics to accelerate the completion of developmental coursework has entered its second year.
- The College sent a team to the Council for Adult and Experiential Learning (CAEL) conference to develop a prior learning assessment approach.
- Agreements have been established with the University of Buckingham, and the University of Northampton in addition to 17 new agreements in the US and Canada.

GOAL 4: Foster excellence in teaching and learning

- An aquaponics project was implemented and used as a teaching tool across multiple subject areas including science, HVAC, plumbing, and carpentry.
- Professional development in distance education was provided for all faculty.
- Funding was provided for 12 faculty members to attend conferences related to teaching and learning.

GOAL 5: Ensure quality and relevance of education programmes

- Increased advising strategies were used to impact enrolment for the fall and spring.

GOAL 6: Update student support services

- Changes to the role and function of the ARC to increase student engagement resulted in the following:
 - Visits to classes at the beginning of the semester
 - Activities to engage students, such as the Speaker's Corner and the Affirmation Wall
- The position of an Intake/Financial Aid Administrator was added to improve student access to information and support with respect to financial support programmes administered by the College.
- A new career exploration platform, BC Connects, was engaged aligning student interests with educational pathways available at the College and in overseas institutions.
- An online platform was embedded on the College website providing bite-sized educational video content to support skill development in the areas of career readiness and job search strategies.
- A soft skills certification programme mandatory for students seeking employment through the Counselling & Career Centre was implemented.
- 15 students, with GPAs of 3.5 or higher, were inducted into the newly launched Beta Chi Epsilon Chapter of Phi Theta Kappa (PTK), the community college honour society, on March 21, 2019.
- PTK advisors, Dr. Lisa Osborne and Nikkita Scott, completed the 5 star advisor course and were recognised for their accomplishments at the PTK convention in April.



STRATEGY 2: CAMPUS CULTURE

GOAL 1: Enhance campus culture and improve college identity.

- A campus-wide Trust and Empowerment Conference has been scheduled for 2020.

GOAL 3: Develop and promote a community of care

- A design plan for a Multi-Purpose Area in the upper and lower areas of Hallett Hall was completed and costs will be presented for the College's 2020 budget.
- A survey on Employee Participation in the Manager's 360 Degree Performance Evaluation and General Participation was conducted. The results will be used in the development of the new performance appraisal system.

STRATEGY 3: HUMAN CAPITAL

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

- Data from the Professional Development Committee regarding the type and number of professional development submissions and awards was collected for analysis to make recommendations for changes.



STRATEGY 4: DIVERSIFICATION OF REVENUE AND PARTNERSHIPS

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

- The Bermuda College Foundation (BCF) was incorporated as a company limited by guarantee and the Board of Directors was established.
- Specific areas in the College have been identified for upgrading in order to facilitate future revenue earning opportunities.
- Rental rates at competing facilities have been assessed to determine the suitability and competitiveness of the College's rates. Necessary rate adjustments are being made.
- The Alumni database has been updated which will be a key factor in the revenue generation process.

STRATEGY 5: INFRASTRUCTURE

GOAL 1: Upgrade technology

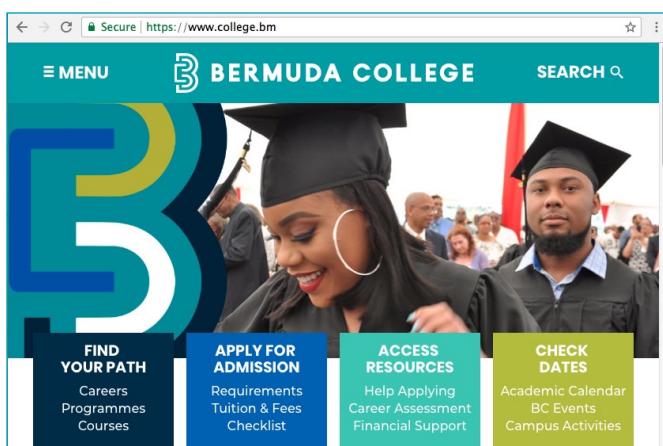
- Critical IT upgrades have been executed (replacement switches & cabling - approx. value \$100K).
- A new BC App was developed and available for fall 2019.
- The website was upgraded and rebranded with BC's new brand.

GOAL 2: Upgrade facilities

- A campus-wide facilities assessment has been completed and preliminary work on the master plan has begun.
- A draft budget has been compiled to address the maintenance issues identified in the assessment process.

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

- Energy conservation awareness stickers have been placed on light switches campus-wide.
- Monitoring and review of the implemented Eco-School plan are ongoing.



IMPLEMENTED



STRATEGY 6: MARKETING AND REBRANDING

GOAL 1: Rebrand Bermuda College

- The Rebranding Committee comprising of students, employees, board and external members established a new logo, tagline, and colours for Bermuda College with the assistance of marketing consultants from Strata-G.
- Phase 1 of the College's rebrand has been completed and involved painting areas of the second floor College Centre in the new brand colours, a substantial re-outfit of the College Bookstore, in addition to the purchase of new brand specific door mats, entrance signs, window clings, perimeter poles, College flags, pens and other items.
- The College also engaged in an aggressive rebranding marketing programme involving print, digital, social media and radio ads.

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

- The Vision & Mission statements were revised.

IN PROGRESS

2019-2020



STRATEGIES

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 in fall 2019 has been submitted for review to Academic Council.
- A hospitality/culinary internship with the Royal Caribbean Cruise Lines is being established.
- The Framington State University (FSU) certificate and degree programme will be offered to the broader community.

GOAL 2: Streamline academic and vocational pathways

- A co-requisite programme in English and mathematics is being piloted for spring 2020.
- The College is working with public high schools to enhance college readiness, by offering basic skills to provide intervention where necessary. College lecturers will also offer support and provide information about the CPT exams and college level courses.
- Articulation agreements with the University of the West of England and Southampton University are being added as well as other new agreements with institutions in the US and Canada.

GOAL 4: Foster excellence in teaching and learning

- The College, along with Makami College, is working to establish a virtual reality classroom in Tech Hall with software to be used for biology and automotive courses.

GOAL 5: Ensure quality and relevance of education programmes

- The College is updating the Advising Handbook.

STRATEGY 2: CAMPUS CULTURE

GOAL 1: Enhance campus culture and improve college identity

- A plan to operationalise the College's Core values is under review.

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

- A BC Shared Governance model is being developed.

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

- The College is updating workplace processes based on current best practices.

STRATEGY 3: HUMAN CAPITAL

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

- Collaboration is in progress with the Centre for Human Resources and Development to establish a new performance management system.



STRATEGY 4: DIVERSIFICATION OF REVENUE AND PARTNERSHIPS

GOAL 1: Diversify revenue opportunities and partnerships to increase autonomy

- A facilities rental business plan identifying revenue diversification and potential marketing opportunities is being developed.



STRATEGY 5: INFRASTRUCTURE

GOAL 1: Upgrade technology

- Additional necessary upgrades have been identified and will be implemented. In addition the dynamic nature of IT requires constant assessment of the adequacy and relevance of software and hardware components.

GOAL 2: Upgrade facilities

- A facilities master plan document will be completed by the end of the fiscal year.

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

- The College will determine the feasibility of an offer from an external partner to assist in raising funds towards the purchase of a 7.5KW solar system for installation on the Tech Hall roof.
- The College will re-implement the recycling programme and will monitor energy and waste usage with a view towards recommending/implementing additional improvements.

GOAL 4: Beautify and make the campus more vibrant

- Quotes are being obtained for shade structures, displaying the new colors and logo, that will be erected outside the Cafeteria and CCC.
- A decorative aquaponics system is to be installed in Hallet Hall.



STRATEGY 6: MARKETING AND REBRANDING

GOAL 1: Rebrand Bermuda College

- The College will increase brand awareness of its new image, both internally and externally, via the use of additional strategic marketing.

IETF SUBCOMMITTEE

2019



SUBMITTED BY

Dr. Phyllis Curtis-Tweed

Vice President Academic and Student Affairs

Mr. Dwight Furbert

Vice President Finance and Operations

The Institutional Effectiveness Task Force (IETF) comprises 6 subcommittees, including 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 APRIL 25, 2019

STUDENT SUCCESS

Dean Tammy Richardson, Chair

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Nikkita Scott

Ali Arouzi

Denise Simons

Takia Martin

CAMPUS CULTURE

Lorrita Tucker, Chair

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