



BERMUDA COLLEGE STRATEGIC PLAN 2018-2023 VISION 2023 “DELIVERING SUCCESS”





Information contained in this **STRATEGIC PLAN 2018-2023** 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).

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

INDIVIDUALS MAY ALSO CONTACT:

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2023 VISION





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THE STRATEGIC PLANNING PROCESS





Vision 2023 Delivering Success STRATEGIC PLAN

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. The process included four critical steps of engagement with a wide spectrum of stakeholders.

STEPS

1

Internal Stakeholders. Internal focus groups comprising representatives from multiple departments and levels of Bermuda College were consulted for feedback on priorities for the Plan, including BPSU shop stewards, Student Government Council (SGC), the Faculty Association, the Support Staff Association, Board of Governors Chair and Deputy Chair, the College President and Vice President Academic & Student Affairs, and the Strategic Planning Steering Committee. An employee survey was also distributed to broaden input.

2

External Stakeholders. Nineteen stakeholders representing education, tourism, public health and international business participated in focus groups. A survey was also distributed to key external stakeholders.

3

Visioning Day. A day-long employee-centred event was held in March 2018 consisting of a panel discussion with external stakeholders and a student representative, and an afternoon of visioning exercises. A draft plan was subsequently produced by the Strategic Planning Steering Committee with the assistance of Performance Solutions.

4

Feedback/Input/Implementation. Between May and August 2018, the Strategic Planning Steering Committee socialised the draft Plan with internal stakeholders, inviting review, feedback and additional input before final presentation to the Board for approval. Implementation of the Plan will be guided and managed by the two College Vice Presidents (Academic & Student Affairs, and Finance & Operations) as co-chairs of the Institutional Effectiveness Taskforce.

VISION
MISSION
CORE VALUES



VISION*

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

MISSION*

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

CORE VALUE

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

**(Under Review)*

BERMUDA COLLEGE STRATEGIC PLANNING STEERING COMMITTEE

Dr. Duranda Greene (Chair)
Dr. Phyllis Curtis-Tweed
Ms. Belinda Darrell
Mr. Dwight Furbert
Mrs. Karmeta Hendrickson
Mrs. Evelyn James Barnett
Dr. Andrea Lightbourne-Webster
Mr. Cordell Riley
Mrs. Kathy-Ann Swan

The background of the page is a complex abstract design. It features a grid of circles, each containing different colors and patterns, some with concentric rings. The colors include red, blue, yellow, orange, and black. A large red triangle is positioned on the right side of the page, pointing downwards. The word "STRATEGIES" is written in a bold, red, sans-serif font, centered horizontally and partially overlapping the grid of circles.

STRATEGIES

STRATEGY 1



STUDENT SUCCESS

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

BY 2023, WE WILL:

- . Establish academic, technical, and professional programmes to meet the changing needs of the community
- . Streamline academic and vocational pathways
- . Diversify student success metrics
- . Foster excellence in teaching and learning
- . Ensure quality and relevance of educational programmes
- . Update student support services to meet student needs
- . Institutionalise the effective use of information technology (IT) to encourage students to use self-serve options

STRATEGY 2



CAMPUS CULTURE

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

BY 2023, WE WILL:

- Enhance campus culture and improve the College identity
- Practice shared governance and data-driven decision making
- Develop and promote a 'community of care'
- Develop and promote an environment that supports a healthy work/life balance

STRATEGY 3



HUMAN CAPITAL

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

BY 2023, WE WILL:

- . Invest in human capital through strategic training and development
- . Evaluate and act upon strategic opportunities within the context of the mission and vision for 2023
- . Institutionalise the effective use of information technology (IT) systems by providing employees with the knowledge and resources to support their use
- . Empower employees to operate within the range of their authority
- . Ensure Bermuda College has the optimal human resources to enact the College's goals through to 2023 and beyond



STRATEGY 4

DIVERSIFICATION OF REVENUE & PARTNERSHIPS

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

BY 2023, WE WILL:

- . Diversify revenue opportunities and partnerships to increase autonomy
- . Ensure adequate funding to finance the 5-year Plan
- . Establish the College as a resource and hub for intellectual activity and development for the community

STRATEGY 5



INFRASTRUCTURE

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

BY 2023, WE WILL:

- . Upgrade technology
- . Upgrade facilities
- . Establish and promote Bermuda College as an eco-friendly campus
- . Beautify and make the campus more vibrant

STRATEGY 6



BRANDING & MARKETING

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

BY 2023, WE WILL:

- Rebrand Bermuda College
- Diversify branding and marketing strategies
- Review and update the College's vision and mission statements



**WE CAN ACCOMPLISH THIS
TOGETHER**





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