



BERMUDA  
COLLEGE

# ANNUAL REPORT

2019 - 2020

MANY PATHS.  
DISCOVER YOURS.



## 2019-2020 MISSION

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

## 2019-2020 VISION

Transforming lives through innovative education.

## CORE VALUES

COMMITMENT TO STUDENTS

QUALITY TEACHING

COMMITMENT TO EMPLOYEES

RESPECT, RECOGNITION AND BEING VALUED

COMMITMENT TO HIGH STANDARDS

STABILITY, SECURITY AND SAFETY

RESPONSIBILITY AND ACCOUNTABILITY

**Many Paths. Discover Yours.**

Information contained in this Annual Report 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:



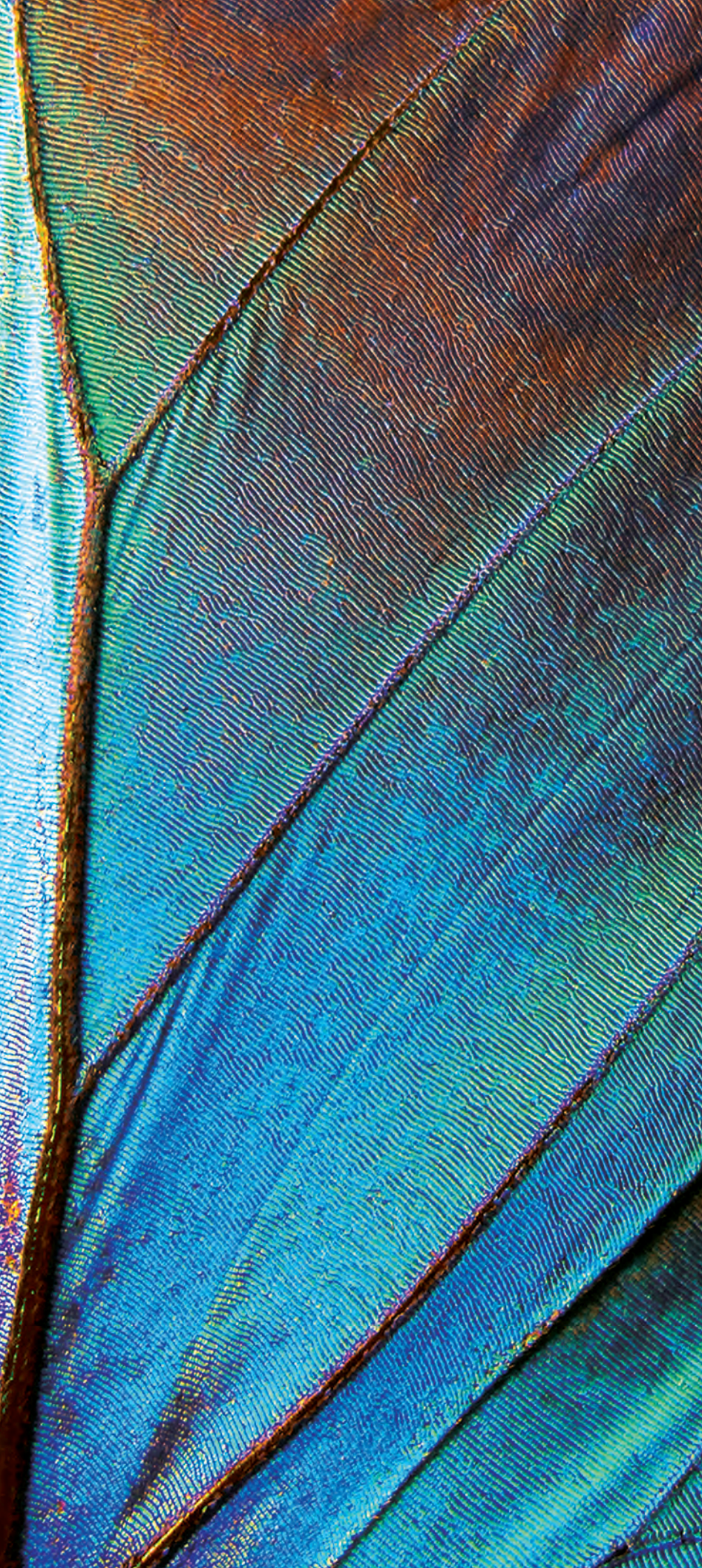
**New England Commission of Higher Education**

3 Burlington Woods Drive, Suite 100

Burlington, MA 01803-4514

■ Tel: (781) 425-7785 ■ Web: [www.neche.org](http://www.neche.org)





# DELIVERING SUCCESS

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# CHAIRMAN'S REPORT

Mr. Peter Sousa



The first full year of implementing the College's five-year Strategic Plan – Vision 2023 “Delivering Success”, has shown undeniable progress, underscoring for the Board and the College community, the prescience of the College motto, *magna mirabilia portendi* (“great and wonderful things are foretold”). The six strategies upon which the Plan is established have all been initiated with the trademark commitment and diligence of the faculty, support staff and administration of the College, for which the Board expresses its deepest gratitude.

As you look through the reports of the next several pages, you will see for yourselves the remarkable achievements that highlight this 2019-2020 Annual Report, and agree with us, that the future of this institution remains bright with promise.



## HIGHLIGHTS

- The Board welcomed the official launch of the Bermuda College Foundation on October 29, 2019 with its tagline, “Investing in Our College, Our Bermuda, Our Future”, and accepted its operating priorities.
- The Re-brand of the College continued in earnest with the approval of new colours, logo and tagline, “Many Paths. Discover Yours”. Similarly, as part of the Strategic Plan, the Board approved the adoption of its new **Vision Statement**: “*Transforming lives through innovative education*” and **Mission Statement**: “*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.*”
- Two Honorary Fellows were confirmed for the Induction Ceremony and Dinner of the Company of Honorary Fellows in February: Ms. Cheryl-Ann Lister and Dr. the Honorary E. Grant Gibbons.
- The Financial Statements for 2017 were approved.
- The Board Retreat was held in September, and included enrolment and funding priorities.
- Terms ended for Mrs. Malika Cartwright, Mr. Bruce Sharpe and Mrs. Kathleen Sharpe Keane, whose service and contribution to the Board have been exemplary. The Board also welcomed new Board appointees, Mr. Nasir Wade, Deputy Chair, Miss Whitney Butterfield, Mr. F. (Chip) Gillis, and Mr. Jason Hayward.



### BERMUDA COLLEGE BOARD OF GOVERNORS

Front Row: Peter Sousa (Chair), Dr. Duranda Greene (President), Mr. Nasir Wade (Deputy Chair)

Middle Row: Miss Whitney Butterfield, Ms. Latifa Smith, Mrs. Delight Morris, Mrs. Romelle Warner, Ms. Cherie Dill

Back Row: Ms. Necheeka Trott, Mr. Christopher Famous, Mr. Jason Hayward, Mr. Randolph Horton J.P., Mr. Jerome Reid, Mr. Romeo Ruddock

Missing from photo: Mr. Frank (Chip) Gillis, Mrs. Valerie Robinson-James, Ms. Kathleen Sharpe Keane



# PRESIDENT'S REPORT

Dr. Duranda Greene



As we reached the end of this fiscal year, we faced a pandemic which forced Bermuda College, like other higher education institutions around the world, to close its campus and switch to remote learning and working from home. The unprecedented nature of the Covid-19 pandemic has caused much uncertainty but there has been little disruption to our students and employees while transitioning to the new learning and working environments. Although the pandemic is far from over, I am confident that through the perseverance, dedication and commitment of the administration, faculty and staff of Bermuda College, we will fare well. I am indebted to the Senior Leadership Team and the Emergency Management Team for their support and assistance in their handling of the pandemic to date.

This year we have seen the College make extraordinary progress on its Strategic Plan, *"Vision 2023: Delivering Success"*. In this first full year of undertaking, it is humbling to see the Plan so fully embraced, and supported by the various constituent components of the College community. Each of the six strategies of the Plan reported development on the Vision for 2023 – from the establishment of partnerships and programmes in allied health professions, marine science, aquaponics, and other disciplines, to significant technology upgrades, the first employee conference to improve campus culture and the development of our human capital, to infrastructure upgrades and the introduction of new marketing strategies to support our new brand – all in all, the College continues to be an institution of which its community can be justly proud.

Bermuda College prepared and submitted its 5-year interim report to the New England Commission of Higher Education (NECHE) during this reporting period and looks forward to hosting a virtual site visit in July. The interim report prepared under the leadership of the VP Academic & Student Affairs, Dr. Phyllis Curtis-Tweed, outlined the progress the College has made since it was re-accredited in 2015 and highlighted the areas of focus for the next five years leading up to its 2025 comprehensive review. The report also responded to the areas of emphasis as identified by the Commission. Thanks to all of the employees that assisted in the development of the interim report.

The success of our students is always a joy to chronicle and I invite you, the reader, to note how wide-ranging and far-reaching their stories are – through hard-earned awards, scholarships, achievements and recognition, setting them solidly on their path to further academic or career pursuits.

As always I am grateful for the support of the Board, the senior leadership team, senior managers, faculty and staff for their combined contribution to make this another successful year for Bermuda College. A warm and sincere, thank you.

***Great things are indeed foretold!***





## ABOUT US

Bermuda College was re-accredited by the New England Commission of Higher Education (NECHE) in 2015, and has over 1000 students including the Division of Professional and Career Education registrations; 674 of whom are registered in credit courses. There are 39 full-time lecturers. Bermuda College offers a variety of academic, technical and professional courses in the following Divisions: Arts & Science; Business Administration, Hospitality & Technical Education; Nursing and Allied Health and Professional and Career Education (PACE). Credit programmes lead to associate degrees, diplomas or certificates, while the College's partnerships with external institutions provide on-Island access to undergraduate degrees and professional certifications and designations.

Bermuda College embraces the community college philosophy and is dedicated to offering the highest standards of academic and professional excellence. It boasts a virtual campus with wireless coverage throughout the campus.

### HISTORY

The College was created by the Parliament of Bermuda through the passage of the Bermuda College Act in 1974 with the amalgamation of three flourishing institutions: the Bermuda Technical Institute, established in 1956; the Bermuda Hotel & Catering College, established in 1965; and the Academic Sixth Form Centre, established in 1967.

### SIZE OF CAMPUS:

26 acres

### DEGREES AND CERTIFICATES GRANTED:

Associate degrees, certificates and diplomas

### NUMBER OF FACULTY:

39 full-time lecturers

### AVERAGE CLASS SIZE:

15 students

### ENROLMENT:

674 students (Academic Divisions)  
Over 1000 registrations (Division of PACE)

### FOR BERMUDA COLLEGE STRATEGIC PLAN DETAILS VISIT:

<https://www.college.bm/index.php/about/bc-governance>

*Photo above: Class of 2019*



## VICE PRESIDENT OF ACADEMIC AFFAIRS

Dr. Phyllis Curtis Tweed Ph.D.



This academic year 2019-2020 will ever be remembered for the global coronavirus pandemic which led to the sudden closure of college campuses and an immediate shift to remote teaching and learning all over the world. Bermuda College's successful navigation of the sudden switch to remote teaching and learning was a major accomplishment.

Once again, the spirit of teamwork and collaboration soared above all concerns and challenges, unifying the community in support of student success. Special thanks and recognition to all ASA team members, to the Institutional Effectiveness Task Force committees, to our Academic Council and to our faculty and staff for their work. The Instructional Resource Specialist and Distance Education Committee also ably supported faculty to ensure a successful transition to remote teaching and learning.

Students accessed tutoring, counselling, and library services online and were assisted generally via phone, email and social media messaging by faculty, Student Life, the Registrar, the Vice President of Academic and Student Affairs and the President. Students in need were also supplied with equipment, such as laptops.

The College also temporarily suspended selected academic regulation/policies, offered grading alternatives such as pass/fail, and extended deadlines. College operations proceeded remotely to the degree possible with Academic Council and the ASA team diligently continuing their work.

Those Institutional Effectiveness Task Force Sub-committees, falling under the remit of the VP/ASA, completed several 2019-2020 Strategic Plan targets including:

- The Implementation of the co-requisite courses in Math and English by the Student Success sub-committee
- The development and launch of the Trust and Empowerment Conference by the Campus Culture Committee.
- The implementation of a revised employee appraisal process and the development of a campaign to be launched in Fall 2020 to recruit Bermudian faculty to Bermuda College.

In addition to these goals, numerous Strategic Plan action items were also completed including the development of new programmes and external partnerships.

In Spring 2020, the Academic Council approved a Marine Science Programme, which was developed by the ASA team in consultation with the Bermuda Institute of Ocean Sciences (BIOS), the Bermuda Aquarium, Museum and Zoo (BAMZ), and Dolphin Quest with opportunities for Bermuda College students to engage in programming offered by each entity.

The academic divisions thrived this year, as the following reports indicate. We were pleased to welcome Ms. L'Tanya Roberts as the new Dean of Business, Hospitality and Technical Education. The annual Corange Science Week, as usual, brought all Divisions together to promote science education with Bermudian forensic scientist, Dr. Desiree Spriggs as the 2019 Corange guest lecturer, and outstanding student, Bryanna Bell as the recipient of the Corange Scholarship.





# ARTICULATION AGREEMENTS & EXTERNAL PARTNERSHIPS

Coordinator  
Dr. Constance Ridley-Smith Ph.D.

## BROADER AREAS OF STUDY – DIVERSE LOCATIONS

The opportunities for Bermuda College graduates to take advantage of higher education pathways cover a broad spectrum of academic disciplines. These pathways have become more diverse through the creation of articulation agreements in four major jurisdictions: the United Kingdom, the United States, Canada, and the West Indies, and covering a broad spectrum of academic disciplines.

## HIGHLIGHTS

### New Agreements

- The Associate of Science degree in Marine Science is the newest programme at Bermuda College, offered through the Division of Arts and Science. For BC degree-holders, agreements for earning the Bachelor's Degree in Marine Science and related disciplines exist with the University of Rhode Island in Rhode Island; East Carolina University in North Carolina; and at Flagler College in Florida.

- Agreements with the New England Institute of Technology were renewed to facilitate progression from the Associate of Science Degree in Motor Vehicle Technology to the Bachelor of Science Degree in Business Management; and from the Associate of Science Degree in Information Technology to the Bachelor of Science Degree in Software Engineering or the Bachelor of Science Degree in Cybersecurity. Both sets of pathways feature Joint Admission, meaning that when a student enrolls in Bermuda College to begin the associate's degree, he or she is also jointly enrolled as a freshman in the New England Institute of Technology. The student will move seamlessly to the junior year at NEIT, upon graduation, provided the BC student meets qualifying conditions, such as having maintained the requisite grade-point average, .

- An agreement was tendered with Millersville University in Pennsylvania. In addition to plans being underway for a Bachelor's Degree in Atlantic World Studies, the agreement sets forth a variety of cooperative approaches between BC and Millersville, including the exchange of students, faculty members and research personnel; development of joint academic research and international workshops; and the exchange of scholarly, pedagogical, and publication rights.

- The College signed agreements in Mathematics with a concentration in Actuarial Science with St. Francis Xavier University in Antigonish (Nova Scotia), and Dalhousie University (Halifax). These new agreements grant BC students the option to study these subjects in the USA and in Canada.

### Nursing and Allied Health

Ontario Tech (Toronto, Canada) opened an Allied Health pathway for Bermuda College students. Both Ontario Tech and Framingham University (Massachusetts, USA) have opened Bachelor of Science degrees in Nursing. The College's nursing partnerships now spread across Canada, the United Kingdom, and the United States.

### Online

The existing Framingham University agreement was extended to include an online Master's degree and a Graduate Certificate in Educational Leadership as well as several online options for baccalaureate study. Online options were also extended at Ontario Tech to include pursuit of Bachelor's degrees in Allied Health, Commerce, Adult Education and Early Childhood Education.





## STUDENT SUCCESS STRATEGY 1

**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.**



## DIVISION OF ARTS & SCIENCE

Dean  
Tammy Richardson M.Ed.



Student Artist work displayed at End of Year Art Show 2019

An Arts and Science foundation provides students with an excellent introduction to a broad base of career interests. Staff and faculty continuously support a mandate of exposing and challenging new ideologies and theories, while sharing their knowledge and expertise, not just in the classroom, but also with the wider community.

### HIGHLIGHTS

- Two students from the Environmental Geography course, Dominique Williams and Daiquin Arorash-Jennings attended the Oceans Plastic Leadership Summit on the cruise ship RCGS Resolute from May 17<sup>th</sup> – 21<sup>st</sup>. The programme aims to engage CEOs and executives of large corporations who manufacture plastic consumer products to determine how to change the products they make so that the amount of plastics in the ocean is reduced. Students assisted in the lab, processing samples collected from daily trawls, and dissected fish to investigate the consumption of plastic particles. Dominique and Daiquin presented these results to local key stakeholders advising them of the importance of Sargassum seaweed to Bermuda.
- Students from the Climate and Our Future course were invited by Greenrock to speak to seniors at the Lifelong Learning Centre on the impacts of climate change. Latifa Smith gave a very engaging and emotional speech which helped to connect and bring understanding between these two generations on an increasingly relevant topic.
- Bermuda College entered 6 team exhibits in the annual Sandcastle Competition at Horseshoe Bay Beach. Dianni Minors won third place in the open competition with his rendition of King's Island at Castle roads - the fort that put the Spanish to flight. Jaqina Furqan, Eve Bottelli, Imani Richardson, Isaiah Camara, Bella Clementino, Marlena Ortega and Anthony Buckley also created extraordinary sand sculptures for the competition.
- Jordan Deshields, Atiya Furqan, Nisha Smith and Ken-nie Trott attended the Casualty Actuary Society Conference on Reinsurance at Southampton Princess in June 3<sup>rd</sup> and 4<sup>th</sup>. The students attended a wide range of educational sessions discussing the most relevant issues facing the reinsurance industry. They learned multiple strategies on how to be successful in passing the actuarial science exams, and were paired with an industry mentor to discuss topics affecting the liability industry from an actuarial perspective.



Nisha Smith

- Twelve Bermuda College students attended the largest global gathering covering the alternate risk and Insurance - Linked Securities (ILS) market. This initiative provided scholarships for Bermuda College students and shadow opportunities in the industry with ILS Bermuda companies. Actuarial Science student Nisha Smith was the overall winner for the ILS Convergence conference essay competition. Nisha was awarded a \$500.00 cheque for her essay on the topic of climate change.
- Actuarial Science students Atiya Furqan, Nisha Smith and Stefan Wilson were each awarded scholarships to cover tuition, fees and books from Athene Holding Ltd and Athene Life Re.
- As always, the Division is indebted to its faculty for leading by example through the sharing of their expertise with the wider community. Senior Art Lecturer Dr. Edwin Smith was part of a symposium of local and overseas artists at the Island Games Art Residency that ran concurrently with the Gibraltar 2019 Island Games.
- Art Lecturer Michael Walsh gave a presentation on his art work and the inspiration behind it.
- Senior Economics lecturer, Craig Simmons taught an economics class to students in Gomoa Fetteh, Ghana via Skype, part of a NGO programme to empower young people through education and sports.





Dr. Desiree Spriggs

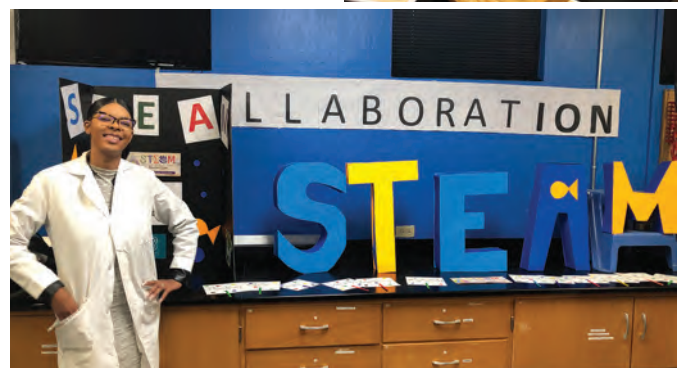
■ Corange Science Week 2020 featured Bermudian Dr. Desiree Spriggs; Forensic Scientist and Director of Operations of Helix Genetic & Scientific Solutions. Helix Laboratory is a forensic DNA analysis laboratory that recently expanded into clinical chemistry services. It is one of two Novel Corona Virus Covid-19 testing labs on the island providing Bermuda with the ability to conduct more than 200 tests, daily. Dr. Spriggs visited local schools, conducted a Master Class for senior secondary students and hosted a public lecture about her work as an integral part of the local justice system, providing for the first time, forensic DNA services to the Bermuda Police Service.



Corange Master Class Lecture



■ Bryana Bell was awarded the 2019 Corange Scholarship





## DIVISION OF BUSINESS, HOSPITALITY AND TECHNICAL EDUCATION

Dean  
L'Tanya Roberts BSc, MEd, MBA



Technical Education Students on the Airport Finger Solar Farm

The Division of Business, Hospitality and Technical Education provides opportunities for students to pursue careers in these respective disciplines. Faculty and staff are committed to ensuring that learning is current and relevant through practical experience and innovative instruction.

### HIGHLIGHTS



■ Six students in the Associate of Arts (Business Administration) programme: Ken-nie Trott, Attiyaa Boyles, Shatonae Desilva, Creeshon Watson, Ka'Ri Richards and Dazhja Greaves attended the Bermuda Convergence 2019 conference held at the Hamilton Princess & Beach Club in October. This event focused on the Alternative Risk Transfer (ART) and Insurance-linked Securities (ILS) market.



■ Diogo Mota, Kevin Da Costa, Randall King and Seth Samuels who were featured in last year's highlights by creating the Tree Frog App along with application developers in the Premier's Office, were this year

nominated for the 2019 Technology Innovation of the Year Award for their work, placing second. The hands-on experience gleaned from working with industry professionals, from the creation process through to the final interview presentation, was invaluable.

■ The Computer Information Systems (CIS) Department offered two new CIS classes for the Spring semester: Programming II and Operating Systems and Infrastructure. Students could now build on their Programming I skills, and expand their real-world hands-on skills through Operating Systems and Infrastructure.

■ Two students, Jameko Gomes and Kevin DaCosta, took part in the annual Technology Leadership Forum (TLF), a Government-sponsored partnership with private industry to provide real world experience to students seeking a career in the industry.



Tyler Trott

■ During the 2020 Science Week, CIS student, Tyler Trott was able to work with Dr. Carika Weldon, a Bermudian scientist currently working in the UK at the University of Oxford, and founder of the Bermuda Principles Foundation. Her study focused on Sickle Cell Anemia and Tyler was able to share his knowledge of the relatively new field of bioinformatics (the science of collecting and analysing complex biological data such as genetic codes). He was interviewed on the local news, and garnered a placement at the University of Oxford for the Summer, where he will be studying and conducting research with experts in the field of bioinformatics.



■ Bermuda International Long-Term Insurers and Reinsurers (BILTIR) hosted a Lunch and Learn event on campus for students within the Department of Business. The event aimed to bring awareness of BILTIR internship and scholarship opportunities. Thirteen students attended the session. BILTIR employee, and BC alumna, Kiara Somner was able to share her experience as a working professional.



Charnae Richardson

■ The Division was pleased to welcome BC CIS alumni Charnae Richardson to the IT Help Desk as a full-time technician for CCS. Ms Richardson is a graduate who continued her studies in the UK.

■ A partnership between Bermuda College and a Ghana-based NGO, Ace It Foundation, has provided unique internship opportunities for Bermuda College culinary arts students. The Foundation is co-founded by Bermudian, Quinton Sherlock, a former psychology lecturer at the College. Tremayne Bailey became the first Bermuda College student to participate in the 8-week long internship in Ghana.

■ In September a “Chopped” team-building cooking exercise by Chef Teneika Eve, was conducted in the training kitchen and the Prospect Room for an insurance company. This exercise was a great way to build community involvement and allowed colleagues the opportunity to engage with one another outside of the office in a fun, learning environment.

■ In conjunction with the Bermuda Tourism Authority (BTA) Restaurant Week, Culinary Arts students received a visit from Chef Eric Adjepong, a finalist on Season 16 of the Bravo Network’s “Top Chef” series. Chef Eric spoke with students, and then facilitated a Q&A period.

■ Dual enrolment students from the Department of Technical Education along with instructor Joseph Weeks; adjunct Allanette Hayward, and members of the organisation, Women in Construction, assisted students in the ongoing management of the aquaponics system and greenhouse.



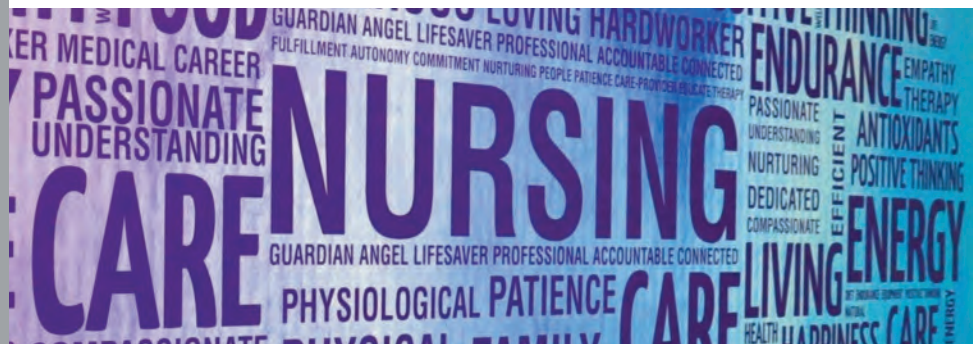
■ Technical Education Instructor, Joseph Weeks and his students (including several dual enrolment students), visited the Skyport/Aecon facilities at the L.F. Wade airport in February. This was an experiential, engaged learning approach which sought to maximise students’ learning experiences. Students visited the six-megawatt solar farm that has been built on the finger at the airport, and were introduced to string inverters, transformers, solar panels and submarine cables used to distribute the power to the mainland. They also visited the Air Traffic Control Tower, the Electronic Ground Monitoring Station, and the Bermuda Weather Forecasting Station.





## DIVISION OF NURSING & ALLIED HEALTH

Director  
Kathy Ann Swan, MA, BScN, RN



The Division of Nursing and Allied Health continues to evolve as it strives to be recognised locally and internationally for delivering high quality healthcare education. The goal is to meet Bermuda's healthcare workforce needs.

### HIGHLIGHTS

- The Division was extremely pleased to be able to report a **100% SUCCESS** rate in the Associate of Science in Nursing Programme. Three nursing students graduated with merit and one with distinction. Four nursing students received awards in the following categories: Director of Nursing and Allied Health; Clinical Competence; Academic Achievement; and the Impact Award.

- **82% SUCCESS** with the National Council Licensure Exam (NCLEX-RN) earning the graduates the right to use the RN designation

- The Nursing Programme added another top-quality clinical partner, Lahey Hospital & Medical Center, providing another opportunity for clinical experience for nursing students during the last semester of the Programme. Seventy of the required one hundred and eighty hours can be completed at Lahey Hospital & Medical Center.



Dr. Lynette Gibson, Barbara Tacklyn

- A new nursing scholarship was established by Dr. Lynette Gibson, and her family for a graduate of the Nursing programme. Dr. Gibson is a Bermudian professor and Director of Nursing Research at University of South Carolina Upstate. The first recipient was Barbara Tacklyn, a 2018 nursing graduate who is pursuing a Bachelor's Degree in Nursing.

- After collaborating with our key partners in allied health, the Division of Nursing and Allied Health commenced programme offerings with Pre-Health and Pre-Medical Programmes.



Class of 2019 - Nursing Graduates (in white) Demetria B. Packwood, Regina N. Dill, Ina-Bianca Kuesters, Najah A Garcia

#### Nursing Education Team

Mrs. Kathy-Ann Swan R.N., *Director of Nursing Education*, Mrs. Renee Faulcon R.N., Kim Ball R.N., Lisa Blyden R.N., Deon Burrows R.N., Kirsten Chow R.N., Tammoi Jarrett-Simons R.N., Karen Raynor R.N., Maxine Simmons R.N., Shaunae Smith R.N., Sonya Stowe R.N.



■ In the traditional Nursing Pinning Ceremony to celebrate nursing graduates, Chair of the Bermuda Nursing Council and 2019 Nurse of the Year, Mrs. Janice Mullings-George was guest speaker on the theme, “Professionalism”. Graduate Najah Garcia delivered the student address.



■ The Division of Nursing and Allied Health spearheaded this year's Science Week. The campus community welcomed more than 80 middle school students, teachers and counsellors to the campus during Demo Day to hear from representatives of more than fifteen healthcare professions highlighting the many roles of healthcare.

■ The Hospital for SickKids partnered with the Nursing Programme to deliver a workshop on Enteral Tube Feeding. This was a day-long workshop for healthcare professionals and nursing students to enhance foundational knowledge and skills essential to the management of enteral feeding tubes. It used a safety-based approach to enhance confidence and preparation, and was approved by the Bermuda Nursing and Midwifery Council for 7 Continuing Education Units.

■ At the onset of the Corona Virus pandemic, nursing faculty and staff ensured classes continued and made the students' success paramount. Unfortunately, however, eleven nursing students were unable to complete the required clinical hours required for graduation, due to the decision of healthcare organisations overseas not to grant entry to international students. Notwithstanding, the Division is pleased and proud of our nursing students and nurses, who assisted and continue to assist in the healthcare industry during the pandemic.



■ As part of the Family Health Nursing course, the annual Paediatric Health Fair was renamed, the 'All About Us Kids Expo' and moved indoors. It was hosted in conjunction with Lahey Hospital and Medical Center in March and proved to be an overwhelming success. Kudos to Kidada Robinson, Chelsey Walker and nursing students in Cohort 7 & 8.



■ During Spirit Week, nursing students went out in the community and conducted various health screenings at grocery stores and outside pharmacies – taking blood pressure, pulse and blood sugar, and providing health education to members of the public. One hundred persons had vital signs taken.

■ As always, the Director of Nursing and Allied Health works in close partnership with the Director of the Division of Professional and Career Education (PACE) in delivering the following programmes:

- Nursing Assistant (full and part-time)
- Nursing Assistant Bridging
- Emergency Medical Technician (EMT)



# COUNSELLING & CAREER CENTRE

Director  
**Nikkita Scott, Ed.M.**



The Counselling & Career Centre strives to provide personal and academic support services by designing programmes and initiatives that empower, guide, advocate on behalf of, respect, understand and support the personal and/or professional development goals of current and prospective students.

## HIGHLIGHTS

### Student Engagement

■ Student life really took root this year with the Courtyard outside Student Hall abuzz with activities from slip n' slide, to archery, to impromptu volley ball games as the weather permitted. The Student Centre, recently refurbished, became the "home away from home" and safe haven for many students. Late night study sessions on the lower level, and competitive pool, table tennis, and video games on the upper level became common and welcome sights. Security assisted by graciously saving the Student Centre as the last stop on their "closing of the campus" routine. Wednesdays became known for breaking out board games and enjoying some old fashioned fun, while Fridays injected the spirit of campuses overseas with the "Free Up Fridays" theme.

■ The Counselling & Career Centre worked with the BC App production team and effectively transitioned from Tockify, an online events calendar, to using the BC App to promote and assess programming. Student Employment spearheaded this move by posting monthly themes and corresponding events. The App was used to promote, capture attendance, and test the assessment of services. The BC App dashboard speaks volumes when reviewing data for the last year. (Figure 1)

■ The Student Employment Coordinator served as training support for the department and several colleagues across campus.

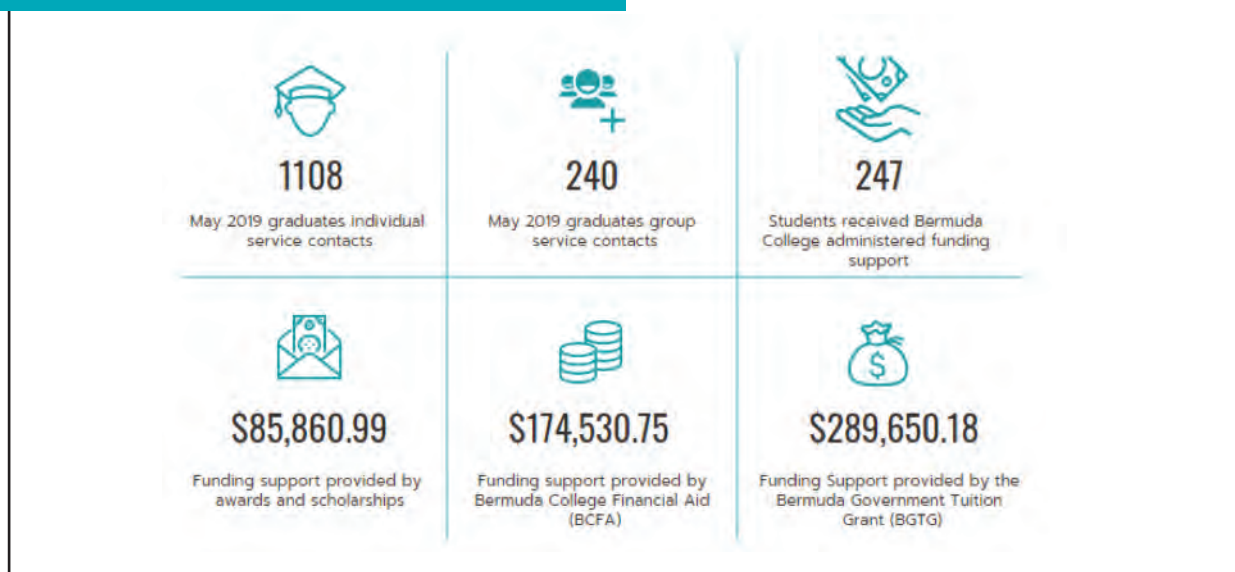
### BC APP DASHBOARD DATA

TOP EVENTS	ATTENDEES	FEEDBACK	RATINGS
Career Readiness	28	7	3.7
Sip and Paint	21	20	4.8
The Art of the Interview	21	17	4.6
Mock Interview Practice	20	12	4.6
How to be Successful	16	16	4.9

Figure 1

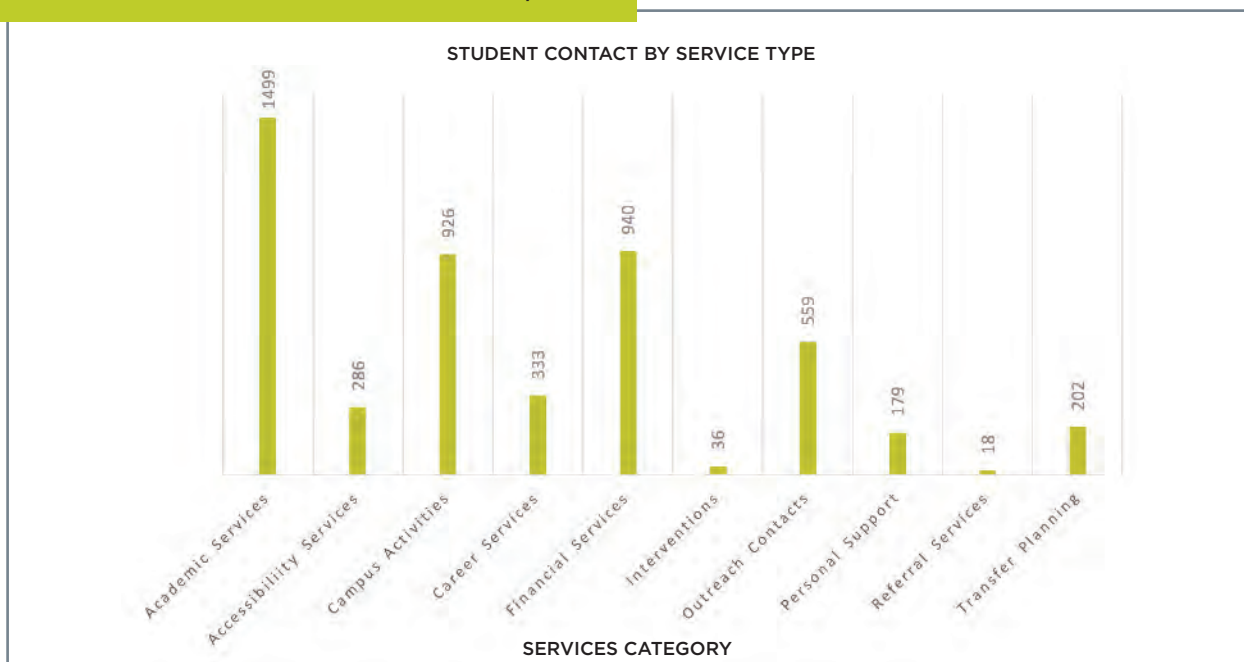


## IMPACT ON STUDENTS BY THE NUMBERS



Overall Usage of Counselling & Student Activities Services	17/18	18/19	19/20
Number of Students engaged (includes prospective/community clients)	688	840	758
Number of individual contacts (includes prospective/community clients)	3186	3370	3694
Number of psycho-educational groups/workshop contacts	275	467	878
Number of documented Student Activities engagements	340	307	423

## TYPES OF SERVICES ACCESSED FOR 2019/20



Campus Activities includes group, workshop, and student activities engagements



# ACADEMIC RESOURCE CENTRE

Director  
Dr. Lisa Osborne Ed.D.



ARC Speaker's Corner - Freedom Day

The ARC serves all students in their quest for academic excellence. It is an integral part of student success at Bermuda College, providing academic support in a friendly and comfortable environment. The ARC is responsible for tutoring, the Computerized Placement Test (CPT), academic skill-building workshops, Orientation, CSC Courses and the Associate Degree Dual Enrolment Programme.

## HIGHLIGHTS

■ In August, 120 new students took their first step toward fulfilling their higher educational goals and were welcomed by the enthusiastic BC family. Five student orientation leaders facilitated the campus event along with Division Deans who provided in depth information on their respective areas. This orientation marked the first BC event where the new BC colours were displayed. The BC Rebranding Committee provided outstanding assistance with the vibrant orientation signage and merchandise. Positive comments were received from students about the bags and T-shirts.



■ In October, the Speakers' Corner was held in the ARC. Approximately 40 students and employees attended to hear three students give passionate speeches about salary disparity between men and women in football, polygamy, and mental illness, sparking energetic and thought-provoking discussion. The Speakers' Corner has seen rapid growth since its inception in 2018. The ARC worked with the Student Government to organise this very successful event.

■ The ARC organised free healthy breakfasts during final exams in an effort to motivate students and promote healthy minds during this stressful period. Between May 1 and May 7, approximately 130 students enjoyed hot or continental breakfasts each morning. Several employee and student volunteers helped serve. The students reciprocated by expressing their gratitude.



■ On March 14, 2019, Pi Day, ARC Mathematics Faculty Tutor, Mr. Troy Ashby, recorded 12,000 Pi digits from memory for the International Pi World Competition. His outstanding work broke the Bermuda record and was displayed in the Art Studio on campus to inspire and motivate students, employees and visitors.

■ Dual Enrolment allows senior school students to earn college credit while still enrolled in high school. In May, five students in the associate degree dual enrolment programme graduated. Two were in the Division of Arts and Science and three in the Division of Business, Hospitality and Applied Science. The award for Most Outstanding Graduate in the Division of Arts and Science and the award for Most Outstanding General Business Graduate were presented to two associate degree dual enrolment graduates, Jordyn Richardson and D'Hstiny Seaman.



# BERMUDA COLLEGE LIBRARY

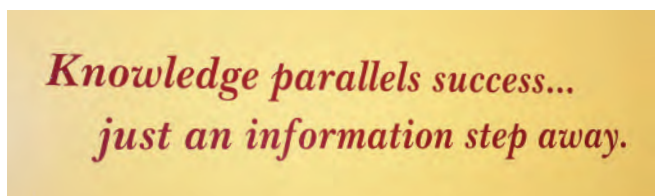
Director  
Robert Masters MLIS



The Bermuda College Library provides access to information and resources to enable student success; teaches research skills; and promotes the Library as one of the key facilitators of academic success.

## HIGHLIGHTS

■ The College Library's Instagram page has gained traction and grown to nearly 200 followers since it was launched in 2019. The platform has enabled direct communication with students, and includes information on new library books, display installations, library resource highlights and general information regarding library hours, library or other campus events. Additional engagement via social media was achieved through a social media competition. BC students and employees of Bermuda College were asked to share their appreciation for the Library on its social media pages for the opportunity to win a gift certificate. The winner was then photographed and displayed using those platforms.



■ The Library hosted The African Foundation Timeline Exhibit in November, featuring Mwalimu Melodye Micere Van Putten, Africalogist, author, educator and poet. The audience of almost 50 persons enjoyed a lively presentation showcasing the Timeline, visually displayed on a large, hand-made banner.

■ Since the closure of the College in mid-March 2020, library staff have been assisting students to access various databases, while responding to their general online queries. Three instructional online sessions were hosted by the Library to help more than 100 Bermuda College students and IB high-school students learn how to access the databases from their homes.



# INSTITUTIONAL RESEARCH & PLANNING

Co-ordinator  
Cordell Riley, M.Sc., JP



*“The goal is to turn data into information, and information into insight.”*

*~ Carly Fiorina*



The College collects a myriad of data, both qualitative and quantitative, to plan and make decisions that improve student success.

In this report, key indicators for the College are shared, along with highlights of some of the ad-hoc surveys that have served to improve our services, and better student lives.

## Enrolment

One key indicator is the total number of students. In 2019, enrolment remained below the 700-mark (674). (See Figure 1)

- **Staying Competitive.** The College, similar to its counterparts in North America, is seeking to reverse the challenges of enrolment declines. Declining birth rates and the increasing appeal of institutions offering online courses at competitive prices, have added to the emigration and weak economy that began the precipitous slide several years ago. With the advent of the coronavirus, Covid-19, in March 2020, Bermuda College was one of many that made the quick transition to having approximately 20% of courses online to 100% online. This may well prove to be an opportunity for the College in the near future.
- **Re-branding and Marketing.** The College continued its re-brand initiative in earnest, and revised its 5-year strategic plan, “Delivering Success”. While student success underpins the Plan, the renewed emphasis on re-branding and marketing forms part of the overall goal to increase enrolment.
- **Student Funding.** The Bermuda Government has continued to undergird the College’s efforts by extending student funding to ensure that no student is denied higher education due to a lack of funding. While the road ahead remains challenging, the establishment of the Bermuda College Foundation will also go a long way to make tertiary education accessible to more students, boosting enrolment.

## Graduates

Bermuda College continues to graduate approximately 100 students per year. In 2019 there were 123 graduates, 14% down on 2018. (See Figure 2)

- After graduation, one-third (33%) expressed their intent to further their education overseas, primarily to obtain a four-year degree. (See Figure 3)  
This figure has been trending upward since 2015.
- 22% of graduates indicated their intent to continue in the jobs that they already held.
- 22% intended to seek employment.
- 19% were going to remain at Bermuda College, most likely to pursue one of our affiliate programmes that lead to a four-year degree such as those offered by Mount St. Vincent and Georgia State University, or to gain a second associate degree. 52% of graduates planned to continue their education either at overseas institutions or through Bermuda College. Among those going overseas, Canada regained the top spot with 44% of graduates, matching the level reached in 2017. The United States followed at 33%, and the UK at 17%. (See Figure 4)
- Overall satisfaction with the College increased nearly 8% to 84% after falling to 78% in 2018. (See Figure 5)



## Surveys

■ **Internet Access Survey.** As the world grappled with the impacts of Covid-19, colleges and universities made the decision to close campuses in the interest of health and safety. The College conducted a stakeholder survey just before the campus closed on March 19, to assess the internet penetration rate for faculty and students. 100% of staff and faculty had access to the internet at home, while 99% of students had access. The focus then switched to assisting students who did not have access, or who did not have devices to allow them to connect to the internet.

■ **Working Nursing Graduates Focus Group.** Recent graduates of the Associate Degree of Science (Nursing) programme were asked about their employment status, how well prepared they felt, any challenges they faced, and how the programme could be improved for future students. Respondents stated that they were unprepared to handle deaths, particularly interactions with the deceased families. They conceded, however, that there was not much that could have been done to prepare them for deaths.

For the most part, nursing graduates in this study felt that they were well prepared to transition from the classroom to actual nursing duties.

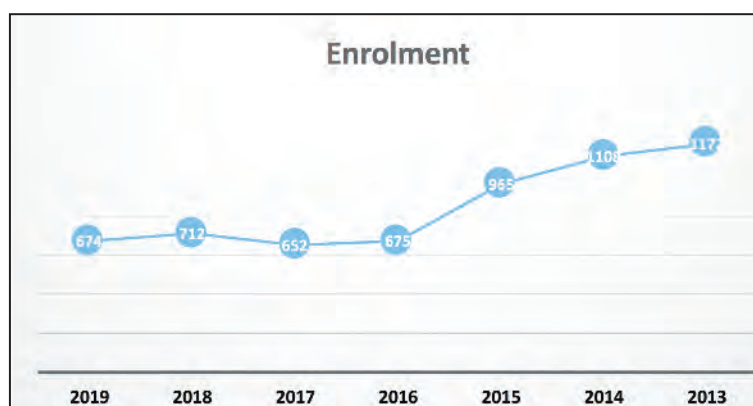


Figure 1

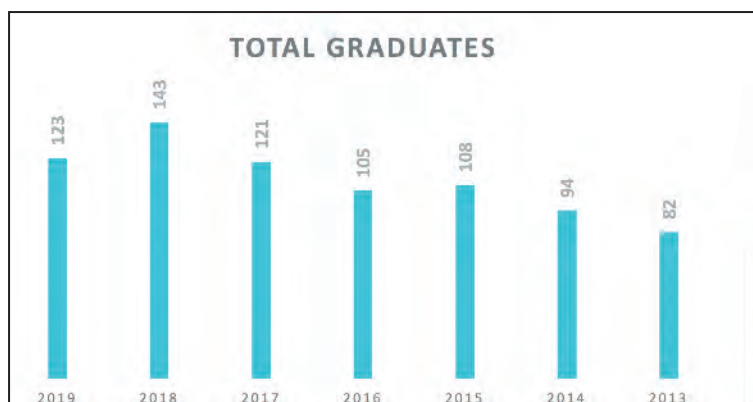


Figure 2

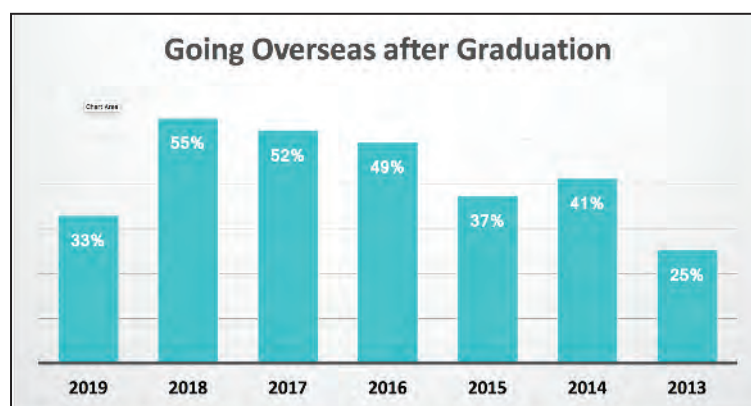


Figure 3

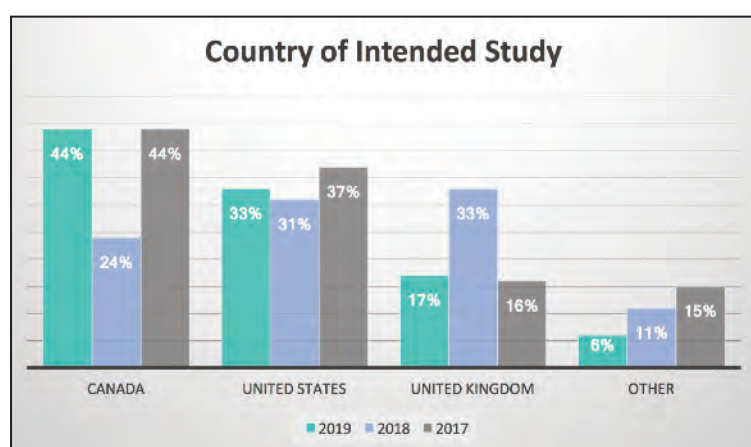


Figure 4



Figure 5



## ALUMNI SPOTLIGHT

Alumni from Class of 1988  
to Class of 2016



Bermuda College Alumni Ambassadors Event



### **ESTINA FRANCIS**

**Principal - Bermuda Monetary Authority**

Associates of Arts (Business Administration) - **Class of 2005**

"Attending Bermuda College ("BC") was a vital part of laying a foundation in my pursuit of higher education. Many of the skills and disciplines I acquired while learning at BC aided in my transition into my undergraduate degree at Oral Roberts University. All of the BC faculty and staff were excellent. However, I would have to say that Craig Simmons was my most memorable professor. He taught economics, which is a subject I've always found challenging. He created a fun and interesting learning environment that enabled me to excel...Don't listen to the naysayers! Bermuda College is a great transition into any university program, particularly for those who are unable or not ready to travel overseas. If you remain committed to your education, and hold yourself accountable, you can achieve great success and go on to do great things!"



### **ZELDON TROTT**

**Protection & Control Engineering Technician - BELCO**

Hospitality Management/Culinary Arts

Associates in Science (Electronics) - **Class of 1997**

"One of the main reasons I came to Bermuda College, was because I couldn't afford going away to university. The College was a good stepping stone whether starting your career or going off to university. When I started at the College I was able to start working at the Tynes Bay incinerator while coming to school, adjusting to college life, homework, and staying on top of my subjects. When I started working at BELCO they saw that I was at Bermuda College, and once I received my associates degree, I was able to get the job that I have now.

If you're not mature enough to go away to university or just don't have the funds yet, I would recommend Bermuda College and get a feel for college life before you go away. This is a first step and one of my greatest steps."



### **KAYLA WILLIAMS**

**East End Primary School - P1 Teacher**

Valencia Community College - Associates in Education, Mount St. Vincent University - B.A. Child and Youth Study - **Class of 2015**

"I graduated from the Bermuda College on May 15, 2015. The programme that I was in was a joint programme of Child and Youth Study with Mount St. Vincent University alongside Bermuda College. My experience with Bermuda College was valuable and beneficial. I can clearly remember faculty and staff that made my experience worthwhile such as Mrs. Denise Simons, Mrs. Ru-Zelda Severin, Mrs. Wendy Tully, Mr. Ashby, Dr. Ameenah Ahad and Mr. Oliver Pitcher Sr. If I can say anything to new students coming out of high school is that Bermuda College is a great stepping stone for a student. The help that you receive from faculty and staff and your fellow students will help as you continue your college experience."





### **IEJAH CAINES**

**Mason - Ministry of Public Works Department**

Diploma in Masonry Technology - **Class of 2013**

“What made me choose Bermuda College, was the fact I was starting a masonry trade and didn't know anything about it. Once I got into the class and started to learn more about the trade, I really started to like it. I found my experience very informative, because I was being taught by a Bermudian who knew the trade and really opened my eyes to what is available out there. The class really helped me not just with the masonry side of things, we also talked about engineering, surveying, and all other types of elements in the masonry industry.

This helped with my first job when I was one of the workers on construction of the wall just past the Paget stoplights. The experience that I received from the College really has helped my career, and I would like to say to anyone, ‘Don't let anyone stop you from chasing your dreams’.

Bermuda College really helped me in what I want to do, and with the help of faculty and my class mates, I was able to walk across that stage and receive my diploma.



### **KELLEY HALL M.S.W.**

**Medical Social Worker - Bermuda Hospitals Board**

General Studies (one year)

Sociology & Psychology (two years), **1988**

“I was at Bermuda College for three years in total. I then decided to continue my studies overseas and was able to transfer my credits to Spelman College for my undergraduate degree. I obtained my Master's degree in Social Work from Howard University, and subsequently returned to Bermuda College to take the opportunity of several counselling courses that were offered. My experience with Bermuda College has been made great by the caring of the faculty and staff there. They really took the time to help and guide me to the career that I'm currently in. The Academic Resource Centre was a big help as well when it came to getting extra help with my courses. Mrs. Sheridan Talbot set me on the right path with staying on top of my school work. Ms. Lois Tucker was my English teacher at the time, and really gave me a thirst for reading and writing. And my sociology instructor, Dr. Theodora Animashaun was the main catalyst who got me interested in sociology and a career in social work. We stayed in contact for many years after that time.”



### **BASIL CAREY**

**Corporation of Hamilton - Purchasing and Inventory Administrator**

Bermuda College - General Studies (Economics) - **1 year at Bermuda College**

Howard University - **Class of 2015**

“My goal for coming to Bermuda College, was to take as many economics classes as possible, as I intended to get my Bachelors in Economics from Howard University. I came to the College because I had missed the deadline to go abroad, but still wanted to go to school. Bermuda College was a great experience, and coming from the private school system, I found that Bermudian faculty delivered high quality lectures.

The College also really helped when networking. I met a lot of alumni that really helped me when I began working. Bermuda College is a real college and not the stereotype that people think about it. Even though you're taking the same type of classes that you would away, the small classes and the assistance from the teachers really helped prepare me for life abroad, and back on island. Come to the College because it's affordable, lecturers provide quality teaching, and you will leave with a great education.”



**PAUL TELFORD**

**General Manager at The Shore Club on Long Bay Beach, Turks and Caicos Associates in Hospitality Management - Class of 1994**

"My father was one of the first graduates in the Hospitality programme at the Hotel College. This was one of the reasons I became interested in hospitality. When the opportunity came for me to go to college, I had already made up my mind to go to Bermuda College before I went overseas. I felt I wasn't ready yet to go to university, and Bermuda College was my stepping stone to becoming independent. When I finally did go away, I was prepared to jump right into the programme at the University of Buckingham and excel.

Young Bermudians need to understand what Bermuda College can do to help you to further your education. Barbara O'Shaughnessy was one of the lecturers that really helped me. She gave me that extra push when it was needed. To anyone wanting to go further in your education, Bermuda College is the place to start. It's a great stepping stone for the next chapter of your life."

**KAYLA WILLIAMS**

**Administrative Assistant to the Executive Officer at Government House Associate of Applied Science (Culinary Arts) - Class of 2016**

"I believe this is one of the best programmes offered at Bermuda College; the quality of instruction is extremely good for the price you pay. My chefs were Bermudians that both went to prestigious culinary schools abroad – the Culinary Institute of America and Johnson & Wales – and had experience in the industry prior to teaching at Bermuda College. Through their skills, passion and enthusiasm, they made the programme really wonderful.

I originally planned to study overseas, but couldn't afford it at the time. Bermuda College offered the programme I needed and was budget friendly. I learned so much... team building, team effort, time management. Hospitality will always have a place in my career. It has inspired me to start my current business, with plans to expand and grow it as I go. I also want to own my own restaurant someday. If it wasn't for my two-year experience at Bermuda College, I might not have had these aspirations!"

**TARIQ LYNCH-WADE**

**Operations Safety Oversight- Bermuda Civil Aviation Authority  
Bermuda College - Associate's Degree - Actuarial Science - Class of 2012  
Georgia State University - Bachelor's Degree -Actuarial Science - Class of 2016**

"I started at Bermuda College when I was 16, after graduating from Berkeley. I wasn't ready to go away yet, but when I first came to the College, I admit I played around a lot, and really didn't take the College seriously. I will say it helped me with networking and talking to people, and getting a lot of my basic classes out of the way. When I came back the second time I was ready and knew what I wanted to do. What I really like about being at the College, was the ability to get all of my math classes out of the way before I went away to Georgia State University. The small classes really helped and the faculty being there for you helped me to prepare to go overseas to GSU.

I will always encourage people to go to the College, especially if you're interested in actuarial science, because you can get a quality education, small classes and help from the faculty which prepares you for the next step."





## CAMPUS CULTURE

### STRATEGY 2

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.

## HUMAN CAPITAL

### STRATEGY 3

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.



# HUMAN RESOURCES & DEVELOPMENT

Director  
**Lorrita Tucker** A. Clnt.L.Ex



The main objectives embedded in the strategic goals of campus culture and human capital are to foster college identity and to promote a culture of learning that leverages talent and expertise while engaging employees and students, internally and externally.

## HIGHLIGHTS

- The Committee worked diligently to host an event reflective of employees' desire to work in a collegiate environment, where shared decision-making is practiced, employees are empowered, and decision-makers are fully trusted. This was a natural continuation from the recommendations of the 2016 Climate Survey and the highlights of the 12 recommendations that resulted.

- Three one-day employee conferences were scheduled for 2020, with an overarching theme of 'Trust and Empowerment'. The first part of this employee conference was held on campus in January. Primary facilitators were from the Trust Edge Leadership Institute, based in Minnesota, USA. They were joined by local facilitators Dr. Myra Virgil, who assisted the College's support staff employees to lay the foundation for defining College Service; and Mr. Richard James, who worked with the College's management team, focusing on the Four Essential Roles of Leadership. Dr. Phyllis Curtis-Tweed, Vice President of Academic and Student Affairs, hosted a workshop for faculty on understanding Shared Governance and the faculty role. The day concluded with the Trust Edge's presentation on four of its eight pillars for trust: Clarity, Compassion, Character and Competency. An employee survey conducted in the aftermath of the Conference indicated overwhelmingly positive results, with encouraging feedback on the individual sessions. The free responses will assist the Committee to determine next steps.

- In collaboration with the Sub-committee for Human Capital, the Human Resources Department made distinct progress on revising the current faculty evaluation system and employees' performance appraisal systems. The main objectives were to combine both systems for more practical application; moreover, to connect the annual employee performance review directly to the College's Strategic Plans and to its Core Values. The separate systems were combined to meet a number of practical objectives with an emphasis on coaching and developing employees based on the Situational Leadership model.

- The 360 Degree Evaluation was eliminated, and the Professional Development process was revised to allow employees' support in their goal completion as well as in their professional and personal growth. The latter embraces the holistic approach to employee development.

- The College's Support Staff Association was invited to join with the Human Capital Committee and the Human Resources Department to assist in revising the current Merit Award component. After receiving feedback from support staff, the JCC ad-hoc committee devised a proposal that would assist in meeting the objectives of rewarding goal completion based on the College's Strategic Plan and rewarding meritorious service.

### Professional Development

By the end of this reporting period, March 31, 2020, the Human Resources Department sponsored more than twenty professional development activities, each tied to the mission and activities of Bermuda College and its departments.

Through PD,

- Three science faculty members and tutors attended STEM and Aquaponics Conferences

- Funding for Red Cross Certification renewals supported safety in our science labs.

- Three faculty members attended the Generation Learning Spaces conference.

- Members of the College's Academic Resource Centre attended the Annual First-Year Conference.

- Two employees were sponsored at the Chair Academy; two at the NISOD (National Institute of Staff and Organisational Development) Conference; two at the National Association of Career Educators (NACE); and one at the Human Capital Learning Institute.

- Two staff members were sponsored to enrol in the Division of PACE's Supply Chain Management Association (SCMA) courses; and one at American Management Association (AMA ) programme.

- Two faculty members were able to accompany students who attended the LGBTQ Conference in San Francisco, California.

#### ■ Employee Recognition and Reward

In February 2020, the College held its Long Service and Employee Awards Dinner to recognise long service awardees, retirees, and to select the Employee of the Year. Deputy Chair of the Board of Governors, Mr. Nasir Wade attended on behalf of the Board.



Dwight Furbert, Rui De Sa, Cordell Riley



Carleen Place,  
(missing from photo) Lee-Ann Liles



Griselle Almagro-Lightbourne,  
Cannoth Roberts



Jacqueline Wade, L'Tanya Roberts,  
Robin Ingham, Alnisha Simmons  
(missing from photo) Troy Ashby, Shawn Deshields



Dwayne Thompson



Craig Simmons  
Ann Parsons



Barbara O'Shaughnessy



Marie Franklin, Laverne Grant  
(missing from photo), Trescot Wilson

#### EMPLOYEE OF THE YEAR 2019 NOMINEES

Mrs. Lauren Alleyne, Mr. Troy Ashby, Mrs. Ahisha Francis, Ms. Algene Maybury, Mr. Keith Philpott, Mrs. Carleen Place, Ms. Tammy Richardson, Mrs. Renika Stowe, Ms. Ru-Zelda Severin, Mr. Gladwyn Trott, Ms. Necheeka Trott



**EMPLOYEE OF THE YEAR 2019 AWARDEE**  
MRS. RENIKA STOWE received a certificate of recognition, a cheque, and a travel voucher.



## VICE PRESIDENT OF FINANCE AND OPERATIONS

Dwight Furbert CPA



This has been a singular year of achievement against a backdrop of challenges for those areas under the remit of Finance & Operations. I am truly indebted to the managers and their staffs for an outstanding year of productivity, notwithstanding the very real issues presented by the corona virus to the overall operations. This is particularly true for the information technology preparedness, the physical infrastructure, and the rapid adaptation to the new learning environment.

Prior to the pandemic, we were enjoying positive progress in addressing the objectives of the Strategic Plan through the Institutional Effectiveness Task Force, co-chaired by the Vice Presidents of Academic & Student Affairs, and Finance & Operations – highlights of the latter, I am happy to summarise below...

### INFRASTRUCTURE TEAM

- A conditional survey of instructional places was undertaken by an external consultant with the end result being the establishment of preliminary budgets for classroom modernisations.
- A Maintenance Master Plan focusing on the prioritisation and timing of campus wide maintenance is in its final stages. As the College Infrastructure ages the Master Plan will help to ensure that precious resources are used where they are needed most

### DIVERSIFICATION OF REVENUE

- The Revenue Diversification Team is drafting an RFP to secure the services of a Business Plan Developer.

### MARKETING & REBRANDING

The Marketing & Rebranding Team worked tirelessly to ensure that the new College brand is recognised island wide. The benefits of partnering with an external ad agency in incorporating the view/ideas of alumni, students, faculty, and support staff in the rebranding effort continues to reap favourable dividends. The new logo, colours, and tagline have rapidly become synonymous with Bermuda College. Considerable improvements were made to our website, evidenced in the improved functionality and aesthetics. In addition, the College Bookstore continues to receive positive reviews about its “BrandsFormation”.

### Information Technology

The IT Department continues to meet the demands of an ever changing technical environment. Work efforts have focused on maintaining and enhancing the reliability, consistency and sustainability of the College's network.

Specific improvements during the year included the following:

- Enhanced Wi-Fi coverage on campus
- Vetting, testing and purchasing of remote learning software for Covid-19 Pandemic
- Purchased and installed of approx. 20 new laptops
- Various Cisco switches replaced
- Upgrades to software to accommodate major improvement/changes in our CCTV system
- Replacement of aging UPS systems

Once it was decided that classes would be held remotely due to the Covid-19 pandemic IT played a crucial role in evaluating remote online learning options and choosing preferred products that met the College's needs.

### Facilities Management & Security

Facilities management and Security staff often work very closely to ensure that health and safety standards are maintained at the College. Towards the latter part of our financial year routine maintenance gave way to intense Covid-19 facilities preparation. The facilities and security workers performed admirably in uncertain and stressful times, and were able to sanitise and secure the campus with very little notice.

### PACE

Currently the Division of Professional and Career Education (PACE) offers over 200 online courses, and continues to position itself to respond to an anticipated increased demand for job retraining resulting from the recent downturn in the economy.

### FINANCIAL STATEMENTS

As at the end of March 31, 2020 Bermuda College was awaiting audit opinions on its 2017/18 & 2018/19 financial statements. This is a significant milestone for the College as it is now current with its annual financial audits. It is also a tribute to the hard work, perseverance and dedication of the finance team and other staff members who were involved directly or indirectly with completing the audit files.





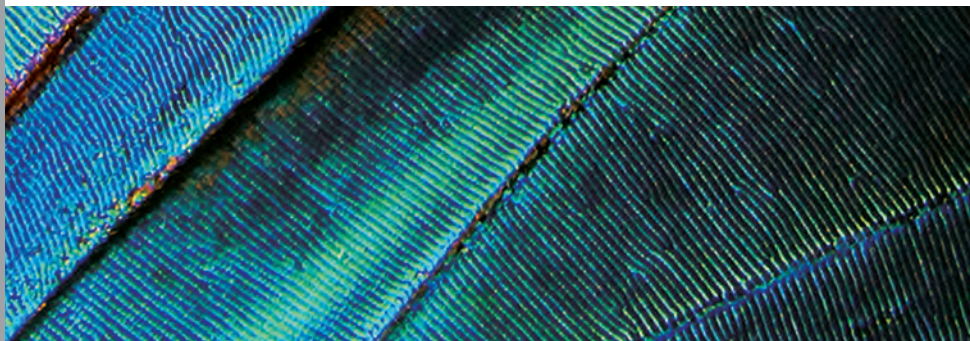
## DIVERSIFICATION OF REVENUE & PARTNERSHIPS STRATEGY 4

**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.**



## DIVISION OF PROFESSIONAL AND CAREER EDUCATION(PACE)

Director  
Tawana Flood MTA



The Division of Professional and Career Education (PACE) plays a critical role in empowering Bermuda's human capital, assisting learners to realise professional and career goals as they keep pace with a dynamic and growing global economy. The Division's core mission is to provide relevant professional and workforce development training, contract training, online bachelor and master's degree programmes and accelerated professional review programmes from established and renowned agencies in Canada, the United Kingdom, the United States and the Caribbean.

To ensure relevancy and financial viability, the programmes are designed and developed with input from government, local and global professional networks, employment and recruitment professionals and major industries that drive Bermuda's economy. Moreover, all instructors are qualified and accomplished professionals in the community who bring practical experience and a passion for their subject areas in to the classroom.

The Division of PACE also extends opportunities through vital external partnerships with globally recognised institutions thus ensuring first-class instructional competency and internationally standardised curricula. Programming continues to expand and diversify in order to meet the needs of the community. This year the Division offered over 200 online courses varying from Instagram for Business to Project Management Bootcamps.

### PACE REGISTRATIONS

500+	Compliance Programmes
275	City and Guilds Level 1 Employability Skills
70+	Financial Literacy Workshop Series
55+	Online Professional Development Courses
40+	ACCA programme
45+	MSVU Programme
22	CNA Programme

## HIGHLIGHTS

■ The Division partnered with independent restaurant groups, the Bermuda Tourism Authority, the Department of Workforce Development, and the Tomasz Tabor Memorial Fund to offer the Learn-to-Earn programme which paid participants while they trained for careers in the restaurant industry. This programme was launched in response to a 2019 PWC Bermuda study that indicated the island's need for hospitality workers would increase as new hotels open by 2021, including St Regis Bermuda Resort, Azura Bermuda and the Bermudiana Beach Resort.

■ The Division partnered with the Chartered Financial Analyst Society Bermuda to offer a four-part series covering the core financial literacy topics of budgeting and saving; income, expenses and debt; planning for your retirement; and putting it all together. The objective was to educate and empower participants so that they could adopt healthy spending and saving habits. Both semesters were fully subscribed with over 70 registrants.



Bermuda College celebrates new partnership with Global Knowledge

■ The Department of ICT Policy & Innovation launched the 2019 IT Career Guide for students seeking a career path in the field of Information and Communications Technologies (ICT). The Division was proud to be a part of expanding local training opportunities surrounding new technologies. An intensive full-time coding boot camp was offered in partnership with Bermuda Government and The Division partnered with Global Knowledge (GK), the world's leading provider of IT skills training. Local students now receive industry-accredited training via GK's state-of-the-art virtual classroom technology. The initial course offerings included the training for the Project Management Professional (PMP) certification examination, the internationally recognised gold standard for project management.

■ The Division of PACE was exceptionally pleased with the enrolment figures during its first year of offering compliance courses with over 500 registrants in the International Compliance Association (ICA); the Association of Certified Anti-Money Laundering Specialists (ACAMS); and KIXKO programmes respectively. Over 50% of these students were recipients of the Bermuda Government training grant.



Bartending Students

■ The bartending course instructor was commended in the local news for her innovative teaching efforts. This year PACE partnered with Coco Reef Resort to host a final exam in the form of a Halloween-themed final costume party with drink sampling, live DJ and refreshments. The general public and potential employers were invited to assess the students' final practical exams.



Proud MSVU graduates from the Mount St. Vincent University (BBA) programme

■ The Mount St. Vincent University Bachelors of Business Administration (BBA) programme remains the most popular choice of the Associate of Business graduates who want to complete Bachelor degrees but who cannot leave the island. Eight Mount Saint Vincent University Bachelor's degree graduands participated in May 2019 commencement ceremonies.

■ PACE welcomed its sixth cohort of students in the University of West Indies (UWI) Postgraduate Diploma in Education programme for teacher certification in various subjects. The 13th Annual Awards Celebration was held in December where 125 students received international qualifications and workforce or professional development certificates. 283 certificates were awarded to high school students who had completed the City and Guilds Entry Level Introductory Award in Employability Skills, with a further 11 students earning the Certificate for Nursing Assistants.









## INFRASTRUCTURE STRATEGY 5

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





## INFORMATION TECHNOLOGY SERVICES

Director  
Ben Nwasike MA

Information Technology Services (ITS) oversees the administration of all computing services at Bermuda College. Those services include, but are not limited to, the acquisition and management infrastructure, the management and provision of helpdesk services, installation and maintenance of desktops, laptops, Enterprise Resource Planning (ERP) applications, and user training. ITS also maintains the email system, campus collaborative portal and websites, as well as the learning management system (LMS), Moodle, and printing services. Support for the College's computer labs and audio-visual services fall under this remit.

### HIGHLIGHTS

■ A new vendor was selected to support the IT infrastructure and commenced operation in June 2019. The new vendor was charged with addressing key issues identified in the previous year's technology audit report, namely:

- Fixing network misconfigurations that had caused service outages. This was completed during the Dec 2019 holidays.
- Replacing aging network equipment to achieve optimum performance and higher availability. Phase one was completed in March 2020, and entailed the replacement of the old network Cisco switches in Brock Hall, Student Hall, North Hall and West Hall with newer Fortinet network switches.
- Rebuilding the VDI by consolidating resources for higher efficiency and resiliency. This was completed in January 2020

■ A cloud-based data backup system was implemented to provide additional protection of institutional data and meet compliance requirements. The service consisted of a total storage space of 10 terabytes and included backup of the following:

- Fileserver and databases so that loss or deleted are easily re-created
- Virtual machines so that application servers are easily re-created and provisioned in the event of server failure

■ A new redesigned BC App on Ready Education platform was introduced in order to promote greater student engagement throughout the campus. Among the many benefits introduced by the enhanced App are push notifications, community walls for posting information, targeted communication by College personnel, QR code readers for event check-in/check-out, and the App usage analytics and dashboards. The roll-out of the new College App was timely as traditional email messages are proving less effective in meeting student engagement objectives.

■ The College website was re-branded and re-designed to reflect the new BC branding, and to achieve easier navigation. In addition to aesthetical enhancements, accessing programme information by visitors and prospective students has greatly improved.

■ Additional external wireless access points were installed to improve wireless connectivity in the courtyard areas covering Student Hall, Brock Hall, Hallett Hall, College Centre and Library building.

■ A secondary internet bandwidth was installed based on a fibre broadband to cater to the use of personal devices on campus, and to prioritise College core functions (teaching, administrative, infrastructure, etc.) over non-college functions in the use of the available internet bandwidth.

■ An online form was created, tested and implemented for students to apply for financial aid and Bermuda government grants.



# FACILITIES MANAGEMENT & SECURITY

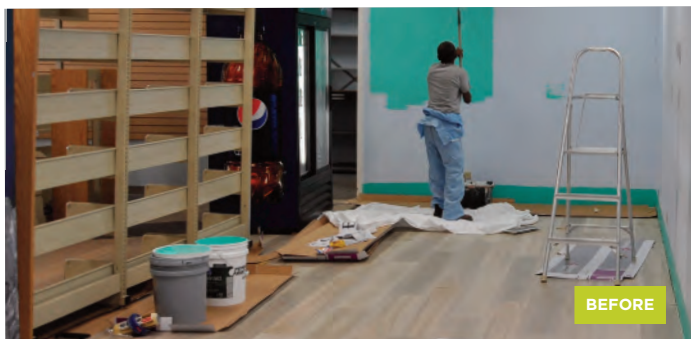
Plant Operations  
and Facilities Manager  
Cleun Gaiton MPM



The Facilities Management and Security Department is responsible for the overall maintenance of the facilities and grounds of the College campus, including painting, electrical, plumbing, air-conditioning, refrigeration and maintenance contracts; the monthly elevator service; a physical security presence on campus; and the mail system.

Bermuda College has invested considerable capital on renovations to buildings to extend their life cycle and to enhance the student and staff experience at the College.

## HIGHLIGHTS



■ The rebrand of the College this year produced campus-wide improvements, including the complete makeover of the College Bookstore using the new brand colors, theme, and logo. (photos above: before & after)

■ Keen on staying current and compliant with health and safety standards, all water tanks were cleaned and chlorinated, and the College drinking water was given a clean bill of health by the Department of Health.

■ One of the chillers that services the College's HVAC operation was able to be rebuilt using a local vendor. This resulted in greater HVAC efficiency and lower operational costs.

■ The College has replaced approximately 25 percent of the perimeter with LED lighting to improve night-time lighting coverage.

■ The campus CCTV network is being upgraded to ensure a safe environment for the campus community.

■ The development of a Facilities Master Plan is in progress, inclusive of maintenance and capital development to ensure operational efficiency and extension of the life span of the physical plant.



Flooring seen after install

■ The Counselling and Career Centre was renovated and outfitted with new tile flooring, replacing its carpet tile, and thus improving the air quality of the area.





## Institutional Effectiveness Task Force

From Left to Right

Front Row: Lisa Latham, Thaa Dill, Cordell Riley, Lyndon Jackson, Dr. Ali Arouzi

Second Row: Karen Smith, Carleen L. Place, Necheeka Trott, Alnisha Simmons, Cleun Gaiton

Third Row: Shelley Riley, Romeo Ruddock, Tammy Richardson, Dr. Reignier Jeffrey, Denise Simons

Forth Row: Tawana D. Flood, Karmeta Hendrickson, Nikkita Scott, Lorrita Tucker, Evelyn James-Barnett

Fifth Row: Zakkiyah Daniels, L'Tanya Roberts, Vernicka Symonds, Jeanne Norville, Dr. Phyllis Curtis-Tweed

Six Row: Amy Harvey, Cherie J. Richardson, Joseph Weeks, Dwight A. Furbert, Paul A. Hardtman, Takia Martin

Missing from photo:

Shawn Deshields, Robert Masters, Dr. Lisa Osborne, Duane Richards, Dr. Constance Smith, Kathy-Ann Swan





## BRANDING & MARKETING STRATEGY 6

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.



# COMMUNICATIONS

Director

Evelyn James Barnett, MASCL

The Communications Office informs the public of the College's initiatives as it relates to its vision, mission, services and events. It seeks to promote to its diverse communities and stakeholders, the efficacy of a Bermuda College education as an institution with the community at heart providing a diverse array of programmes for transfer credit, entry-level careers, or professional credentials and designations.

## HIGHLIGHTS

- The re-branding of Bermuda College dominated most of the focus of the Communications Office this year. The ad hoc Rebranding Committee completed its work in Spring 2019 with a campus-wide "reveal" of the College's new logo, new colours and tagline: "Many Paths. Discover Yours." It then handed over the multi-faceted components of the re-brand to the Re-branding and Marketing Committee (Strategy 6), for implementation. Over the next several months, the Committee worked diligently with other campus departments, particularly Facilities and IT, as well as external vendors, to facilitate the embedding of the new brand on campus and in the community. These included: -
  - An official proclamation and ceremony that involved the symbolic lowering of the old College flag and raising the new flag with the new logo
  - A complete renovation of the College Bookstore
  - A re-designed website
  - The development of brand pillars, articulating the College's promise to consistently deliver to its community
    - Innovative education
    - Quality instruction, and
    - Unparalleled student support
  - External signage, perimeter banners, courtyard and veranda banners, pole flags, entrance sign and marquee post
  - New floor mats, window and door decals
  - New stationery, business cards, business forms and recruitment and marketing materials
  - An extensive media campaign that involved TV, radio, print, social and digital media ads and interviews
- A debt of gratitude is owed to the College's graphic designer, Ms. Cherie Richardson for an outstanding job in creating and coordinating the design of the new materials for promotion and marketing.
- As part of the College's Strategic Plan, the Rebranding and Marketing Committee was also tasked with the development of new Vision and Mission Statements for the College. A consultative process with faculty, support staff, and student perspectives and rigorous rounds of in-depth discussion within the Committee, yielded statements that were consensual.
  - **VISION STATEMENT:** *Transforming lives through innovative education*
  - **MISSION STATEMENT:** *Bermuda College is committed to serving its community with innovative programmes, training, support services and partnerships that lead to local and global success.*
- The third objective under Strategy Six was to ensure that going forward, the College would avail itself of diverse branding and marketing strategies to keep its marketing and communications current, fresh and in pace with its new strategic direction. To date, the Committee and the Communications Office has implemented bold, new initiatives in this regard.
  - Pop-up recruitment stations are held in the City of Hamilton once a month, and more frequently during the Summer months
  - Social media advertising was added to the social media mix to extend the College's reach to the community and beyond
  - The Annual Report was re-formatted to showcase highlights of each department/division against the backdrop of the strategic plan and its objectives.
  - Digital media ads were created and placed in key locations, such as in theatres and at the airport arrivals area, to target key messages to key target groups.
  - Through the committed effort of various members of the BC team, led by the recruitment office, over 300 individual students who had disengaged from their course of study were directly contacted with the hope of getting them re-integrated into their programme. This initiative led to just under 120 students getting registered for a class of some sort in the Fall 2019 semester. This campaign is continuing into and through the upcoming Fall 2020 semester.
  - The re-design of the College website deliberately incorporated a marketing element to extend the platform of outreach to our various stakeholders. Similarly, more and more of our messages intentionally drove the viewer or listener to our website to discover more.



## ACADEMIC PROGRAMMES

### Associate of Arts

Art and Design  
Arts  
Arts and Science  
Business Administration  
Early Childhood Education

### Associate of Science

Actuarial Science  
Computer Information Systems  
Education  
Science  
Nursing

### Associate of Applied Science

Culinary Arts  
Heating Ventilation & Air  
Conditioning  
Hospitality Management  
Motor Vehicle Technology  
Plumbing Technology

### Diploma Programmes

Computer Network Technology  
Computer Programming Technology  
Culinary Arts  
Food & Beverage Management  
Heating, Ventilation &  
Air Conditioning Technology  
Hospitality Management  
Motor Vehicle Technology  
Plumbing Technology  
Wood Technology

### Certificate Programmes

Accounting Technician  
Applied Science Technology  
Electrical Wiring Technology  
Heating, Ventilation and  
Air Conditioning Technology  
Motor Vehicle Technology  
Plumbing Technology  
Wood Technology

## COMMUNITY ACCESS PROGRAMMES

BC On-line (Distance Education courses)

Culinary Education at Department of  
Corrections

Dual Enrolment Programme (High Schools)

### EXTERNAL PROGRAMMES

Georgia State University

Bachelor of Business Administration  
(Finance and/or Risk Management and  
Insurance)

Miami University, Ohio  
M.Ed. Special Education Online Hybrid  
(SEOH)

Mount Saint Vincent University  
Bachelor of Arts (Child & Youth Study)

Mount Saint Vincent University  
Bachelor of Business Administration

The University of the West Indies  
Postgraduate Diploma in Education  
(Mathematics)

## THE DIVISION OF PROFESSIONAL AND CAREER EDUCATION (NON-CREDIT COURSES)

ACCA Association of Chartered Certified  
Accountants

AMA American Management Association

BOMI Building Owners and Managers  
Institute

CPA Certified Public Accountant (USA)

CPA Chartered Professional Accountant  
(CANADA)

CILEX Institute of Legal Executives

CITY &  
GUILDS International Qualifications

ICDL International Computer Drivers  
License

ILM Institute of Leadership  
& Management

NCCAP National Certification Council  
for Activity Professionals

CISCO CISCO Networking Academy

RCA Bermuda Compliance Certification

SCMA Supply Chain Management  
Association

## WORKFORCE DEVELOPMENT CERTIFICATES

## TRAINING AND DEVELOPMENT COURSES

## SHORT TRAINING AND EXAM REVIEW COURSES

## ONLINE COURSES



**BERMUDA  
COLLEGE**

## OUR COMMITMENT

- INNOVATIVE EDUCATION
- QUALITY TEACHING
- UNPARALLELED STUDENT SUPPORT



# MANY PATHS. DISCOVER YOURS.



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