



BERMUDA  
COLLEGE

# ANNUAL REPORT

2022 - 2023

## 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.

## 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. Jerome Reid



I am pleased to report a welcomed return to robust progress in the activities and initiatives undertaken by the College during this reporting period. The Island began the return to a cautious new normal amidst the aftermath of the pandemic, and the Board is indebted to the steady and strategic guidance and leadership of Dr. Greene and her executive team, and the commitment and dedication of all employees to the advancement of the institution and the success of its students during this extended period of transition and transformation.

## HIGHLIGHTS

- New England Commission of Higher Education (NECHE) - Bermuda College's 5-Year Interim Report was accepted by NECHE, and the Comprehensive Evaluation and Site Visit was confirmed for Spring 2025.
- Presented the 2021-2022 financial statements and annual report to the Minister which were then tabled before the House of Assembly and the Senate.
- The Board is indebted to the Bermuda College Foundation (BCF) for its tireless work in securing donations and providing funds. During this reporting period, the BCF supported the following projects:
  - LED lighting installation completed on campus
  - Solar panels installed in Hallett Hall and West Hall
  - Electric and hybrid trainer cars secured for the motor vehicle technology programme through a \$100-thousand donation
  - Equipment for the new Aquaponics Lab
  - Student financial assistance
- Opened of the Athene Career Development Centre on budget, despite challenges with the timely arrival of imported goods and equipment as a result of Covid. The College is deeply grateful for the collaborative work with

the BCF for this undertaking.

- Approved the naming of: "Oakley Capital Investments Aquaponics Lab" and "BF&M Circle"
- The Government operating grant remained the same as the previous budget, however, the capital budget reflected a decrease of \$25,000 to \$175,000. The Board approved the following:
  - Replacement of the Brock Hall fire alarm
  - Modernisation of the BC elevator in the West Hall & Faculty Centre Building
  - Approval of a new photocopier vendor
  - IT data backup system
- Accepted the retirement notification of President, Dr. Duranda Greene, in June 2022, and began the presidential search for her replacement.
- Appointed a 50th Anniversary Committee as the College prepares to celebrate its 50th Anniversary in July 2024.
- Approved an increase in student tuition from \$155 per credit to \$175 per credit for Fall 2023.
- The BC Act was amended allowing the Bermuda College Board to appoint its own auditor. The Board selected KPMG as auditor for 2022-2023 and 2023-2024.
- Inducted two eminent Honorary Fellows into the Company of Honorary Fellows: Puisne Judge, Justice Larry Mussenden, and Mr. Peter Hardy, OBE
- Hosted a Board Retreat for Board members to ensure the governance of the College continued to focus on strategic initiatives that would ensure the College's relevance and viability for the upcoming year and beyond. A major part of the retreat was the review of the 2022 Task Force report presented by Chairman, Mr. Andrew Banks.

Terms of Service ended on the Board this year for Mr. Peter Sousa, Board Chairman; Mrs. Valerie Robinson-James, Permanent Secretary; Mr. Tulani Bulford; and Mr. Paul Hardtman, Support Staff Association representative. The Board is indebted to each for his or her committed and dedicated service to this institution.

New Board appointees included Mr. Jerome Reid, Board Chairman; Mrs. Jasmin Smith, Permanent Secretary; Mr. Ryan Taylor, and Mrs. Karmeta Hendrickson, Support Staff Association representative. The Board is appreciative of their willingness to serve, and anticipates the value that their collective expertise and experience will bring to the continued success of Bermuda College.

## BERMUDA COLLEGE BOARD OF GOVERNORS

Mr. Jerome Reid (Chair)  
Mr. Nasir Wade (Deputy Chair)  
Dr. Duranda Greene (President)  
Miss Whitney Butterfield  
Mrs. Malika Cartwright  
Miss Daque Davis  
Mrs. Cherie Dill  
Mr. T. Christopher Famous  
Mr. Frank (Chip) Gillis  
Mrs. Karmeta Hendrickson  
The Hon. K.H Randolph Horton  
Mrs. Jasmin Smith  
Mrs. Branwen Smith-King  
Mr. Ryan Taylor  
Ms. Necheeka Trott  
Mrs. Charmaine Tucker

# PRESIDENT'S REPORT

**Dr. Duranda Greene**  
Bermuda College President  
2007-2023



I am pleased to report on the College's achievements and progress during the 2022-2023 fiscal year as it continues to move toward significant accomplishments of its 2018-2024 Strategic Plan: Delivering Success.

I am indeed grateful to all the Bermuda College employees who have contributed to this success – the executive team, senior managers, faculty and support staff – so that students are able to take advantage of the many opportunities afforded them at the College.

The three academic divisions – Arts & Science, Business, Hospitality & Technical Education, and Nursing & Allied Health accomplished much in the way of increased hands-on professional training opportunities, celebrating the first Foundation Diploma programme graduate, and attaining candidacy status for accreditation of the nursing programme. Additionally, the Athora Professional and Career Education (PACE) Division saw no less than five new local and international partnerships forged for career training credentials and designations.

Student success, as always, underpins the College's mission and focus for all its initiatives. The Dual Enrolment opportunity continues to thrive, and in this reporting period, 30 high school students enrolled in the associate degree or certificate programmes. This initiative is proving its worth as the College established the first MOU partnerships with two private schools – Warwick Academy and Chatmore British International during this past year.

Student support services introduced mental health and wellness strategies as countermeasures against the lingering learning effects of the pandemic. The Library

enhanced its study environments and increased library research support and access. The College's partnership with the Association of Bermuda Insurers and Reinsurers (ABIR) resulted in full scholarships being awarded to graduates, Kallan Richardson and Miguel Simas, to attend St. John's University in New York.

The College's financial, technology and physical plant achievements supported the strategic goals with: the timely production of the 2022 audited statements with an unqualified opinion; the upgrade and migration of critical servers and enhanced storage and safety; the retrofit of the entire campus with LED lights; the installation of solar panels on Hallett Hall and West Halls; and the redesign and the renovations to the Testing & Assessment Centre, and adjacent meeting and testing rooms. I am grateful for the fundraising efforts of the Bermuda College Foundation that supported many of these projects.

The public profile of the College continues to grow positively with its marketing and advertising efforts. This year, enhanced even further with a dedicated Marketing & Social Media Officer, saw exponential growth on its social media platforms.

This past year saw the soft launch of the National Educator's Institute led by Ms. Ru-Zelda Severin under the guidance of the Executive Leadership Council. More than thirty public and private school educators were involved in developing content to increase professional learning opportunities for all Bermuda's educators, leading to increased student success.

As I prepare to retire, I am confident that the recommendations in the report prepared by the BC 2022 Task Force, led by Mr. Andrew Banks and adopted by the Board, will set Bermuda College in good stead as it prepares for its next 50 years. The College is indebted to Mr. Banks and the members of the Task Force for their collective wisdom and guidance.

As this is my last annual report, I want to take this opportunity to first thank the Board of Governors for their support over the past 16 years and wish them continued success as they govern BC and search for its next President. I will be forever grateful for the opportunity to have served a wonderful team of past and current employees at BC including: the Executive Team, the Administrative Management Team and the faculty and staff. Thank you for your dedication and commitment to BC and our students over the years and your assistance in making BC the successful accredited institution it is today. I consider it a privilege to have had the opportunity to work with such an amazing team of individuals. May you continue to be BC Strong!

To the Minister and Ministry of Education staff, the Bermuda College Foundation and the many other partners I have had the privilege to work with, thank you for your support of BC.

Thanks to each of you for journeying with me over the past 16 years.

*Magna mirabilia portendi!  
Great and wonderful things are 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 Athora Division of Professional and Career Education registrations; 487 of whom are registered in credit courses. There are 35 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 Athora 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:

36 full-time lecturers

### AVERAGE CLASS SIZE:

14 students

### FOR BERMUDA COLLEGE STRATEGIC PLAN DETAILS VISIT:

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

# VICE PRESIDENT OF ACADEMIC AFFAIRS

Dr. Phyllis Curtis Tweed



Academic Year 2022-2023 has been a year of renaissance for Bermuda College as we have emerged from the ravages of Covid to a gradual revival of in-person activities. The academic year started with a hybrid format: some classes in-person, most online. Experiential courses remained perennially in-person. In the Spring, courses were still hybrid but faculty were encouraged to hold more sessions in-person. Student Life and the Student Government Council renewed their focus on in-person food and social events to encourage students back to campus. Admittedly, our rebirth has been slow but the prospects of a fully in-person Commencement and fully in-person environment for Fall 2023 are promising. As Jean Paul Sartre said, *“La vie humaine commence de l’autre côté du désespoir.”* (Human life begins on the other side of despair.) The renaissance at Bermuda College is grounded in resilience and hope for great things to come with a spirit of care and nurturing of others.

The ensuing ASA team reports show that this has been a typically productive year for Bermuda College due to an unwavering spirit of collaboration.

- The Division of Business, Hospitality and Technical Education received donations from Chubb to purchase electrical vehicles for training; and from Oakley Capital investments to build a new aquaponics unit.
- Arts and Science hosted a stellar Roche Science Luncheon and Forum with Bermudian neuroscientist Dr. Eve De Rosa and BC Science scholars Danaisa Caines and Arianna Fox. Arts and Science also celebrated the first graduate from the Foundation Diploma Programme (UK).

- Nursing and Allied Health also had an extraordinary year marked by the development of a Strategic Plan in collaboration with a cross-section of healthcare stakeholders with assistance from partners at the Hospital for Sick Kids in Toronto and the attainment of candidacy for ACEN accreditation to be completed within the next two years.
- The Centre of Learning and Student Success, provided orientation to 30 new Dual Enrolment students
- Career and Counselling provided vital individual and group support services with a focus on mental health and wellness.
- The Library under the leadership of new Head Librarian, Bernadette McIntosh Tucker, increased support to students and collaboration with numerous stakeholders, both internal and external, and hosted several well-received community events.
- External Programmes held transfer Pathways fairs throughout the spring semester. The very strong partnership with St. George’s University in Grenada has resulted in the medical school enrolment of 11 BC graduates since the pre-med programme started in 2019.

## HIGHLIGHTS relative to the Strategic Plan and the work of the Institutional Effectiveness Task Force (IETF):

- Implemented advisement model primary role advisors in the spring and summer, 2022.
- Hosted the Dyslexia Foundation Conference, June 13-17
- Facilitated the transition of BII goals and funding to BC and full-ride scholarships with ABIR companies for BC students, Kallan Richardson and Miguel Simas, to attend St. John’s University
- Hosted a Reading Literacy event in Spring 2022 and assisted in implementing the Reading Literacy project in Bermuda Public Schools in Fall 2022
- Partnered with Dr. Carika Weldon on the Cahow research project
- Hosted workshops by the American Psychological Association led by President-elect of APA - Dr. Thema Bryant
- Celebrated IETF accomplishments
- Met with Canadian Consul regarding the promotion of Canadian schools at Bermuda College and collaborated with the US Consul General on increasing partnerships with US colleges and Universities resulting in agreement development with Troy University and Arizona State University
- Established MOUs with Warwick Academy and Chatmore British International School for dual enrolment at BC

- Completed infrastructure action items, including the installation of solar panels on college buildings with assistance from BC students
- Finalised all marketing and branding action items, including the hiring of a social media specialist

The College celebrated the retirements of several faculty members, and the contributions they have made to BC. These included professors Dr. Sharon Virgil, Dr. Jeremiah Faries, and Dr. Barbara O’Shaughnessy; and Library Director, Robert Masters. Their mission-centred and steadfast commitment to BC has resulted in the transformation of many students’ lives.

This will be my final report as Vice President of Academic and Student Affairs at Bermuda College. I have been grateful for the opportunity to learn, grow, and give in this Bermuda-ful community that is Bermuda College.



Dr. Carika Weldon secures partnership with the Cahow research project.

## ARTICULATION AGREEMENTS & EXTERNAL PARTNERSHIPS

Coordinator  
Dr. Constance Ridley-Smith



## HIGHLIGHTS

### Transfer Pathways Fair

- The Transfer Pathways networking initiatives for students used a variety of platforms, including virtual meetings, single university visits to classrooms and student groups, and one in-person fair hosted on the Bermuda College campus in March 2023. These interactions created a match between students’ career interests and specific agreements articulated with our college and university partners in Canada, the UK, the U.S.A., and the West Indies. Each event was robust and productive: students were able to receive direct responses to their questions, and universities successfully recruited with active registrations received for Fall 2023. A special feature this year was greater alumni participation.
- University partners were keen to commend Bermuda College students for their preparedness in pursuing the four-year baccalaureate degree. The academic preparedness they receive at Bermuda College is on par with the first two years they provide at their universities abroad.

- As these efforts continue, articulation numbers are growing.

- St. Georges University (Grenada, WI) boasts 11 Bermudian students in their Pre-Med and Pre-Vet Programs
- Thomas College (Maine, USA), signed two new students from Bermuda College
- Mount Allison (New Brunswick, CA) has 4 students actively enrolled from Bermuda College.
- The University of Northampton (UK), Mental Nursing has four Bermuda College graduates

### MOUNT SAINT VINCENT UNIVERSITY

The two institutions have enjoyed a close relationship since forming the In Association programme in 1992 with many Bermudian families having witnessed the first cohort graduate back in the 90s. They now have the pleasure of watching their children and grandchildren graduate with a business degree. MSVU is also a CPA certified university which means students majoring in accounting can use their MSVU accounting courses as exemptions towards the CPA designation.



## ENROLMENT AND GRADUATION TABLE



<b>ENROLMENT</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>
Total number of Students	583	576	687	674	712
Full-Time Equivalents (FTEs)	497	493	570	568	537
APACE Registrations (APACE)	487	576	327	633	527

### ATTENDING STATUS

Full-Time	309	318	372	350	372
Part-Time	274	258	315	324	340
Percent Full-Time	53%	55%	54%	52%	52%
Percent Part-Time	47%	45%	46%	48%	48%

### GENDER

Male Students	240	224	265	278	291
Female	343	352	422	396	421
Percent Male	41%	39%	39%	41%	41%
Percent Female	59%	61%	61%	59%	59%

### AGE

Under 25	440	455	546	521	531
25 and over	143	121	141	153	181
Percent 25 and under	75%	79%	79%	77%	75%
Percent 25 and over	25%	21%	21%	23%	25%
Percent Part-Time	47%	45%	46%	48%	48%

### RETENTION RATES

Fall to Spring	74%	77%	71%	78%	72%
Spring to Fall	59%	60%	70%	60%	64%

### GRADUATION

Graduation Rates (2-year)	18%	14%	13%	24%	19%
Graduates Total	89	103	107	123	141
Male	41	48	50	63	72
Female	48	55	57	60	69
Percent Male	46%	47%	47%	51%	51%
Percent Female	54%	53%	53%	49%	49%
Graduates that would recommend BC	75%	81%	90%	89%	78%



## MANY PATHS. DISCOVER YOURS.

“

Enrolling at Bermuda College was an exciting experience for me. I wasn't one hundred percent sure of the direction I wanted to head into within my career, and so enrolling was an on-the-spot decision: one that I do not regret. I wasn't fully focused in the beginning, however a serious life event pushed me into focusing and taking advantage of the opportunity.

The professors were the best! Two teachers who made my experience very enjoyable, but were very tough on me, were Mr. Shawn Deshields and Mrs. Pat Robinson. I was a very shy person and a lot of the assignments required me to do public speaking, as well as communicate with guests that came for the Prospect Room lunches. The most memorable day was receiving my degree with my number 1 supporter watching: my one-year old daughter! Because I was already working in the hospitality field, I was able to take the knowledge and hands on training provided by BC directly into my day to day work life.

I would implore students to take advantage of the resources that BC has to offer. If they are not sure what direction or field they want to go into, visit the campus to take a tour and/or speak with someone to get a better feel.

”

**KAMILA BEAN | BC ALUMNI**

**CLASS of 2004** - Associate in Hospitality Management

**Director of Rooms | Newstead Belmont Hills**



**BERMUDA  
COLLEGE**

[www.college.bm](http://www.college.bm)



## 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.



The Division of Arts & Science started the academic year 2022-2023 with excitement and enthusiasm, welcoming students back on campus for face-to-face classes after two years of remote instruction. Faculty continued to ensure students developed additional insights and understanding of the content taught using various strategies that offered opportunities for students to engage in the learning process.

## HIGHLIGHTS

- Celebrated the success and achievements of 36 graduates in Spring 2022 Commencement ceremonies, with seven recognised for exceptional academic achievements at the Annual Awards Ceremony.
- The Division also celebrated the first graduate from the Foundation Diploma Programme (UK).



Middle School students attend ROCHE Science Week and are introduced to the Aquaponic farm.



### ROCHE SCIENCE WEEK

Through the combined efforts of BC faculty, staff, students, and our outstanding guest speaker Dr. Eve De Rosa, the science department hosted a productive week of community events exploring the neuroscience of how the brain works and how to promote healthy aging. One hundred seventy middle school students visited the campus experiencing technical science, allied health and robotics, activities.

- The master class and public forum reported full house attendances for Dr. De Rosa's highly anticipated presentation on the Brain and Healthy Aging.
- Danasia Curtis and Arianna Fox were named Roche Science Scholars.

- The Division's top actuarial science student, Chante Wilson was selected to attend the WiRe (Women in Insurance) inaugural gala at Hamilton Princess Beach Club. Chante had the opportunity to network with women in the insurance industry.
- Students from the Division joined with students in the Business Division to attend the Insurance Linked Securities (ILS) Conference held at Hamilton Princess. A prime networking event, students had exposure to insurance, re-insurance, regulatory bodies and investment companies. Professions ranged from accountants and actuaries to mathematical analysts and investment brokers. Economics Senior Lecturer, Craig Simmons, and Dr. Ali Arouzi, Mathematics Professor chaperoned the students.
- Senior Economics Lecturer, Mr. Craig Simmons continued to share his knowledge and expertise with the community. He was a panelist at a Government roundtable discussion on addressing the challenge of the aging population, and moderated a panel discussion for the Friends of the College Library (FOCL) on farming in Bermuda
- The Art Department continued its involvement in the international African Diaspora Consortium with students Nicole Smith and D'Unya Symonds representing Bermuda and Bermuda College. These students met several times monthly with other student participants from the UK, USA and Brazil, to discuss and produce essays and visual art relating to diasporic themes.



■ Professor Tracey-lyne Harney invited adjunct lecturer Dr. Carika Weldon to collaborate on a lab showcasing PCR and GEL techniques to identify Sickle Cell Anemia. Students were also given the opportunity to learn about edible foods in our natural environment, through a collaborative effort of Dr. Harney and Chris Faria, founder of Agri Living and the Audubon Society. Students conducted fieldwork both on campus and at the Alfred Blackburn Smith Nature Reserve, examining the biodiversity of these edible plants.



■ Students were given access to Hungry Bay with the rare opportunity to experience one of Bermuda's largest mangrove forests. Senior lecturer Amy Harvey's EES 1103- Discover Our World classes continue to build community partnerships that help students discover parts of our island likely never explored in this manner.

■ Bermuda College continued its partnership with BEST (Bermuda Environmental Sustainability Taskforce), co-hosting the fifth Eco Lunch and Learn Series, offering a range of topics from single-use plastics to the importance of a mental health plan. All presentations can be viewed on Bermuda College's YouTube channel.



## DIVISION OF BUSINESS, HOSPITALITY AND TECHNICAL EDUCATION

Dean  
L'Tanya Roberts BSc, MEd, MBA



The Division provides opportunities for students to pursue various careers in business, hospitality and technical education disciplines. The faculty of each department remain committed to ensuring that learning is current and relevant through innovative instruction and practical experience.



FinTech Education programme - three participants from Bermuda College are identified above.

## HIGHLIGHTS

### Computer Information Systems (CIS)

■ CIS students completed an 8-week global FinTech Education programme in collaboration with the Department of Economic Development and NEXT, the islands' first digital asset industry association. The rigorous programme had students networking with C-Suite members of local FinTech companies to discuss the many opportunities available to the local market in this field.

### ILS Convergence

■ Fifteen students attended the Insurance Linked Securities (ILS) Conference held at Hamilton Princess Beach Club. The conference is a premier networking event that brings together leading industry professionals in the ILS sector.



### Insurance

■ The Division's Insurance Advisory Group organised its first Bermuda College Career Fair in March. The event introduced students from the public and private high schools to the various career pathways in the insurance/reinsurance industries. A particular high point at the event was a session presented by BC alumna, Taiyana Allen.



■ Miguel Simas, a May 2022 graduate from the Business Administration programme was awarded the ABIR Reinsurance Scholarship, and will attend St. John's University to study Risk Management and Insurance. The scholarship is the strategic partnership between ABIR, Bermuda College and St. John's University, and aims to increase the pipeline of local talent into the re/insurance industry.



■ Aquaponics instructor Joseph Weeks and Plumbing instructor, Gladwyn Trott, unpacking equipment for the Aquaponics system.



■ Dual enrolment students visited the Department of Planning, and learned about the many processes required to construct a building and how the skills taught in the Certificate in Applied Science align with construction careers. The students also had the opportunity to engage with various personnel from the Department.



■ Second year plumbing students assisting plumbing instructor Mr. Trott with the building of the aquaponics system.



Representatives from Workforce Development, Bermuda Motors and Bermuda College

### Motor Vehicle Technology

■ In November 2022, a Kia Picante car was donated in another collaborative partnership between the college, government and industry. The Department of Workforce Development, and Bermuda Motors donated the vehicle for hands-on training, ensuring students are equipped with the skills for the newest technology in the automotive industry.



■ The Motor Vehicle Technology Department purchased a hybrid and an electric car for the motor vehicle technology programmes, thanks to a generous donation from Chubb Bermuda. The funds enabled students to be trained on updated equipment.



### Plumbing Technology

■ Second year plumbing student Aaron White seen in the photo above installed a pump for the Aquaponics system.





Culinary students with Chef Burrell and Culinary Instructor, Chef Ming

### Culinary/Hospitality

■ In September, Food Network Celebrity Chef Anne Burrell visited students at the College while preparing for the City of Hamilton’s “Taste of Bermuda” event. Chef Burrell spoke about her career and responded to questions from students. She advised them to travel to new places and sample the local fare whenever possible and to retain their passion for cooking. She stated, “Remember that being a chef is ultimately about providing joy for other people.”



Scott Pearman, Deputy CEO, BHB; Chef Eve and the culinary arts students- Ondoua Ford, Khush Bell, and Gideon Wheddon; far right, Ms. Lisa Wingood, Chairperson, BHB Morale Team. Photo taken in the KEMH main lobby

■ In April, Senior Chef Dr. Teneika Eve and three of her current culinary art students, Ondoua Ford, Khush Bell and Gideon Wheddon, presented a community give-back initiative. They baked one thousand hot cross buns in the spirit of the Easter tradition and donated them to the staff of the Bermuda Hospitals Board (BHB) and Mid-Atlantic Wellness Institute (MWI). Receiving the hot cross buns was BHB Deputy CEO, Scott Pearman who thanked Dr. Eve and her students on behalf of the BHB management and staff.

■ Hospitality Lecturer Rui Desa took his hospitality class to Rock Island Café for a Coffee Roasting Educational Tour, giving students a brief lesson of the coffee roasting processes.

# DIVISION OF NURSING & ALLIED HEALTH

Director  
Kathy Ann Swan, MA, BScN, RN



The Nursing Programme is dedicated to providing quality, innovative, comprehensive nursing education that exemplifies excellence in nursing practice.

It is our vision that Bermuda College's Nursing Education Programme will be recognised locally and internationally for delivering quality, innovative nursing education and promoting excellence in nursing practice.

While continuing to be incredibly demanding at times, this academic year has been very rewarding due to the collaborative efforts of the Nursing Education Team and our other team members from the Divisions of Arts & Science and Business, Hospitality and Technical Education. Those efforts have combined to provide the best possible student experience and outcomes.



## HIGHLIGHTS

- Celebrated ten years of providing nursing education to the residents of Bermuda.
- Hosted a site visit for the Accreditation Commission for Education in Nursing (ACEN). An ACEN Director, Dr. Suzette Farmer, spent a vigorous three days visiting different areas of the campus and speaking with employees. All in all, it proved successful, and the Division has now been approved to proceed to the next step of the accreditation process.
- Tested more than 40 persons on campus in honour of World Kidney Day. The event was hosted in partnership with Lahey Hospital and Medical Center.
- A second member of the Nursing Education Team, Karen Grant- Simmons, who serves as an adjunct faculty member for Psychiatric Nursing, was recognised as the 2022 Nurse of the Year.

### Strategic Plan

#### Division of Nursing and Allied Health:

- The Strategic Plan for the Division of Nursing and Allied Health was finalised and approved. Three sessions, facilitated by key personnel from the Hospital for Sick-Kids - Lara Pietrolungo, John Nashid and Gregory Kennedy - resulted in invaluable information being shared. Participants ranged from internal and external key stakeholders of Bermuda College to current students and nursing alumni.

- Re-commenced overseas clinical experiences for 13 senior nursing students who spent two weeks at Lahey Hospital and Medical Center in Burlington, Boston, attending Nursing Orientation, the Medical Surgical Residency Programme, and shadowing Lahey Nurses in units such as the Medical Surgical, Critical Care, the Cardiac Cath Lab, Emergency Department, the Post Anaesthesia Care Units, and the Operating Room.

Student comments included:

*"The orientation and skills days provided a lot of information and insight into the experience of the newly licensed new grad nurse"*

*"The interprofessional collaboration and communications were excellent".*

As always, the entire Lahey Team is to be commended for their commitment to ensuring the students had a truly immersive experience.

### International Year of the Nurse Educator:

- A gala event was hosted at Coco Reef Hotel and Resort, in recognition of the International Year of the Nurse Educator. It commemorated the work of these special persons in shaping the future of nursing. Over forty nurse educators gathered and all were recognised during this auspicious event. Dr. Beverly Malone, President and Chief Executive Officer of the National League of Nursing was the guest speaker, and joined via Zoom to deliver the key note address.



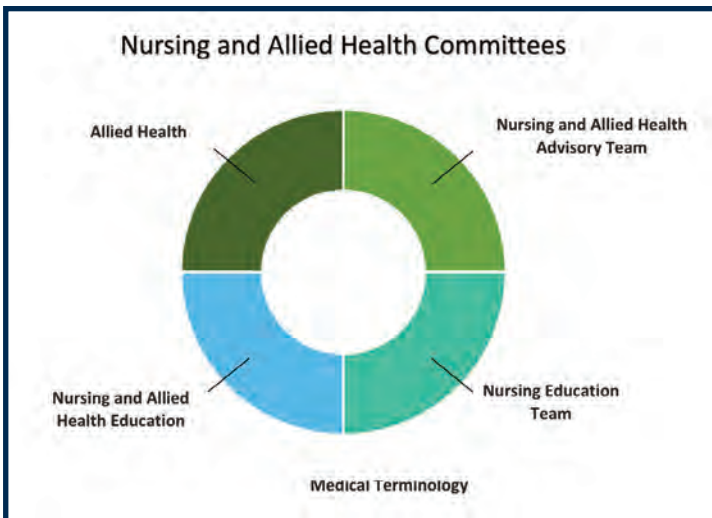
### 2022 Nursing Pinning Ceremonies

■ The Nursing Pinning Ceremony returned to the original venue of the Coco Reefs Hotel and Resort. Guest speaker was the Chief Nursing Officer for the Ministry of Health, Ms. Laura Lynn Jackson, while Riley Mello delivered the graduate address. The graduating class succeeded despite the residual pandemic-related challenges; appropriately, the theme this year was 'Perseverance'.

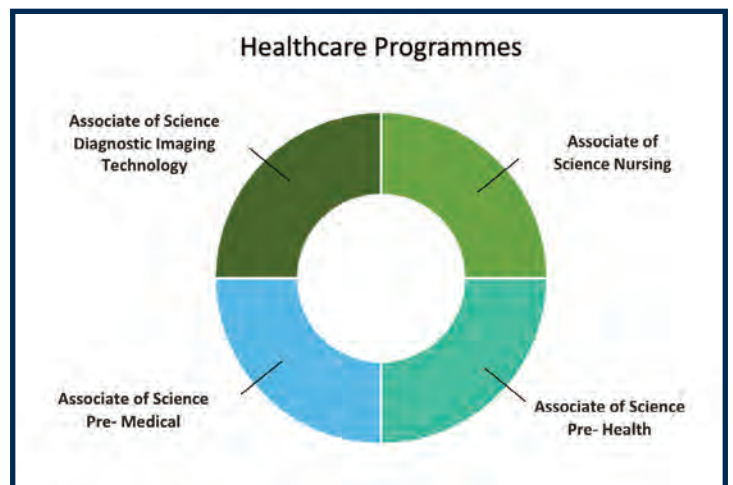
### Nursing Education Awards

- Academic Achievement – Judith Shakir
- Academic Achievement (Allied Health) - Soleil Graham
- Excellence in Clinical Nursing Practice – Riley Mello
- Impact Award – Char-Lee Simons
- Impact Award – Wanda Trott

### Forums for promoting teamwork and collaborating:



Health Care programmes and courses within the Division continue to expand.



■ Continue the commitment with the Ministry of Health to keep all healthcare students current and relevant with key healthcare topics. Information is delivered by the experts in the field and key partners. It is an opportunity to bring all healthcare students together; Nursing, Pre-Health, Pre-Medical, Nursing Assistant, Emergency Medical Technicians.

HEALTH CARE TOPICS	NAME
ALZHEIMER'S AND DEMENTIA	Marie Faye
CUSTOMER SERVICE	Lahey Hospital and Medical Center
DIABETES	Lahey Hospital and Medical Center

# COUNSELLING & CAREER CENTRE

Director  
Nikkita Scott, Ed.M.



The Counselling & Career Centre supports the mission of the College through the provision of services that facilitate personal and professional growth. The team advocates, educates, and empowers students as they navigate the Bermuda College landscape and beyond.

Counselling Services	
✓	Individual Counselling
✓	Group Counselling/Workshops
✓	Accessibility Services
✓	Financial Support Services

Student Activities	
✓	Student Employment
✓	Workforce Skills Development
✓	Student Government Council
✓	Student Clubs & Activities

## HIGHLIGHTS

### Addressing Barriers to Student Success

■ Delivering Individual and Group-based support services Recorded a 46% percent increase in student contacts for various service areas over this reporting period. Several components likely had an impact, namely: a gradual return to in-person learning thus supporting a return to walk-in appointments; the continuation of the virtual appointment option; as well as outreach in response to referrals. Improved consistency with the documentation of student contact might also be considered as a contributing factor.



- **5,331** contacts across services areas for this reporting period
- **5,137** Individual service engagements
- **194** Group service engagements

### A Focus on Mental Wellness

■ Pioneered the launch of the Health & Wellness+ module of the Bermuda College App to address mental health and well-being. The module incorporated the use of technology and some old school methods, empowering the team to pilot the connection of on-demand resources within the App to brief questionnaires and risk alerts. Both aspects are on tap for additional training to fully leverage the tool to support data collection, risk identification and subsequent intervention. The Centre also collaborated with the IT Department and the Centre for Learning and Academic Success (CLAS) to introduce an online platform, TAO, a suite of accessible online tools for mental well-being, resilience and behavioural health. TAO as a resource for the upcoming academic year. During the brief pilot window, students and employees responded positively, as reflected by the following quote, "Thanks for the opportunity to work with this site, I have suggested it to someone already!"

■ Technology was complemented by the introduction of "The Patio Edition", a series of 'Wellness Wednesday' interventions hosted at least once a month on the patio external to the Counselling & Career Centre. Based on student and staff feedback, learning to create stress balls, grounding techniques using rocks, and the creation of wellness sprays proved to be the highlights for the year. The initiative also included a pilot of managing anxiety during the fall and spring final exam periods through the provision of access to an emotional support animal.



Freshman Orientation

### The Impact of Funding Support

THE 2022/2023 FINANCIAL SUPPORT SERVICES REPORT indicates the disbursement of **\$600,906.76** in awards, scholarships, and need-based funding, in efforts to reduce barriers to accessing financial support by increasing awareness among key stakeholders.



**241**  
UNIQUE  
STUDENTS  
SERVED



**460**  
AWARDS  
DISBURSED



**19%**  
IN MERIT-BASED  
FUNDING



**81%**  
IN NEEDS-BASED  
FUNDING



■ Group presentations were facilitated with the following stakeholders: Mirror’s Peer Forward Programme, The Berkeley Institute, CedarBridge Academy, and the Department of Child and Family Services. One-on-one support was also provided to the Department of Corrections Education Officer.

Weekly reminders were also circulated to the campus community and to the Department of Workforce Development.

# CENTRE FOR LEARNING AND ACADEMIC SUCCESS (CLAS)

Director  
Dr. Lisa Osborne



The Centre for Learning and Academic Success 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, comfortable environment. CLAS is responsible for tutoring, coordinating the Computerised Placement Test (CPT), conducting academic skill-building workshops, Orientation, the College Skills Course (CSC 1110) and Dual Enrolment Programming (associate degree).



- Admitted an unprecedented 30 new senior high school students to the Bermuda College Dual Enrolment Programme for the Fall 2022 semester.
- Enrolled two students attending Warwick Academy as dual enrolment students; one in the Fall (2022) and one in Spring (2023), marking a notable expansion of the programme.
- Organised and implemented an in-person Dual Enrolment Orientation for students in the Associate Degree Dual Enrolment and the Technical Education/Hospitality/Culinary Arts Dual Enrolment programmes. Students were introduced to the College campus, IT tools and support services.
- Hosted a virtual presentation about Dual Enrolment at the College for senior school parents and students interested in enrolling in the programme. Attendees were provided with information about the dual enrolment pathway options available. Approximately 60 parents and students attended.

## CPT

- Facilitated several presentations to the public senior high schools to prepare incoming students for the College Placement Test (CPT). This was an inter-divisional approach that outlined Bermuda College programmes and the CPT. Digital materials were also created to assist in explaining the test and the interpretation of test results. Approximately 200 students attended the session at CedarBridge; approximately 300 students attended at The Berkeley Institute.

## Study Skill Workshops

- Facilitated a workshop on Learning Styles and Study Skills for Nursing Assistant Programme students. A small cohort of eight students participated in the Zoom session.

## HIGHLIGHTS

### Dual Enrolment

Dual Enrolment allows senior school students to earn college credit while still enrolled in high school. Students in the programme are highly motivated and experience a great degree of academic success while learning about college life and preparing for university.

- Seventeen associate degree students completed the academic year; two students graduated in Spring 2022 Commencement ceremonies. The cohort achieved a 100% GPA success rate with over half of the students achieving a grade point average (GPA) of 3.0 or higher.
- One graduate was the first student to graduate with an Associate Degree in Pre-Medical Science with honours; the other student completed the Associate Degree in Actuarial Science with honours.



### New Student Orientation

- Welcomed 150 new students in August. Students completed part 1 component on Moodle prior to their arrival on the 24th and completed a Scavenger Hunt to learn more about the resources at the College. Students enjoyed a BBQ, music and prizes.
- Created and delivered an orientation experience that combined both in-person and online components, in response to the lingering pandemic.
- In January, approximately 50 new students were welcomed to the Spring 2023 intake. Students experienced a hands-on IT session, learning about BC email, Moodle, the Student Portal, BC APP etc. Then the Student Centre was transformed into a College Fair, complete with music and display tables representing various college services. The atmosphere was lively as the students interacted with department/division representatives.

### ONE HOUR MODULE EXAMPLES De-Stress Success



### CSC 1110-Learning Strategies for Student Success

■ Collaborated with the Counselling and Career Centre to explore TAO Connect, a video-based mental health curriculum and personal development tools that empower students for a lifetime of success. CLAS implemented TAO Connect curriculum into the CSC 1110 course to support students and prepare them for the academic rigor of college life.

Sample topics include: -

- How College Life Affects Focus
- Understanding Procrastination
- How Lifestyle Habits Affect Focus
- Optimising Academic Skills
- Mindfulness Techniques
- Overcoming Perfectionism
- Time Management
- Lifestyle Factors-Anxiety



### Pi Day Competition and Celebration

■ CLAS math tutor, Mr. Troy Ashby, third from right, recited 10,700 Pi digits from memory in recognition of Pi Day, March 14. A Pi display was set up in the Bermuda College Library. Additionally, CLAS and the Mathematics Department collaborated for the Pi Math Quest during the week of March 13-16. CLAS was teeming all week with students coming to complete the questions. They had the opportunity to learn some amazing facts about Pi, its impact on the world, and win great prizes.

# BERMUDA COLLEGE LIBRARY

Director  
**Bernadette  
McIntosh-Tucker, MLA**



The mission of the Bermuda College Library is to successfully facilitate and support the learning and teaching functions of the students and faculty. Additionally, as a community library, we strive to connect people to information and people to people, by extending beyond our walls to offer programming, initiatives, resources and services to all ages 16 and above.

## HIGHLIGHTS

### Student success/support

■ Increased student support with bibliographic instruction and reference queries by 26% and 8%, respectively year over year. The bibliographic librarian registered with Calendly, an online appointment scheduling platform so that students could view and book available times to receive support for their research assignments. Similarly, a significant increase was recorded in the use of the EBSCO – an astounding 118% from the previous reporting period.

- A survey of both faculty and students were released to garner feedback on the library's resources and services.
  - Faculty survey highlights: A total of 29 faculty responded. 85% said information needs were met via the online databases and assistance from the library personnel. 62% encouraged their students to use the library for its quiet space.
  - Student survey highlights: A total of 150 students responded. 84% used the library to study either alone or in a group. 86% found it fostered calmness, 70% prefer one-on-one instruction, and face-to-face. A majority desired more diverse study spaces.

### Social media presence

■ Increased followers of the Library Instagram page from 340 to 417 (22%), while Facebook followers increased slightly from 549 to 562. Social media posts were intentionally diverse incorporating memes, collection highlights, book talks and other topics of interest to provide a broad appeal.

### Communication

■ Showcased upcoming events, displays, such as “Our National Story”, “Keep Calm and Survive College”, and Ramadan through a SmartBoard, gifted to the Library, and displayed prominently in the foyer. These were coupled with book prompts, surprise poems and other informational items. A video display monitor has also provided news and updates to the campus community.

■ Engaged new and current students with a Library Card Collection Programme, and a “Duch Pops Giveaway” to welcome back students and introduce them to the library staff. These initiatives attracted a combined total of 155 students.

### Collaborations

#### ■ Eco Club

Supported the student environmental club, Eco Club's “Sip, Swap, Slay” event aimed at raising awareness of the impacts of fast fashion on the environment, animals and workers of garments. The Library was the venue for the pre-loved clothing drop-off and displayed educational resources relating to the topic.



#### ■ Life-long Learning

Several collaborations have occurred with the Life-long Learning Centre (LLC) ranging from providing a venue for presentations and discussions for seniors, to hosting a “Bring a Friend...Meet & Greet” Valentine's event to encourage seniors to join the LLC and the College Library. The event attracted 55 persons.

### Community Engagement

■ Hosted “In Conversation with Jacob Ross”, an acclaimed writer, editor, creative writing tutor and Writer-in-Residence (2018) which saw 50 persons in attendance.





■ **Local high schools**

Welcomed the upper level classes of six high schools – The Bermuda Institute, The Berkeley Institute, CedarBridge Academy, Somersfield Academy, Bermuda High School and Chatmore British International School - to tour the Library and to learn about the resources and services available. 165 students attended, and the school personnel chaperones indicated an interest in joining the College Library in the Fall as institutional members.

■ Friends of the College Library (FOCL) hosted a panel presentation, “Farming Bermuda”, with Senior Economics lecturer, Mr. Craig Simmons. Attendees were able to enjoy the presentation in-person or virtually, and heard from professional farmers, Carlos Amaral, Chris Faria, and aquaponics lecturer, Joseph Weeks, who stated, “the seed planted has borne fruit”. He was alluding to the ensuing collaboration on a plant propagation and tissue culture initiative to grow plants that Bermudian farmers presently have to import. Additionally, student audience members were inspired to start their own aquaponics system.

# INSTITUTIONAL RESEARCH & PLANNING

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



“

*“Torture the data, and it will confess to anything!”*

— Ronald Coase, British Economist and Author

”

As the College grappled with a post-pandemic campus, declining birth rates, and natural employee attrition, the need to accurately analyse and interpret data was never greater; and skilfully learning from these interpretations is key not only to student success but to the success of the institution.

This report focuses on some of the performance indicators, such as enrolment and the number of graduates, and one major ad-hoc survey completed during the year.

## Enrolment

Despite the on-going pandemic, there was a marginal rebound in enrolment in 2022. As learners adjusted to the post-pandemic environment, where at-your-fingertip learning opportunities increased, traditional institutions became more creative and pivoted to the “new normal.” (See Figure 1 for enrolment numbers)

- There was a marginal increase in enrolment in 2022, however, numbers have been slowly trending downward since 2016 when all tuition discounts were removed.
- The number of students in programmes continued to account for more than 90 percent of students. Such students are more likely to graduate than those who do not follow a specific programme.
- Traditional students, those 24 years and under, now represent 75% of the student body, down from the 79% recorded in 2021. In light of the falling youth population, part of the strategy going forward is to increase the non-traditional population on campus.
- By gender, the male population increased to 41%, the highest it has been in a decade. Male attendance at colleges and universities in North America in particular, has tended to lag female enrolment so this, too, can be regarded as a positive result.

## Graduates and Their Future Path

• There were 89 graduates in 2022, down 24% from 2021 (see Figure 2). More than half of graduates (56%) planned to go overseas to continue their education, unchanged from 2021, (see Figure 3); and once again, the United States emerged as the top country of graduates’ choice (38%), followed by Canada (26%), and the UK (24%), (see Figure 4).

The lingering impacts of the pandemic may still be affecting students as the overall satisfaction rating remained below 70% (67%), (see Figure 5). Three quarters of graduates (75%) would recommend BC to others, down from 81% in 2021. However, more than 8 in 10 graduates (81%) were satisfied with the quality of instruction, up from the 78% recorded in 2021.

## Ad-Hoc Surveys

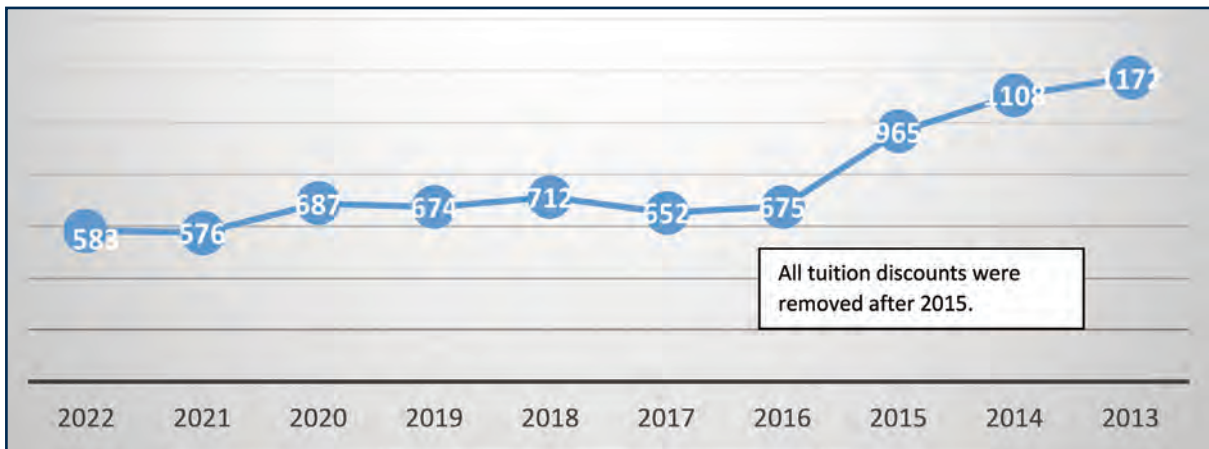
The major ad-hoc study this period was the BC Business Survey. This was the third wave of the Survey, which was first conducted in 2005, and then in 2017. The College needed to update its information to be relevant to key stakeholders because of the changes to the business environment as a result of the pandemic. For this Survey, the parameter was broadened to get feedback on the direction the College needed to go as it approaches its 50<sup>th</sup> anniversary (2024), and the years beyond.

Some of the highlights of the study found:

- Small businesses, those employing 9 or fewer staff, accounted for 60% of respondents.
- While just over half of all businesses (51%) reported no change in full-time staff since 2019, 30% had recorded an increase.
- 58% of employers stated that they had no positions that required an associate’s degree or less.
- 32% of employers had used Bermuda College for education and training purposes in the past 5 years.
- Some 43% of business that employed 1-5 people had BC alumni among their staff.
- 65% of employers believed that BC should offer 4-year degrees.

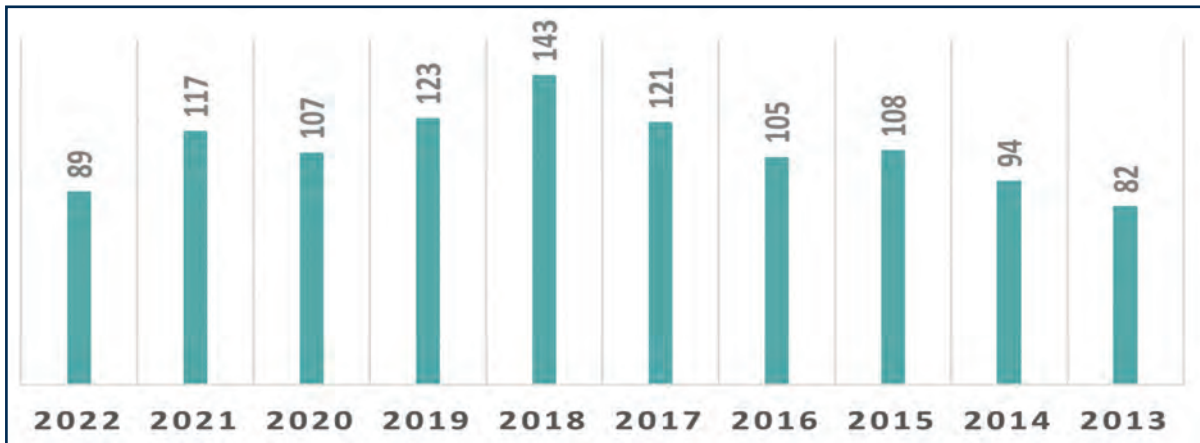
## ENROLMENT

Figure 1



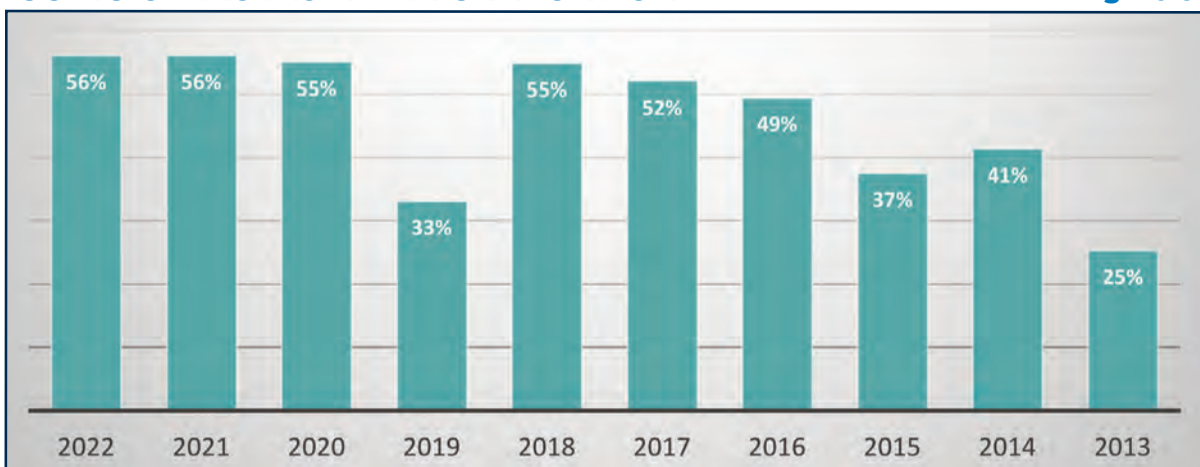
## TOTAL GRADUATES

Figure 2



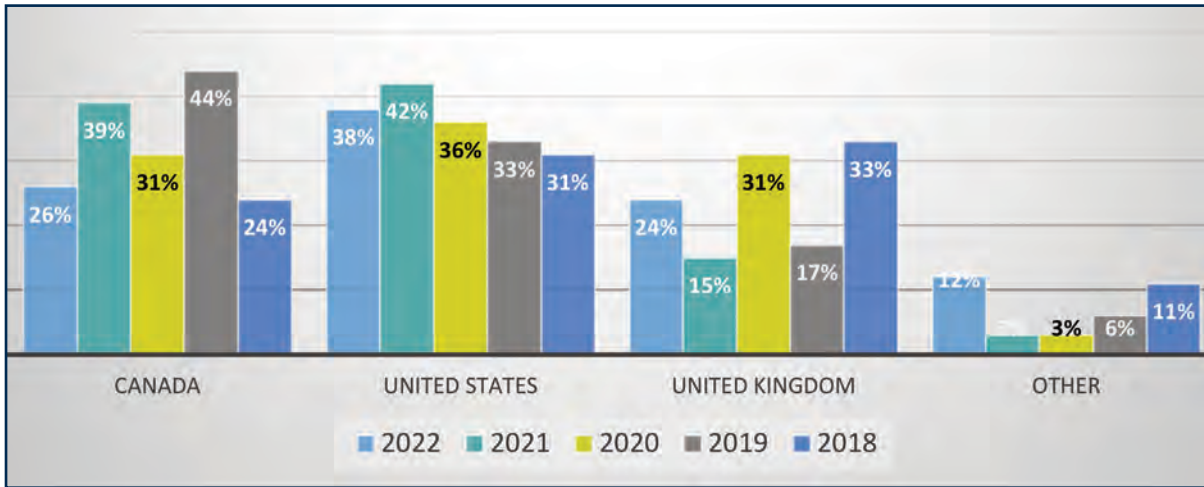
## GOING OVERSEAS AFTER GRADUATION

Figure 3



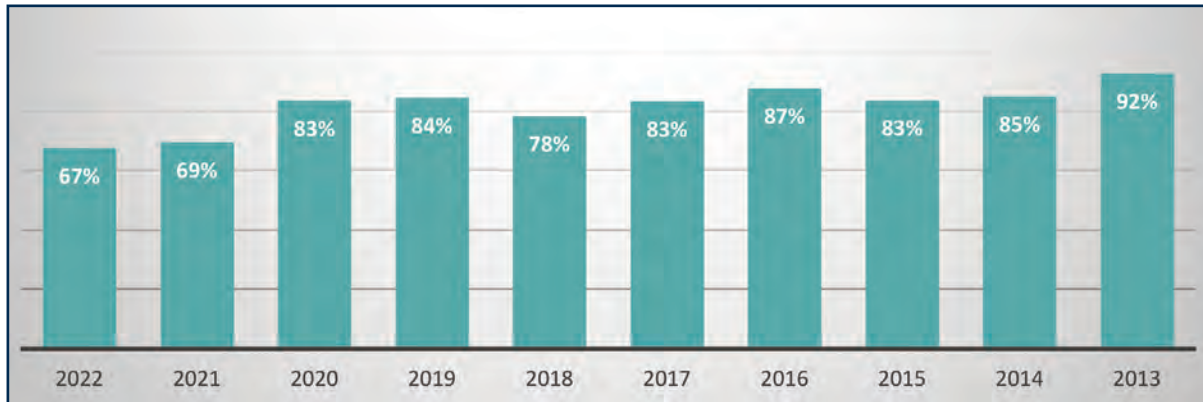
## COUNTRY OF INTENDED STUDY

Figure 4



## OVERALL SATISFACTION

Figure 5





## 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.

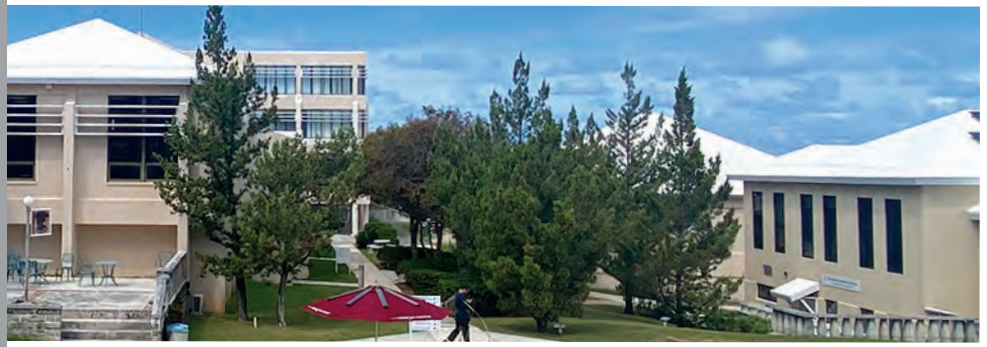
## HUMAN CAPITAL

### 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. CInst.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

### Campus Culture

The Campus Culture Committee, led with the question: “What does care look like to you?” at the start of the academic year. As the guiding principle for Campus Culture is: *Creating a Community of Care*, the Committee’s subsequent work had a particular focus on the concept of ‘burn out’, as the island’s response to the public health pandemic had transitioned from reactive-care to self-care. With this in mind, Campus Culture:

- Drafted a statement for inclusion in the College’s email signature that encourages employees to set boundaries between work time and personal-life obligations. The proposed statement communicates general operational hours and a framework for responding to emails.
- Worked with IT to customise the employee-experience when using the BC App; created a platform to share information such as new-student data, and to engage in discussions; and enabled access to a variety of employee-based resources that focus on stress management, health, and well-being.
- Collaborated with the Counselling and Career Centre to introduce: Therapy Assist Online (TAO) to employees. This online platform is designed to support coping skill development. Employees can access the system in a self-help capacity to engage with a variety of modules focused on stress management, mindfulness, dealing with the empty nest, financial stress and more.

### Human Capital

■ Completed the Performance Management tool, Employees’ Performance and Contribution Review (EPCR). The HR team conducted EPCR workshops to help transition employees from the precis system (for annual performance reporting) to the launch of the new system (June 2023). Employees engaged in hands-on training while being introduced to the new slate of performance-standards competencies. Specifically, employees spent time discussing their job-specific competency, and committing to working toward meeting or exceeding the performance and knowledge-standards of their respective professions. The EPCR also contains a new goal structure to allow employees to choose two goals (per year), and to select their goals from among the College’s Strategic Plan or its Core Values. Additionally, it encourages a third goal selection option based on symbiotic group-work.

### Recognition and Reward

In August, Bermuda College held its annual Long Service Awards event celebrating employees for their years of dedication and commitment to Bermuda College.

# LONG SERVICE AWARDEES

# 2022

## REPRESENTING 145 YEARS

of service to the College  
and the community

25  
YEARS



Shawn Ming

20  
YEARS



Karmeta  
Hendrickson



Dr. Constance  
Ridley-Smith

15  
YEARS



Amy Harvey



Algene Maybury



Cherie Richardson



Denise Simons

10  
YEARS



Williston Furbert



Michael Walsh

RETIREES



Dr. Jeremiah  
Faries



Robert Masters



Dr. Barbara  
O'Shaughnessy



Dr. Sharon Virgil



Jaqueline Wade

# FINANCE AND OPERATIONS

Actng Vice President  
Mechelle Willins, CPA



“If everyone is moving forward together, then success takes care of itself”. This quote from Henry Ford embodies Bermuda College and by extension the Finance and Operations Team. I would like to take this opportunity to congratulate the Finance & Operations Team, for their continued commitment, perseverance and team effort during these ever-changing times.

The total Government grant for fiscal year 2023 was **\$15,203,900 (74% of total revenue)**

## HIGHLIGHTS

### Information Technology Services

- Integrated an online application form for programme students.
- Upgraded several critical virtual servers.
- Migrated the secret server that stores all system passwords and service accounts passwords to the cloud.
- Upgraded the data backup system with increased capacity and security.
- Migrated users email boxes to Microsoft Cloud, Microsoft 365.

### Athora Division of Professional and Career Education

- Diversified revenue by entering into new partnerships with, International Coaching and Leadership Institute (ICLI), The Bermuda Maritime Academy, Solar Energy International, Profiles Bermuda and the Bermuda Broadcasting Company.
- Offered alternative credentials and courses, with the goal of assisting persons to supplement their monthly income.
- Leveraged new tools to increase its email engagements with over 3000 contacts.

### Facilities & Security

- Sealed and painted the Library roof, thereby increasing its lifespan.
- Partnered with the Bermuda College Foundation to retrofit the entire Campus with LED lights and the Installation of solar panels on Hallett Hall and West Hall roof tops, resulting in cost savings in electricity.
- Redesigned and renovated the Testing & Assessment Centre and the adjacent meeting and testing rooms.

### Business Service Office

- Produced the 2022 audit package on schedule and received an unqualified opinion.
- Increased student engagement, by participating in the Spring 2023 student orientation, where staff interacted with students one on one and provided information on payment options.
- Worked closely with the Marketing and Social Media Officer, in creating content on the various payment options and deadlines.
- Continued to find ways to improve the services offered to students, staff and vendors.





## 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.**



# RELEVANT

~ rel-e-vant ~  
having significant and demonstrable bearing on the matter at hand

"It's been a while since I've been in school, so when I first got in the class, I was a little nervous, but my lecturer helped me feel comfortable in the way he lectured. He helped me stick it out, and I'm so glad I did!"  
- Institute of Leadership and Management student -

"The instructor was a key factor in our success. We had to learn so many formulae. We were using them on the job, they were so much a part of us. The instructor always had the class's best interest at heart the whole time!"  
- BOMI graduate -



# CONVENIENT

~ con-ve-nient ~  
affording accommodation or advantage

"When you already spend six days a week in the gym, getting certified as a personal trainer is a logical next-step. Personal training definitely fits my lifestyle, and my personality. It also really helped with the practical part of the course because I could observe it on a daily basis."  
- WITS student -

"The majority... just wanted a second chance to re-invent themselves, or enhance their skill set. I'm pleased to say that 100% of our graduates are now employed in the field."  
- Major Appliance & Repair Instructor -




# PROFESSIONAL

~ pro-fes-sion-al ~  
characterised by or conforming to the technical or ethical standards of a profession

"This was one of the most enjoyable classes I've ever taken. Life's real failure is when you fail to realise how close you were to succeeding when you quit! Don't quit. If you haven't tried, take a shot. This has been worth it."  
- EMI graduate -

"The ACCA Programme is very convenient for mature students who want to further their studies. Thank you Bermuda College!"  
- ACCA student -



# DYNAMIC

~ dy-nam-ic ~  
marked by usually continuous and productive activity or change

"Sometimes you take a course because your job advises it, in this case I chose to go for it and I'm happy to say that I truly got value for money - I've been promoted to manager thanks to BC!"  
- SMC student -

"I'm ecstatic that Bermuda College offers this Programme, I hope more people take advantage of this opportunity!"  
- ACCA student -

# ATHORA DIVISION OF PROFESSIONAL AND CAREER EDUCATION

Director  
Tawana Flood, MTA



The newly re-named Athora Division of Professional and Career Education 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. Its 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 notable international and local partnerships including 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 global professionals who bring practical experience and a passion for their subject areas in to the physical and virtual classroom.

## HIGHLIGHTS

- The Athora Division of PACE moved to state-of-the-art offices in the Athene Career Development Centre thanks to generous fundraising efforts of the Bermuda College Foundation.
- There were just under 1000 registrations this year despite lower than optimal staffing levels.
- Offered a range of new certifications, and new asynchronous, convenient online courses and workshops, such as aquaponics, Long-term Care, Intellectual Disabilities, Demystifying the Environmental Social and Governance (ESG) model, Diversity, Equity and Inclusion (DEI), and Introduction to QuickBooks.
- The Division added new professional partners, such as the International Coaching and Leadership Institute (ICLI), the Bermuda Maritime Academy, and Solar Energy International.
- Multi-year partnerships were enhanced with Bermuda Hospitals Board and healthcare and education partners to offer the Certificate in Intellectual Disability course which was fully subscribed for both semesters.
- Partnered with Profiles Bermuda to offer Bermuda Blue Flag certificate workshops. Several international companies have now incorporated the workshops into their orientation programmes for guest workers.
- A new partnership with the Bermuda Broadcasting Company featuring the "The Freshman" radio show aired live on Power 95 FM station. The live format includes music mix, live interviews and an opportunity for Bermuda College DJ students to gain practical training in a professional multi-media environment.
- APACE courses have been incorporated into the leadership succession and professional development plans for companies and organisations. The ICLI coaching course in particular prepares students to lead with cultural competence, agility and resilience.
- The Division also leveraged new tools to increase its email engagements with more than 100-thousand messages being sent to over 3000 contacts, offering opt-in opportunities to clients, and potentially increasing repeat business from satisfied customers.
- The Division offered alternative credentials to help persons supplement their income, with short-term courses for blue flag taxi ambassadors, bartenders and chartered boat operators. Additionally, courses were offered for those pursuing parallel careers as podcasters, "Twitch Disc Jockeys" and social media strategists.
- The Mount St. Vincent University 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. Six MSVU Bachelor's degree graduates were celebrated in the May Commencement ceremonies; three graduated from Miami University's Masters degree programme in Special Education.
- The Division celebrated 252 student accomplishments at the 16th Annual Awards ceremony receiving various international qualifications and workforce or professional development certificates ranging from medical billing and coding to anti-money laundering. 72 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. (CNA).



## MANY PATHS. DISCOVER YOURS.

“

My experience at Bermuda College is akin to a dinner with family and friends. My mother, Solange Saltus, was the vice president for Academic & Student Affairs; and my uncle and aunt, Dr. Clifford Maxwell and Pamela Maxwell-Clarke, were faculty members; these I regarded as the entree. My friends were the dessert, and these relationships have stood the test of time. The high standard of excellence and academic opportunities established the dinner table upon which I feasted. My history instructor, the late Mr. James Smith, was simply par excellence in sharing his knowledge and time with patience and a very dry sense of humor.

I am in a unique position of having experienced Bermuda College as both a student and a faculty member. Bermuda College became my first professional employer. I completed the Diploma in Hospitality Management with fellow students from St Lucia, Dominica and Canada. Several years later, I was assistant manager at the then Stonington Beach Hotel, and then a faculty member in the College's Hospitality Department. Making the transition from student to faculty member was surreal. I counted among my colleagues at the time Dr. Duranda Greene, now president of Bermuda College.

My name is Julia Aidoo-Saltus and I'm a proud BC alumna.

”

**JULIA AIDOO-SALTUS | BC ALUMNI**

**CLASS of 1983** - Diploma of Arts and Science

**Senior Legal Counsel | HSBC Bank Bermuda Limited**



**BERMUDA  
COLLEGE**

[www.college.bm](http://www.college.bm)



## **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 also fall under this remit.

## HIGHLIGHTS

- Migrated the email boxes of College users from an on-premises facility to Microsoft Cloud, Microsoft 365. This allows users to have access to the Cloud for saving documents. The next stage of the project is the removal of inactive mailboxes on local systems to free up and re-allocate resources to other services.
- Integrated and implemented an online application form for programme students. Now, prospective and returning students can conveniently apply to a programme at Bermuda College. A separate integration of an online form for non-traditional (APACE) students is underway.
- Initiated the student online payment processing facility which is currently at the advanced stage of completion. Its close integration with the Student Information System (SIS), allows student ledger cards to be updated in real time and drastically reduces the amount of manual reconciliation in the Business Services department.
- A third-party was contracted to conduct a cybersecurity assessment of Bermuda College's IT environment. The report from the exercise has provided valuable recommendations and has enabled ITS to begin provisioning some controls that will strengthen our cybersecurity programme.
- Upgraded several critical virtual server infrastructures, including the domain controllers and the secondary data centre, VMware virtual centre. The domain controllers are responsible for authentication and authorisation of all objects (users, printers, computers, etc.) to access IT network resources.
- Implemented a major upgrade to the data backup system as the old backup system had reached capacity and become vulnerable to crypto virus. The new backup system (Cohesity) has not only provided the needed increased capacity but also has enhanced data security by ensuring immutability of backup data.
- Migrated the system facility, which provides a secure storage of all systems passwords and service accounts passwords, to the cloud. As a result of this migration the College is now able to leverage cloud security, auditing, and resilience, so that access to the database is not dependent on the availability of the local system.
- Relocated the Library Building switch closet to a better temperature-controlled and secure location. This project was necessitated by the high cost of replacing several IT equipment damaged by dampness in the former location. The current location is equipped with air-conditioning and an uninterruptible power supply (UPS) to keep the equipment free from dampness or a sudden power outage.
- Initiated the implementation of a multi-factor authentication (MFA) for remote access into the Bermuda College IT network. Upon completion, MFA will greatly enhance the identification of users accessing the network prior to granting them access. MFA has become the a global standard for preventing access to unwanted users.
- A customised report is being developed in Anthology web client for course revenue with assistance from the vendor. This report will enable management to view one or more course revenue figures for every academic semester.
- Engaged a third party to conduct an external simulated attached (penetration) test against the BC IT environment, as part of the cybersecurity evaluation process. The vendor used the same tools and software that hackers use to simulate the attach. The report from the exercise will highlight any vulnerabilities from an external perspective, and will recommend a course of action for mitigation.

# FACILITIES MANAGEMENT & SECURITY

Plant Operations and Facilities Manager  
Cleun Gaiton MPM



The Facilities Management Department is responsible for the overall maintenance of the various facilities and grounds of the College campus, including painting, electrical, plumbing, air-conditioning refrigeration maintenance contracts, the monthly elevator service, providing a physical security presence on campus, and the mail system. This year the Facilities department was able to address some long-standing maintenance issues as well as implement new technology in campus buildings to make them more efficient.

## HIGHLIGHTS

- Sealed and painted the Library roof. The project took approximately five weeks, and will add to the lifespan of this roofing system.
- Replaced the West Hall Elevator system. Operational issues and life expectancy of the current system made it necessary to procure a new system as a matter of safety and health for all stakeholders.



- Completely re-designed the old Testing & Assessment Centre in Hallett Hall. The project included a new floor plan for the Centre which is now a recognised Prometric testing centre. The meeting room and testing rooms next to the testing centre were also completely renovated to offer a better meeting and testing experience to staff and clients.



- Partnered with the Bermuda College Foundation to implement the following technologies in buildings, leading to a reduction in energy expenditures.
  - A campus-wide LED retrofit which saw over 2000 light fixtures changed out to LED fixtures.
  - Solar panels were added to the roof tops of Hallett Hall and West Hall providing additional cost savings, and making our operations more environmentally friendly.



## MANY PATHS. DISCOVER YOURS.

“

My time at Bermuda College is one that I will never forget. It was a time that allowed me to achieve the level of growth and maturity needed to study abroad at a higher level. I was confronted with a series of questions surrounding my ambitions and motivations in life... Although the College has room for improvement in some aspects, it served as a necessary catalyst where my resolve was truly tested while working and studying at the same time. Thanks to the academic challenges provided and the support of friends and professors, I was able to graduate prepared for the next adventure of university in the UK.

Dr. Sharon Virgil and Craig Simmons were essential in my development as a student and young adult. Not only did they teach skillfully and thoughtfully, they also provided me with a platform that allowed me to challenge the ideas being taught and to formulate my own. Teaching “how to think” instead of “what to think” was a methodology I still rely on and appreciate today.

After completing my academic journey through the Associates Programme, I was able to enter The University of the West of England where I obtained a Bachelor of Laws with First Class Honors.

In addition, I met people at the College who continue to be my best friends today.”

**JOSHUA DEALLIE | BC ALUMNI**  
**CLASS of 2017** - Associate of Arts

Associate | Conyers Dill & Pearman



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## 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 inform and promote to its diverse communities and constituents, its wide range of academic programme and course offerings, professional designations and certifications, the unique BC experience, and the College's commitment, as an accredited institution, to student success.



Recruiting during a Career Fair

## HIGHLIGHTS

- The Office officially recognised the critical need for a dedicated social media professional on the team with the hiring of a Marketing and Social Media Officer. The postholder contributed an essential component of the marketing strategy, allowing the College to connect more with the community, and its stakeholders, while increasing awareness about the College brand.
- Created a brand voice with social media using real people behind the College profile—students and faculty members—sharing the BC experience through photos, reels, videos and events. As a result of these efforts, IG followers increased by 60 percent.
- Piloted the expansion of the mobile recruitment station venues to Café Amici in Dockyard and to the White Horse tavern in St. George's to enhance access for community members who either live or work in these areas. The goal was to make it easier to have direct, meaningful consultations about academic options to persons without requiring the travelling time to the BC campus. The two events generated sufficient success to make future, similar installations worthy of consideration. The White Horse event was particularly productive, as the three-hour long period was completely filled from

- start to finish with potential students – and ended with three of the seven attendees being converted into registered students. Both venues were happy to provide tables in their establishment free of charge, and were very open to hosting future such events.
- Met with each College dean and director to identify programmes for marketing and establish success metrics for each to introduce a more collaborative approach to the overall marketing strategy.
- Worked more closely with the Bermuda College Foundation in identifying and jointly promoting common areas of mutual benefit.
- Undertook a comprehensive search for a new Recruitment Officer. The search for this critical position was further extended in March.
- Enhanced the efficiency of the Communications Office by adding the responsibility of a Communications administrator to the remit of the Switchboard Operator and Room Reservationist

**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  
Diagnostic Imaging Technology  
Education  
Marine Science  
Nursing  
Pre-Health Science  
Pre-Medical Science  
Science

**Associate of Applied Science**

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

**Foundation Diploma Programme (UK)**

**Foundation Diploma Programme  
(USA & Canada)**

**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)  
  
Framingham State Univ.,  
M.Ed. & Grad. Cert. in Ed. Leadership  
  
Mount Saint Vincent University  
Bachelor of Business Administration  
  
The University of the West Indies  
Postgraduate Diploma in Education

**ATHORA 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)  
  
CITY &  
GUILDS International Qualifications  
  
ICDL International Computer Drivers  
License  
  
ILM Institute of Leadership  
& Management  
  
ACAMS Association of Certified  
Anti-Money Laundering Specialists  
  
ICA International Compliance  
Association  
  
KIXKO

**WORKFORCE DEVELOPMENT  
CERTIFICATES**

**SHORT TRAINING AND EXAM REVIEW  
COURSES**

**SHORT TRAINING AND EXAM REVIEW  
COURSES**

**ONLINE COURSES**



**BERMUDA  
COLLEGE**

**OUR COMMITMENT**

- INNOVATIVE EDUCATION
- QUALITY TEACHING
- UNPARALLELED STUDENT SUPPORT

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