



2020 - 2021

# ANNUAL REPORT

BERMUDA  
COLLEGE



## 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

## CONTENTS

<b>Chairman's Report</b>	<b>2</b>
<b>President's Report</b>	<b>3</b>
<b>About Us</b>	<b>4</b>
<b>Vice President's Report</b>	<b>5</b>
<b>STRATEGY 1</b>	<b>7</b>
Student Success	
<b>STRATEGY 2</b>	<b>23</b>
Campus Culture	
<b>STRATEGY 3</b>	<b>23</b>
Human Capital	
<b>STRATEGY 4</b>	<b>27</b>
Diversification of Revenue & Partnerships	
<b>STRATEGY 5</b>	<b>31</b>
Infrastructure	
<b>STRATEGY 6</b>	<b>35</b>
Branding & Marketing	

# CHAIRMAN'S REPORT

Mr. Peter Sousa



The pandemic and Bermuda College's management of it, with respect to student learning and College operations, dominated the Board's focus for this past year. The Board was regularly kept apprised of Covid-related policies and developments by Dr. Greene and her executive team as they unfolded, and we are indebted to them and to the Administrative Management Team, faculty, and staff for the leadership and collective contribution in making this challenging year, successful. The Board also wishes to extend its congratulations to the students who persevered and were able to graduate on time.



## HIGHLIGHTS

- In its ongoing efforts to bring all audits current, and through the diligence of Vice President, Mr. Dwight Furbert and the assiduous commitment of his Business Office Team, the Board was pleased to approve the 2018-2019 and 2019-2020 Financial Statements which were subsequently tabled in the House of Assembly. The Board awaits the 2020-2021 audited statements that are currently going through the external audit and approval stage.
- Another notable highlight was the induction of three Honorary Fellows - one posthumously - in a hybrid virtual ceremony held in February. Mr. Craig Bridgewater, Dr. Janet Ferguson and the late Dr. Eva Hodgson were the celebrated new inductees.

- Two retreats were hosted for Board members to ensure the Board continued to focus on strategic initiatives and establish goals for the upcoming year and beyond.
- The Board was pleased to have received the full Government Grant including \$300,000 for student financial assistance for another year from the Ministry of Education. We are indebted to the Government for its ongoing commitment to assist students desirous of attending Bermuda College to fulfil their higher education or career aspirations. The Board is also indebted to the Bermuda College Foundation and its donors for the more than \$6 million it has raised during this past year in support of capital projects and student financial assistance.

Terms of service on the Board ended this year for Mrs. Romelle Warner who has been a committed supporter of the College and served as the Chair of the Board's Academic & Student Affairs Committee, Mrs. Delight Morris, and Ms. Latifa Smith. New Board appointees included Mr. Tulani Bulford, Ms. Tylasha DeSilva, Mrs. Branwen Smith-King, and Mrs. Charmaine Tucker. The Board is appreciative of their willingness to serve Bermuda's students in this capacity, and looks forward to their considerable expertise being brought to bear on the continued success of Bermuda College.

## BERMUDA COLLEGE BOARD OF GOVERNORS

Peter Sousa (Chair)  
Mr. Nasir Wade (Deputy Chair)  
Dr. Duranda Greene (President)  
Mr. Tulani Bulford  
Miss Whitney Butterfield  
Ms. Tylasha DeSilva  
Ms. Cherie Dill  
Mr. T. Christopher Famous, JP, MP  
Mr. Frank (Chip) Gillis  
Mr. Jason Hayward  
The Hon. K. H. Randolph Horton, J.P.  
Mr. Jerome Reid  
Mr. Romeo Ruddock  
Mrs. Valerie Robinson-James  
Mrs. Branwen Smith-King  
Ms. Necheeka Trott  
Mrs. Charmaine Tucker

# PRESIDENT'S REPORT

Dr. Duranda Greene



The word that best describes Bermuda College during this past year is 'adaptive'. We were forced to adapt to a new way of teaching, adapt to the way we offered and provided essential student services, adapt the manner in which we communicated, adapt a new way of conducting our business operations, adapt a new way of celebrating the successes of our students and employees, and adapt to an entirely different way of thinking. The College's Covid 19 Team is to be commended for effectively leading us through another year of the Covid pandemic.

During this past year, enrolment in the academic programmes increased marginally by 6 percent at a time when other comparable institutions were experiencing double digit declines. Our retention of students showed the highest gains in five years, jumping from 60 percent to 70 percent year over year. At our May 2020 Commencement, 107 students were able to be graduated with more than half graduating with honours - the only casualties being our 10 nursing students who were unable to complete their clinical as a result of the pandemic. Fortunately, they were able to graduate along with 22 other students in our first January Commencement ceremony since 2012.

In July, BC hosted a successful virtual site visit with the New England Commission of Higher Education (NECHE) which culminated in NECHE accepted BC's first 5-Year Interim Report. Our next site visit will take place in 2025 as part of BC's comprehensive evaluation.

Implementation of Delivering Success, our 5-year strategic plan, continued and the College was able to complete its Preventative Maintenance Plan, sign new or renewed partnerships with several overseas institutions in North America and the United Kingdom; and ratify two Foundation Year Diploma Programmes designed for those who desire to stay on Island for one year before matriculating to the United Kingdom or North America with the first student intake scheduled for Fall 2021. Other highlights include: the production of a balanced operational budget, despite decreases in Government funding, and the completion of the 2020 financial audit with a clean audit opinion. Due to the tireless efforts of the Business Office Team, I am pleased to report that Bermuda College is now current with the production of its financial statements.

Finally, the College is indebted to the Bermuda College Foundation for its stellar work in raising funds for the College. To date, the Foundation has raised \$6.4 million, including a gift of \$3.8 million from Bermuda Insurers and Reinsurers companies - Athene, Athene Life Re, Athora Holdings, Aspen Insurance Holdings and Catalina Insurance Holdings for the construction of the new Career Development Centre. The Centre will provide increased access to workforce development, training and innovation opportunities to our community.

Despite the ongoing pandemic, Bermuda College has achieved much as a result of the dedication and commitment of the entire BC Team. I am especially grateful for the effective leadership Dr. Phyllis Curtis-Tweed and Mr. Dwight Furbert have provided for the College's academic and student affairs and business operations, respectively.

I invite you to celebrate with us as you read about our success in the pages ahead.



## 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; 687 of whom are registered in credit courses. There are 36 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:

36 full-time lecturers

### AVERAGE CLASS SIZE:

14 students

### ENROLMENT:

687 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>

## VICE PRESIDENT OF ACADEMIC AFFAIRS

Dr. Phyllis Curtis Tweed



Thirteenth-century Persian poet, Rumi, quite aptly described the power of the human spirit when he said, “We are stars wrapped in skin - the light you are looking for has always been within.” This power has been foundational to the resilience and perseverance of so many people over this past year. Indeed, the pandemic resurged with new waves that crashed across the globe, voraciously landing on the shores of Bermuda resulting in increased cases, illness, death, and government restrictions to stem the tide. This was the context for academic year 2020-2021.

Despite the challenges, the faculty at Bermuda College remained stalwart in their commitment to student success. College faculty took courses over the summer to enhance their ability to teach online; and a survey of student needs and experiences of remote learning was conducted in order to inform planning and to increase student support services. As a result, a new booking system was developed for students to reserve spaces and use campus resources as needed. The College was ready and coped well with remote instruction delivery for another year.

Bermuda College students once again prevailed: 35 graduating in January 2021. Special recognition belongs to students in the nursing programme, who were on track to graduate in spring 2020, but whose completion of clinical training was delayed due to the coronavirus; they graduated in Winter Commencement ceremonies.

Once again, special thanks are extended to the members of the Academic and Student Affairs (ASA) team whose reports follow on subsequent pages. I also ap-

preciate the work of the members of Academic Council whose continued commitment to programmatic excellence at the College is invaluable, and acknowledge the contribution of our administrative assistants whose work is essential to our success.

The following are highlights of this year’s accomplishments in accordance with

### Strategic Plan Objectives:

- In October, the Human Capital Committee of the Institutional Effectiveness Task Force, launched a two-day faculty recruitment campaign with an online information session regarding College programmes, prospective areas of need, teaching qualifications and application requirements.

- The College applied for and received permission from the New England Commission of Higher Education (NECHE) to offer online and remote courses.

- The BC Journal, Voices in Education Volume 6, was published in November 2020. This edition was entitled, Health Education: Institutional and Industry Structures as well as Practices that Impact Individuals and the Community

- Bermuda College developed a virtual Reading Literacy Series in collaboration with Dr Margie Gillis, CEO and President of Literacy How, Mr. Chip Gillis, co-founder of Athene (retired) and philanthropist, and the Department of Education, designed to encourage reading success in Bermuda’s public schools.

The following events were held:

- November 2020: Reading Success for Every Child: Teaching Reading is Rocket Science. This event featured Dr Margie Gillis and panellists: Kim Manderson, Acting Reading Officer of the Department of Education; Martin James, Innovation Unit; Ms LaToya Pearman, PTA president and parent; and Dr Phyllis Curtis-Tweed, moderator.

- March 2021: School Talk and Home Talk: Supporting Literacy Growth of Young Children. This event featured Dr. Julie Washington, Professor in the School of Education at the University of California (UC), Director of the Learning Disabilities Research Innovation Hub and Director of the Dialect, Poverty and Academic Success lab at UC Irvine.

- These events attracted 240 and 160 participants, respectively, comprising educators, parents, and members of the community-at-large.

- Academic Council approved Foundation Certificates for the first year of study with one track for study in the US or Canada, and the other for study in the UK. The Foundation Certificate for students attending college in the US/Canada comprises general education courses; while the Foundation Certificate for students attending colleges in the UK is designed to fulfil the UK equivalent of a foundation year.

Bermuda College established a partnership with the Association of Bermuda Insurers and Reinsurers (ABIR), working with CEO John Huff, and St John's University to develop a talent pipeline for Bermudians to enter the insurance industry. This three-pronged approach includes the implementation of a foundational insurance course at Bermuda College, internships at ABIR member companies, and a scholarship programme for a Bermudian graduate from Bermuda College to complete the baccalaureate degree at St John's University. The inaugural insurance course, which presented a lecture series featuring industry leaders, facilitated by Economics lecturer, Craig Simmons, ran in spring 2021 with 31 Bermuda College students participating, and approximately 130 community members auditing various guest lectures.

## ARTICULATION AGREEMENTS & EXTERNAL PARTNERSHIPS

Coordinator  
Dr. Constance Ridley-Smith

### HIGHLIGHTS

#### NEW AGREEMENTS

##### ■ Transfer Pathways Fair

The College hosted a virtual Transfer Pathways Fair this year. Fourteen partner institutions joined a ZOOM Conference that featured Breakout Rooms allowing each institution to provide individualised attention and advisement to prospective students.

The students who attended the Fair were more likely to be second-year students interested in the specific disciplines that the partner school representatives offered, and keen to prepare for their next steps after BC.

Partners attested that they were satisfied with the turnout as the Fair put them in direct contact with students.

Canadian Schools had the highest concentration of students attending their breakout sessions during the fair: Mount St. Vincent University, Ontario Tech University, and Saint Mary's University.

Among institutions in the USA, St. John's Actuarial Science Programme attracted the highest number of students requesting individualised conversations.

Overall, the schools generating most interest were Mount St. Vincent, Ontario Tech, and Saint Mary's Universities in Canada, followed by St. John's University in New York. Students from each of the three divisions attended the 2020 Virtual Fair. The Divisions of Arts

and Science and Applied Science led with the highest number of attendees.

##### ■ Student Support

The year saw an increase in student advising and support with the goal of matching our students for one-on-one consultations with representatives from our partner institutions. The Director of Centre for Learning and Academic Success (C.L.A.S.) and the Coordinator of Articulation Agreements developed an internal network that assists prospective graduates enrolled as BC Dual Enrolment students. This has been a value-added approach to our partners who seek to maximise their articulation agreement activity with meaningful outcomes, namely student registrations from Bermuda College. Several students have taken advantage of this service.

##### ■ Online Agreements

Bermuda College External Programmes and Agreements continued to renew or develop new partnerships. Each of the following degree programmes are delivered completely online and are available to BC graduates:

- Southern New Hampshire University (SNHU)
  - BA in Psychology or General Studies;
  - BS in Business Administration or Technical Management
- East Carolina University
  - Coastal and Marine Science
- Framingham University
  - MBA (Master of Business Administration)
- Walden University
  - RN to BSN in Nursing
- Renewal of Mount St. Vincent
  - BBA with online/hybrid delivery

##### ■ Traditional

Several agreements are in the final stages. Progress has slowed as our partner institutions have grappled with changing their policies and their focus in the wake of COVID-19 and the impact that the virus has had on their academic processes.

Bermuda College has also made significant strides in expanding opportunities for high school students with intentions to study in the UK or North America. The Academic Council voted to accept proposals for two Foundation Year Programmes which will customise the BC experience for students who desire to study on island for one year before matriculating to colleges or universities in the United Kingdom or North America. One of our most coveted partnerships exists in the work we have done with The University of Southampton, a Russell Group institution in the United Kingdom. When finalised, this agreement will allow our students to earn a Foundation Year Certificate at Bermuda College and proceed to finish their UK degree with the University of Southampton for Bachelor's degree majors in Maths and Pre-Med Sciences.

The UK Foundation Year Certificate will become a template for use with other institutions in the UK. A Foundation Year Certificate has also been approved for matriculation to institutions in the US or Canada. Both Foundation Year Certificate programmes will accept their first students in Fall 2021.



## 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.



Although the past academic year has been a challenging one due to the Covid-19 pandemic, both faculty and staff truly committed to assisting students to reach their educational goals, while themselves enhancing their own skills through professional development; successfully navigated their curricula through remote teaching and online learning. Student success remained a top priority for the Division.

The Division similarly salutes many BC students who served as essential workers during the academic year. Their roles were varied and included grocery store cashiers, regiment service, and child care providers for other essential workers in Government facilities.

## HIGHLIGHTS

- In May, we celebrated the achievements of 24 graduates who were awarded associate degrees and recognised eight outstanding graduate awardees for their exceptional academic accomplishment during Commencement.

- Senior Economics Lecturer, Craig Simmons, distinguished himself and the College, as he was called upon to share his knowledge and perspective with various sectors of Bermuda through published articles – the likely trajectory of Government’s post-covid fiscal strategy (Royal Gazette 6/2020); and televised interviews – the economic challenges of negotiating a Covid world (Fresh TV 7/2020); the state of Bermuda’s national debt pre-Covid versus the present (Bermuda Broadcasting Company 2/2021).

### **Roche Science Week (Formerly known as Corange Science Week)**

- The Science Department successfully hosted its first virtual Roche Science Forum, “Interrelated Wellness through the Lens of Covid”. The panel included; Dr. Sandy De Silva from the Family Center, Dr. Shaina Kelly (alumna) from Hope Healthcare, Dr. Tucker Murphy, Zoologist (former Corange Speaker), Dr. Phillipe Rouja, Principle Scientist, Ministry of Environment (former Corange Speaker), and Senior Economics lecturer, Mr. Craig Simmons. It was an interactive webinar with several polls for the audience which the panellists used to have a more in depth discussion. In lieu of the traditional Demo Day, experience lab kits were created on the merits of handwashing during the pandemic. The kits included reusable bottles so that students could make their own hand sanitizer and test bacterial growth on

agar dishes depending on the cleanliness of their hands. The lab kits were delivered to all schools who confirmed participation. This year’s Roche Science Scholar was Sakena Francis, a 2020 graduate of Warwick Academy. Her goals after completing the Associate of Science Programme at Bermuda College is to attend university in either the UK or Grenada to study veterinary nursing. Her career aspiration is to specialise in equine veterinary nursing, stemming from her love of horses from a young age. She has chosen this career path as this allows for a more personal and hands on experience working with the animals.

- Bermuda College continued its partnership with BEST (Bermuda Environmental Sustainability Taskforce), co-hosting the third series of the Eco Lunch and Learn Series.

- Chemistry lecturer, Dr. Reignier Jeffrey was invited to participate in the Black Youth Stem programme hosted by the Faculty of Engineering and Applied Science at Queen’s University in Canada. The purpose was to highlight professionals of colour in STEM careers to inspire youth of colour, for potential career pathways. The seminar was conducted virtually via ZOOM on exothermic reactions.

- On the recommendation of Earth & Environmental Science senior lecturer Amy Harvey, Maya Leighton and Jihad Muhammad participated in a 6 week Saturday Fall 2020 programme for Marine Science scholars at The Bermuda Institute of Ocean Sciences (BIOS). The students learned all about the importance of oceans, and the changes occurring within them. The aim of the programme was to reach students who could benefit from field and laboratory experience at BIOS. Jihad is enrolled in the Marine Science Programme at BC and Maya will be attending the University of Plymouth in the Fall to study Ocean Exploration and Surveying.

- Early Childhood Education student Samantha Smith served as a member of the Learning First Bermuda Education School Redesign Team and subsequently joined the workforce development team. Samantha contributed greatly to the in-depth dialogue about the landscape of teacher professional development.



### Hybrid Class Experiences for 2020-2021

Pictured above left:

FIELD TRIPS

- Solar Farm
- Wadson Organic Farm

Pictured third on left:

ZOOM CHEMISTRY COURSE

Pictured above right:

HYBRID SCIENCE LABS

Pictured below left and right:

SOCIAL-DISTANCED ART STUDIO - BC gym



# DIVISION OF BUSINESS, HOSPITALITY AND TECHNICAL EDUCATION

Dean  
L'Tanya Roberts BSc, MEd, MBA



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

- A bold, new corporate and academic collaborative between the Association of Bermuda Insurers & Reinsurers (ABIR), Bermuda College and St. John's University's Maurice R. Greenberg School of Risk Management Insurance & Actuarial Science, introduced a pilot course, "Special Topics in Insurance (INS 2298): Foundations of Bermuda's International Re/Insurance Sector". The 14-week course, facilitated by Senior Economics Lecturer, Craig Simmons, featured local and international guest lecturers, and provided students with unique and applicable insight into the reinsurance/insurance industry and its contributions to Bermuda's economy. The course was widely promoted and fully subscribed with 31 Bermuda College students comprising part of the 130 participants for the inaugural class in January 2021.

### Technical Education



Pictured above: First year students and Facilities Manager, Warren Moulaison on the roof of King Edward Memorial Hospital.

- First-year Electronics students visited the King Edward Memorial Hospital to view 24 solar thermal collectors installed on its rooftop. The students observed how the collectors harness heat by absorbing sunlight, heating two, 900-gallon water heaters for use on the top floors of the Acute Care Wing.



- Stevedoring Services invited students from the Technical Science class, to visit the container dock on Front Street to learn how hydraulics are used in hoisting containers from the container ship. The students also learned how a computerised ballast system keeps the container ship balanced as it is being offloaded.

### Computer Information Systems (CIS)



Pictured above: TLF Alumni Luis Correia, Maha Clarke, Cameron Tyler, Matthew Correia, Malachi Butterfield, Eli Smith, Kirk Stapff, Derek Tucker-Peters, Sheldon Jones, Ciera Fox, Jalesa Vincent, Derwin Adams, Justine Dzofonoo-Burch, Jared Pearman, Colin Outerbridge, Angelika Wilson, Chris Phillips and Brittany Easton.

- This reporting period was an interesting and exciting year for CIS. Malachi Butterfield, a second-year student took part in the Technology Leadership Forum (TLF), a government-sponsored internship involving multiple companies. Malachi Butterfield, is pictured above (front row - 4th from left), along with a few BC CIS alumni.



■ Malachi (pictured top left) and another student, Tyler Trott (pictured top right) took advantage of Summer Internships with @Company, a Silicon Valley tech startup. Both excelled and increased their programming knowledge while working on several projects. Tyler noting, “When I first applied to become an application development intern at this start-up, what I least expected was that application development would not occur as frequently as I thought it would. With my Bermuda College degree in Computer Information Systems and the foundational skills it provided, I was able to keep up in the internship. (It) allowed me to show my devotion towards the things I was passionate about... I’m so grateful for the opportunity presented to me. I knew what I had the moment I signed up for it. Without all of this, I have no idea where I would be in life right now.”

### Culinary Arts and Hospitality

In February, the Prospect Room (the training dining room for culinary arts and hospitality students), was opened for a limited time. This is an extremely popular and heavily subscribed dining experience enjoyed by local residents, Notwithstanding the space restrictions imposed by the safety regulations of Covid, reservations for the 3-course meal which generally spans three months, was fully subscribed within two weeks.



## WHAT IS HACKING?



### AREAS OF PENETRATION TESTING

- Network Service Tests
- Web Application Tests
- Client Side Tests
- Wireless Network Tests
- Social Engineering Tests



Overall, students navigated through the challenges of the pandemic with virtual learning, successfully. Some sessions required them to give presentations on Cyber Security, Hacking, and Penetration Testing. Students in the Security Fundamentals course presented on the dangers of cyberattacks.

Pictured above: First-year students worked alongside professional chefs, Dr. Teneika Eve and Shawn Ming to prepare four course meals every Friday for patrons of the Prospect Room.

# DIVISION OF NURSING & ALLIED HEALTH

Director  
Kathy Ann Swan, MA, BScN, RN



Class of 2021 - Nursing Graduates Pinning Ceremony

The Division of Nursing and Allied Health continues to strive to provide quality, innovative, comprehensive nursing education to meet the workforce needs of Bermuda's health care professions.

2020 was supposed to be a celebration of Florence Nightingale's 200th birthday and the 'International Year of the Nurse and Midwife' as proclaimed by the World Health Organisation (WHO). Locally, the Bermuda Nurses Association honoured every nurse on the island by proclaiming each nurse as the 2020 'Nurse of the Year'. Unfortunately, the pandemic impacted the celebrations as well as health care education as the clinical experiences for our nursing students had to be postponed.

Nevertheless, we give kudos to the faculty, clinical instructors, students, staff and partners who demonstrated leadership, care, and teamwork in helping the Island manoeuvre through the unprecedented public health crisis of Covid 19.

Even during these difficult times, Lahey Hospital and Medical Center's team members; Kelly McKinney, Dr. Dina Garcia- Banigan, Dr. Michael Levy, Brenda Hill and Kelly Collins continued to be committed to the partnership with Bermuda College. Workshops continued for all our health care students utilising Lahey's subject experts.

The Hospital for SickKids in Canada also continued the partnership during these difficult times, offering virtual workshops to nursing students completing the Family Health nursing course

### Nursing Student and Articulation Agreement Awards

Camille Outerbridge was the 2020 recipient of Bermuda Hospitals Board DaShuntae Furbert Nursing Award. The award is given in memory of DaShuntae Furbert who graduated in 2015, became a Registered Nurse in 2016 and unfortunately, passed the same year.

Barbara Tacklyn received the Toby Richardson Award for a second year. This will assist with the final year of her Bachelor's in Nursing from South Carolina Upstate. Appreciation to Dr. Lynette Gibson and her family for the assistance as recognition is given to their father 'Toby' Richardson.

Through the partnership with the Bermuda College, North Hampton University and the Bermuda Hospital Board, three of our nursing graduates have graduated from North Hampton University's Bachelors of Mental Health Programme. Waleed Lightbourne and Curlena Smith have also received excellence awards

### 2021 Winter Pinning Ceremony

The Nursing Education Team celebrated the 2021 nursing graduates by coordinating a 2021 Winter Pinning Ceremony, held at New Testament Church of God Heritage Worship Centre. The theme this year and most appropriate during this time was 'Perseverance'. While adhering to Covid-19 regulations, 10 nursing students and their family members were able to celebrate this milestone, with 800 local and international partners joining the ceremony on Facebook. Guest speaker was Bermuda College's 2017 Nursing graduate Rhonee Ford RN. The student address was delivered by Jashae Lamontagne.

## HIGHLIGHTS

### Academic Programmes:

- The Pre-Medical and Pre-Health Programmes continue to evolve with interest growing each academic year.

The Diagnostic Imaging Technology (DIT) Programme was approved by the Bermuda College's Academic Council and will commence Fall 2021.

The Division continues to be proud of its 100% success rate in the Associate of Science (Nursing) Programme.

COMMUNITY INVOLVEMENT	NURSING STUDENT PARTICIPANTS
Bermuda Cancer and Health's 2021 Men's Health Fair	3
Bermuda Hospital Board Covid 19 Vaccination Clinic	6
WORKSHOPS	NURSING STUDENT PARTICIPANTS
Career Readiness Boot camp	10
Lahey Hospital and Medical Centre Workshop	20
The Hospital for Sick Kids Workshop	10

## 2021 Nursing Education Awards

**Academic Achievement Award:** Anna Chan

**Impact Award:** Shannon Smith and Chelsey Walker

**Director of Nursing & Allied Health Leadership Award:**

Anne Boykin Smith

**Clinical Excellence Award:** Elizabeth Davis

Our team cannot emphasise the importance of interdivisional partnerships at Bermuda College. The Director of Nursing and Allied Health continues to work closely with the Division of Professional and Career Education (PACE) to deliver Nursing Assistant, Emergency Medical Technician (EMT), and Nursing Assistant Bridging programmes.

It is through the Ministry of Education's Career Pathways under the Leadership of Dr. Randall Tankard that the Nursing Assistant Programme continues for those high school students attending Berkeley Institute and Cedar-Bridge Academy.



### 2020-2021

<b>Total Number of Nursing Students</b>	<b>31</b>
<b>Career Readiness Boot camp</b>	<b>3</b>
<b>Lahey Hospital and Medical Centre Workshop</b>	<b>20</b>
<b>The Hospital for Sick Kids Workshop</b>	<b>10</b>

**NCLEX PASS RATE ADN 82%**



Pictured above: Nursing students - protective gear ZOOM session  
Pictured right: Nursing students - Simulation Lab training



# COUNSELLING & CAREER CENTRE

Director  
Nikkita Scott, Ed.M.



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

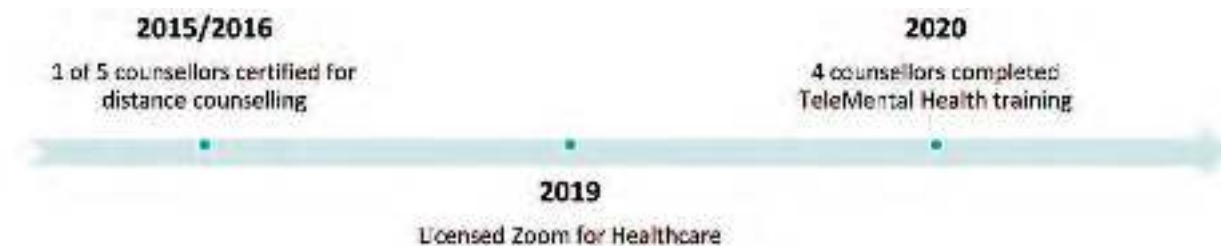
### Counselling Services

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

### Student Activities

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

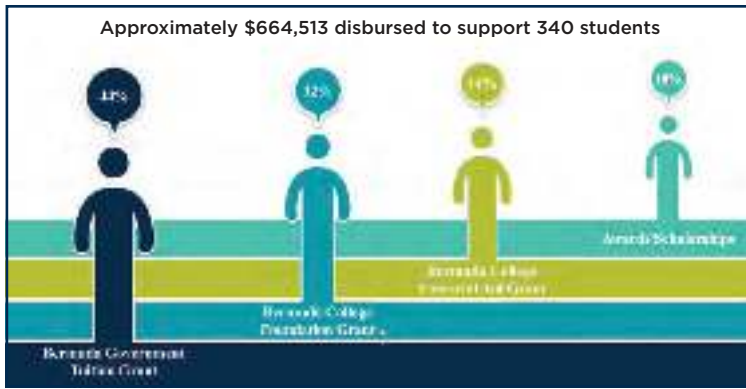
**The Response to COVID-19** - The sudden onset of the pandemic forced the department to re-prioritise the expansion of remote services initiated in 2015.



In a matter of days, staff had to reckon with the full scope of what working remotely meant for a team responsible for a wide breadth of student engagement services.

- Counsellors (including the Director) completed the TeleMental Health Training Certificate facilitated by the Telehealth Certification Institute, LLC.
- Counselling Services partnered with the Information Technology Services (ITS) to leverage the department's current ZOOM license to address campus-wide needs.
- Counselling Services also partnered with ITS to create wellness content housed in the BC App.
- Financial Support Services worked with the Chubb Summer Initiative designed to place students in a 6-week paid placement with non-profit organisations.
- Student Life partnered with alum Che Beane to offer weekly virtual workout sessions; and partnered with Security and ITS to facilitate access to the wellness facilities and computer room bookings to mitigate the impact of remote learning conditions.

**IMPACT:** The data indicated that this service, which included a new documentation process, delivered improved methods for quantifying actual engagement.



**The Impact of Funding Support** - Addressing financial barriers to higher education within the context of the pandemic saw the introduction of two new funding sources; the Bermuda College Foundation Grant and the Hamilton Rotary Ted Crawford Scholarship in Mathematics and Information Technology.

**IMPACT:** The 2020/21 funding cycle saw a 37% increase in the number of students supported by Bermuda College administered funding with 340 students receiving support compared to the 247 reported in 2019/20.

**Enhancing Access to Support Services and Virtual Engagement**

- Implemented the use of the Cognito forms platform to facilitate a 100% shift to online submission and processing across all relevant service areas.

- Implemented Calendly, an online booking platform, to streamline the appointment request process.

- Implemented virtual transfer fairs in our EducationUSA Advisor Centre capacity.

- Implemented the Wellness Wednesday initiative by posting bite-sized information in the student feed of the BC App on a regular basis.

- Facilitated Drop-in sessions during the spring semester for wellness and financial support.

**IMPACT: Initial Assessment:** The lack of engagement suggests that students prefer specific appointments and scheduled workshops/group activities.

- The Student Government Council (SGC) facilitated bi-weekly chats and Creative Sessions

- Student Life introduced Cyber Scavenger Hunts, the TED Talk Series, a virtual wellness option, and piloted a virtual Spirit Day engagement.

**IMPACT:** The latter demonstrated 85% uptake of the allotted spaces and a request for similar activities as the College moves forward.

- Career Services pioneered virtual workshops and networking sessions, culminating with a virtual implementation of the Career Readiness Boot Camp to address the needs of potential graduates preparing to enter the workforce.

**The Impact of Remote Learning**



**A Snapshot of Service Usage** - Campus Activities is inclusive of Career Services group-based activity and Student Life activity. As previously mentioned, new Student Life service options were implemented in response to remote learning; thus impacting this data when compared to the previous reporting period.

**IMPACT:** The public health pandemic resulted in a 76% reduction in campus activity engagement when measured by the pre-COVID definition. However, new services supported by new documentation processes have resulted in the improved accuracy of the data capture. This resulted in the quantified 22% reduction reported in the graphic and signifies the possibility for continued growth with the resumption of on-campus engagement.

# ACADEMIC RESOURCE CENTRE

Director  
Dr. Lisa Osborne



The Academic Resource Centre (ARC) serves all students in their quest for academic excellence. It is an integral part of student success at Bermuda College, by providing academic support in a friendly, comfortable environment. It is responsible for tutoring, administering the College Skills Courses(CSC), and the Associate Degree Dual Enrolment Programme.

## HIGHLIGHTS



ONLINE ORIENTATION

### New Student Orientation

The First Year Experience Team and the ARC moved orientation online by creating a virtual experience as new students prepared to navigate remote learning for the Fall semester. The new online orientation provided critical support for them to achieve their academic goals, and learn more about Bermuda College. By the start of the fall semester, 180 students had completed the virtual orientation.

### Night Against Procrastination (NAP)

Yet another event planned for a face to face audience was converted to a virtual platform. The Night Against Procrastination (NAP) was a first of its kind, designed to assist students with final exam success strategies. Held in December, topics included: How to Study for Exams, Overcoming Exam Anxiety and Math Strategies and Tips. Seventeen students attended.

### Associate Degree Dual Enrolment Students

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. On May 21, 2020, seven students in the associate degree programme graduated from Bermuda College. Four were in the Division of Business, Hospitality and Applied Science and three were in the Division of Arts and Science. Three were members of the Beta Chi Upsilon - Phi Theta Kappa Honour Society.

### Adoption of a New Name

As the world went through major changes due to the pandemic, the Academic Resource Centre experienced its own metamorphosis. Tasked with creating a development plan that would recognise, support and reflect the diverse learning needs of an ever-evolving student population, the ARC team conducted a thorough analysis of the history and purpose of the Centre, and re-imagined it. The outcome of this process was a consensus by the team to rename it the Centre for Learning and Academic Success (C.L.A.S.), signalling a fresh approach to student success; revitalising the image and presence of the Centre in the organisation; and paving the way for future growth and development.

The Centre for Learning and Academic Success (C.L.A.S.) was approved by the College in March, and will be officially introduced to the campus community in the Fall. It now encapsulates the more recent responsibilities added to its remit, such as the College Skills Course, new student orientation, First Year Experience and most recently, academic advising.



“

I graduated from New England Institute of Technology (NEIT) in 2006 with a business degree, and began to work at InterIsland Communications between 2007 and 2010. I had applied to begin my MBA at Johnson & Wales University, and received provisional acceptance on condition that I pass a Statistics course with a grade of 'B'. I enquired about doing the course at Bermuda College and Math Lecturer, Dana Lightbourne was recommended. I can honestly say, that if it hadn't been for her, I wouldn't have believed that I could have made it through grad school.

Mrs. Lightbourne made it so easy, and offered something I hadn't experienced before - individualism. She made it fun, so that I didn't just want to pass, I wanted to learn. I even wanted to take on more. It was a huge confidence booster for me. And by the time that summer course had finished, I had the confidence to go further, and began at Johnson & Wales in the fall. I couldn't imagine doing it ... if I hadn't received that boost.

I don't see a reason for anyone going overseas when you have Bermuda College. Don't be so quick to jump overseas. Take advantage of what the College has to offer.

”

### **JAMEL HARDTMAN B.Sc., MBA | BC ALUMNI**

**Bermuda Communications Group** | Co-Founder

**“The Daily Hour”** | On-Air Producer/Host

**The Full 100 Radio and Store Tunes Radio** | Programmer

# BERMUDA COLLEGE LIBRARY

Director  
Robert Masters MLIS



The Bermuda College Library is a key facilitator of student success by providing access to information and resources, and teaching research skills to enhance academic success.

## HIGHLIGHTS

- Fall and Spring semesters 2020-21 continued with remote learning for students and faculty. Social media platforms assisted greatly in staying connected with our constituents, despite the Covid challenges and remote learning adjustments. The @bdacollegelibrary Instagram page has grown to more than 250 followers interested in the Library's ever-growing book collection and its new Bermudiana books. The Library's Facebook page audience grew immensely due to the donation of the Robert Fetzler photos to the BC Library. Posts related to the photos fostered plenty of conversation and reminiscing from the Bermuda public. The Library has increased its followers by over 100 and now shows a total of 532.
- A virtual trivia competition for students last Fall attracted more than 50 student participants.
- A new series of Library FAQs provided information to commonly asked questions about specific collections available in the Library.
- On 25 March 2021, the Friends of the Bermuda College (FOCL) presented Senior Economics Lecturer, Craig Simmons in a virtual presentation on "How will Bermuda's economy fare in a Covid-19 world". Over 50 persons participated in the event on BC Facebook Live and YouTube and there were a number of questions posed to Mr. Simmons after the presentation. The event was moderated by Bermuda College English and Film Studies Professor, Dr. Sajni Tolaram.
- More than 100 freshmen students participated in eight online instruction sessions during the course of the year, while student usage of the Library's databases remained the same.
- 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.



“

“After I left Bermuda College, I joined the Bermuda Police Force (as it was then called) and served for two years, before going overseas to Kean College (now Kean University) in New Jersey, and earning my undergraduate degree in Broadcast Communication.

Unfortunately, there were no radio positions when I returned, so I worked as a news reporter at VSB. I also worked in the hospitality industry for a while – five years at Marriott – until it closed. Then I married, and became a stay-at-home mom for about four years. I was slowly turning ‘stir crazy’ when I ran into Jamel Hardtman, who was working for HOTT 1075 at the time, as a Sales Executive. I was able to interview with Glenn Blakeney and Elroy R. C. Smith, and the rest, as they say, is history. I was with HOTT for 14 years and only just recently started working at MAGIC 1027.

One of the highlights of my experience at Bermuda College was the radio programme, ‘The College Commentator’. I was one of the on-air personalities and, under the direction of Mr. Rotimi Martins it quickly became a local favourite. At the time, it was broadcast from the ZBM studios. It was an exciting time for me, and one of the busiest in my life! I had the opportunity to meet so many new friends. We had fun fashion shows which I emceed, and performed various plays.

Bermuda College provides so many opportunities. I only needed to do two years at Kean because most of my credits transferred. I would advise anyone considering the College – “Go and explore. See what it has to offer. Don’t underestimate it and what it can do for you.”

”

**NIKITA ROBINSON BA | BC ALUMNI**

**CLASS of 1986** - Certificate in General Studies

**Inter-Island Communications Ltd. | Radio Personality**  
**Recipient: Queen’s Honour Certificate**

# INSTITUTIONAL RESEARCH & PLANNING

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

“ *If we have data, let's look at data. If all we have are opinions, let's go with mine.*  
Jim Barksdale ”

Despite the fact that unfortunately, some companies do enlist this operational philosophy, the College relied heavily on data to navigate its journey through a challenging academic year. This Office found its services in higher demand than usual as the College sought to determine and then meet the needs of its constituents. When sheltering-in-place began in March of 2020, Bermuda College was thrust head-first into remote learning. How many students had internet service at home? How many had a private space at home to facilitate remote learning? Did faculty have the tools to teach remotely? These were just some of the areas that required data so that informed decisions could be made.

Some of the data covered enrolment and our graduates; and some provided highlights of the ad-hoc surveys that chartered our learning path for the academic year.

## Enrolment and Retention

One of the key performance indicators of any learning institution is the total number of students. In 2020, the College managed a marginal increase in enrolment even as other comparable overseas institutions were experiencing declines in double digits during the pandemic.

After a substantial decline in 2016, the College was able to stabilise enrolment; and while the pandemic altered some operations, the slight increase was likely due to the 22% of students who reported in the Fall 2020 Remote Learning Student survey that they decided to come to BC rather than go overseas. Another highlight was the 6% increase of students registered in programmes, from 577 to 609 students. Students are more likely to be focused if they are in programmes as opposed to having an “undecided” status.

While the overall proportion of males fell slightly by 4.6% (278 to 265), it fell almost in direct proportion to a slight increase of 6% in female enrolment (396 to 422). Closing the gender gap, while increasing enrolment overall, remains a goal of the College.

Retaining students, semester over semester until they complete their studies, is a critical goal of any educational institution. The College recorded an increase in the retention rate to 70% from 60%. It was the second

highest retention rate in five years, stabilising after a series of fluctuations in the intervening years.

## Graduates and Their Future Path

Bermuda College continues to graduate more than 100 students per year. In 2020 there were 107 graduates. 10 nursing students, due to graduate in Spring 2020, could not complete the required clinical component and were graduated instead during the Winter Commencement ceremony, along with 25 other graduands who completed graduation requirements.

## Graduate Survey

More than half of May 2020 graduates (55%) intended to continue their education overseas, primarily to obtain a four-year degree. The drop to 33% in 2019 was partially attributed to a number of graduates continuing to work at their place of employment (22%), and a similar number who intended to seek employment.

Among those graduates indicating that they were going overseas, there was general parity among the chosen countries. The United States regained the top position from Canada, this year, at 36%, with Canada and the United Kingdom tied at 31% respectively.

Overall satisfaction with the College decreased slightly to 83% from 84% from the previous reporting period.

## AD HOC SURVEYS

### Student Remote Learning Survey

With the switch to remote learning in March of 2020, BC needed to find out information from both students and faculty. Here we highlight the Fall 2020 survey results.

- Lecturers received an 86% rating for online preparedness.
- While nearly 9 in 10 students (85%) stated that they were likely to return in the next semester, nearly half (46%) stated that they would need financial assistance to do so.
- Nearly 6 in 10 students (57%) maintained a positive outlook on remote learning.
- Half of students (54%) reported that they were doing well in their remote classes.

### Faculty Remote Teaching Survey

- 89% of faculty rated the quality of support provided by BC as either excellent or good.
- 72% of faculty reported that they spent more time preparing for remote learning classes than they did for in-person classes.
- 61% of classes were always taught from home.
- Faculty spent on average 3.8 hours preparing for each course, up from 3.4 hours recorded in the Spring.



**Devina L. Burgess**

The only female graduating with a  
Certificate in Motor Vehicle Technology





“

I loved my experience at Bermuda College. It was the first time in my life that I got to make art a priority, academically. I thought I just wasn't doing well in high school, but I excelled at Bermuda College. I guess it was because my energy was focused on something I really wanted to do. I particularly enjoyed the drawing and painting classes and classes where I learned the foundation for design concepts.

We did all of this without computers, initially. It was creative stuff broken down in an academic way. Study at that level was really cool. Mr. Charles Zuill and Dr. Edwin Smith were my teachers then and were super supportive. From Bermuda College, I was able to transfer my credits and enter into the third year of Nova Scotia College of Art & Design (NSCAD), subsequently earning my undergraduate degree in Communication Design with a minor in Digital Media. From there I began my professional career as art director for a magazine in Nova Scotia; then, as the graphic designer for a wedding stationary company, and for the Dalhousie University Faculty of Medicine. While working at Dalhousie I did their part-time Masters in Information Management and transitioned into my current role as Records and Information Manager. Along the way, I started my own business, Glitterati Communications, doing freelance design and branding, and ultimately my own clothing and product line, Art Pays Me.

I would encourage those going to or considering the College, to enjoy your time there. If you're not quite prepared to take on the university environment - academically or otherwise, consider the College. The quality of education is on par with what I was getting overseas.”

”

**DUANE JONES BA, MIM | BC ALUMNI**  
**CLASS of 2000** - Associate Degree - Art & Design

**Dalhousie University** | Records & Information Manager  
**Art Pays Me** | CEO  
(clothing brand; podcast host; freelance graphic designer/illustrator)



## 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 second pillar of the Trust and Empowerment theme, carried over from the work begun the previous year, sought to shift the campus culture toward empowerment. Vice President of Academic and Student Affairs, Dr. Phyllis Curtis-Tweed made a presentation to the College's Board of Governors on shared governance which included the results and feedback gathered from all employees about shared governance principles.

An ad-hoc team comprised of faculty and support staff will work to further correlate the results and provide a blueprint for decision-making processes going forward, in particular, those decisions that will impact student success and the working conditions of college employees.

■ The Campus Culture team continued its advocacy for the introduction of Microsoft Teams 365; a computerised environment where teams, committees, and departments could be connected and work together in real time without relying on emails to conduct business. The computer application is expected to come to fruition in the Fall of 2021.

### Human Capital

The Human Resources Department made distinct progress on revising the current faculty evaluation system and employees' performance appraisal systems. To enhance this perspective, the work of the writers over the past year has focused on rewriting all competencies to focus on:

- Professional/workplace expectations - i.e. Respect and Civility;
- Key skill-sets and knowledge bases that are germane to relevant levels of experience;
- Job specific-skills and knowledge - no longer using generic competencies by which to evaluate experienced and long serving employees.

This means that each job-holder at the College will be reviewed based on the standards set by or in their individual disciplines and professions. It is anticipated that approximately 30 teaching discipline-specific compe-

tencies, and approximately 45 support staff profession-specific competencies will emerge.

■ There was an enormous amount of progress made between the Human Resource Department and the Support Staff Association in proposing to award employees for meritorious service, and separately, proposing a Bonus Award Scheme, to replace the Merit Award System.

### Professional Development

Succession Management candidates and the current Succession Management Plan Policy has been the main focus and priority for the Human Resources and Development Department. The Succession Plan initiative was started in April 2016 with 17 employees expressing interest to be developed for promotion or for a specific skill-set. Through attrition and various other reasons, seven employees remain in the Plan. After recently completing a questionnaire focused on each candidate's experience in the plan to-date, and seeking their continued involvement and recommendations on how to improve the process and policy - each candidate was provided with an up-dated training plan and a more defined professional development route. The shared goal for the candidates and for the Human Resources Department is to ensure that the candidates are supported in their journeys and that they are in some way recognised for their commitment to training and development.

### Employee Recognition and Reward

The College traditionally holds its Long Service and Employee Awards Dinner in February. The event recognises the contribution of both current and newly retired employees, and announces and celebrates the Employee of the Year. Due to the Covid-19 restrictions, however, and the broadly held view that it was not possible to select just one employee of the year, it was decided that long service recognition only, would be paid to employees with accompanying coverage in the local press. Those employees would also be able to select a gift of their choice from three appropriately commemorative options. Once restrictions and budget constraints allowed, an all-employee celebration will be hosted, and those affected employees celebrated jointly.

# Long Service Awardees 2020

REPRESENTING  
**320 YEARS**  
of service to the College  
and the community

**RETIREES**

Dr. Andrea Lightbourne  
Cannoth Roberts

35  
YEARS



Dr. Duranda Greene



Dr. Sajni Tolaram

30  
YEARS



Belinda Darrell



Ben Ike Nwasike

20  
YEARS



Theresa Martin-Miller



Nikkita Scott



Necheeka Trott

15  
YEARS



Joanne Brangman



Mary Jane Filson



Tammy Richardson



Shelley Riley



Lynne Wade

10  
YEARS



Jeanne Anderson



Tawana Flood



Paul Hardtman

5  
YEARS



Caitlin Peniston



Romeo Ruddock



Michael Simmons



Karen Smith



Kathy-Ann Swan

## VICE PRESIDENT OF FINANCE AND OPERATIONS

Dwight Furbert CPA



Faced with unprecedented challenges during fiscal year 2021 Bermuda College operational staff quickly adapted to ensure that student success was given the priority that it deserved.

“ *The strength of the team is each individual member. The strength of the member is the team.* ”

Phil Jackson

### Facilities & Security

- New technology that treats all conditioned air and significantly reduces the level of any air contaminants inclusive of molds and viruses was piloted successfully in North Hall and will be implemented in other buildings on campus.

- The College completed the development of a Preventative Maintenance Plan. A Capital Development Plan is now in its final stages of development. Both plans will ensure operational efficiency and building longevity throughout the campus.

- Covid-19 protocols were implemented to ensure that Bermuda College was compliant with Government requirements.

### Division of Professional and Continuing Education (PACE)

- The PACE Division offered several new courses that were well received. Examples included: digital forensics, aquaponics, dee-jaying, digital marketing and certified online instruction.

- The PACE Division received a ranking of 25 out of 200 amongst community colleges from the Learning Resources Network (LERN), the world's largest association in continuing education and lifelong learning. This favorable ranking reflects the efforts of PACE staff to market LERN courses to potential students and the Division's ability to embrace cloud-based learning platforms.

### Finance

- The College received \$200k in capital funding from the Bermuda Government to be used for much needed capital improvements.

- A balanced 2022 operational budget was produced, despite decreases in Government funding and the anticipated effect of Covid on revenues. Student service levels remained unaffected. The 2020 financial audit was completed resulting in a clean audit opinion. Bermuda College is current with its financial statement production.

- The Office provided financial analysis and advice to price the design, furnishing and construction/renovation of the new Career Development Centre, Prometric Testing Centre and H100 Lecture Theatre.

- Action plans were also provided to establish and initiate the improvement of various College accounting controls and processes.

### IT

- Several improvements were made to enhance the core IT infrastructure. Some of the upgrades resulted in network stabilisation and improved end user experience.

### Institutional Effectiveness Task Force Teams

- Assessments of learning spaces for potential modernisations continue (e.g. solar, furnishings, air quality & equipment).

- Facilities continues to work closely with the Bermuda College Foundation to ensure the success of the major building and renovation projects.

### Revenue Diversification

- A RFP was drafted and distributed to potential vendors who will be able to provide BC with a Business Plan focused on revenue generation.

### Marketing & Rebranding

- The marketing & rebranding committee's efforts continue in a multitude of areas. The main goal for the coming year is the development of a comprehensive marketing strategy, focusing on new markets and direct engagement.



## 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 of the Division’s more than 20 global partners are qualified and accomplished professionals who bring practical experience, and a passion for their subject area in to the physical and virtual classroom.

This year the Division expanded its offering to include over 300 synchronous and asynchronous online courses to meet the demand presented by the pandemic. It has embraced e-learning with relevant online courses ranging from Managing Remote Teams to Demystifying Cryptocurrencies.

## PACE REGISTRATIONS

1300+	Total students registered in various programmes during this reporting period
150+	Short Online Professional Development Courses
100+	Accounting and Compliance Programmes
60+	Healthcare Programmes
50+	CFA Financial Literacy Workshop Series
50+	Marine Navigation and Maritime Sailing Programmes
45+	MSVU BBA Programme
275+	City and Guilds Entry Level 2 Award in Employability Skills High School Students

## HIGHLIGHTS

- The Division recorded its first qualified Associate Chartered Certificated Accountant (ACCA) graduate since the inception of the ACCA programme at Bermuda College in 2011. Ms. Yvonna Osborne successfully passed all 14 examinations. The Division is grateful to the Bermuda Government for providing funding support for Bermudians pursuing accounting designations.
- The Division continues to experiment with new innovative course offerings. Digital Forensics, aquaponics workshops, and a course for DJs all proved to be quite successful.
- The Division achieved a commendable 25 out of 200 ranking in community colleges in the Learning Resources Network (LERN), having registered over 90 students for online professional certificate courses this year. It was incredibly rewarding that Bermuda’s residents took advantage of the opportunity to reskill and retool with PACE during these challenging times. It is a testament to the relevancy of course content, the Division’s ability to embrace cloud-based learning platforms, and its ability to offer flexible scheduling options.

■ The Bermuda Hospitals Board (BHB) requested support with additional manpower on the frontlines during the pandemic. It was a tremendous honour for both the PACE Division and the Division of Nursing and Allied Health to be able to plan, execute and deliver on the request. 56 additional Certified Nursing Assistants were qualified to enter the workplace for January 2021.

■ The Department of Workforce Development partnered with PACE to execute the Bermuda Government's re-employment strategy. 23 students completed computer literacy courses and 13 completed the Certificate in Basic Horticulture courses (Level 1 and 2).

■ The pandemic forced the world to transform digitally, altering the way business is conducted. Local self-employed entrepreneurs were forced to shift from in-person to online client consultations, some also making use of e-commerce platforms. PACE was able to offer certificate courses in Certified Online Instructor, and Digital Marketing to assist with the transition. Two self-employed students were featured in the daily newspaper and recognised for upskilling, pivoting and embracing the new norm.

■ 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. 15 MSVU Bachelor's degree graduates were celebrated last May, the largest cohort in the last ten years.

■ PACE welcomed its first cohort of 13 students in the Framingham University Graduate Certificate Programme in Educational Leadership, and its seventh cohort in the University of West Indies (UWI) Postgraduate Diploma in Education programme for teacher certification in various subjects. Students also continue to pursue the Miami University Masters of Education degree.

■ The 14th Annual Awards Celebration was cancelled this year due to the shelter-in-place restriction. However, 296 students will be recognised at the May 2021 Commencement for receiving international qualifications and workforce or professional development certificates. 109 certificates were awarded to high school students who had completed the City and Guilds Entry Level Introductory Award in Employability Skills, with a further 16 students earning the Certificate for Nursing Assistants. (CNA).



**Mount Saint Vincent Graduates - Class of 2020**

Pictured from left to right: Cristina Carreiro, Rachael Burrows, Nicole Walker, Earl Richardson, Marilyn Cupidore and Kevin Pacheco



“After I left Bermuda College, I went to Oral Roberts University in Tulsa, Oklahoma and obtained my Bachelor of Science in Environmental Sustainability with a double minor in English Literature and International Relations, and subsequently attained my graduate degree in International Development.

My experience at BC was a good one. It gave me a firm academic foundation, and helped me develop critical thinking, research, organisational and communication skill sets that I still use to this day. Many of my credits in the Associate of Arts programme transferred to ORU from Bermuda College. I was able to participate in a one-term programme at Oxford University, and studied International Relations, American History, British Culture and History Research. However, I found more favourable employment options in the international business sector and decided to explore that industry by pursuing internships. That’s how the skill sets I learned at Bermuda College allowed me to be marketable in other areas.

I pursued my graduate degree in International Development at the University of London, School of Oriental and African Studies (SOAS), returned home, and briefly worked at an international business company, before securing a full-time opportunity at the Bermuda Monetary Authority. When I complete my graduate trainee programme there, I will be a senior analyst.

Let go of any misconceptions or stereotypes you have about Bermuda College. What you put in is what you get out - whether you are attending your local community college, or university overseas. I would encourage people to maximise opportunities that are within reach by taking advantage of what Bermuda College has to offer.”



**CARA LAMBE B.Sc., M.Sc. | BC ALUMNI**  
**CLASS of 2013** - Associate Degree - Arts

**Bermuda Monetary Authority** | Graduate Trainee (International Affairs Analyst)



## **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

### ■ Navigating through Covid-19 pandemic

As organisations grappled with the impact of Covid-19 pandemic, Bermuda College adjusted by relying on technology already in place prior to the pandemic. This technology, virtual desktop infrastructure (VDI), enables students, faculty and staff of Bermuda College to access most campus IT resources from anywhere using a variety of devices. VDI facilitated remote working and made the transition less traumatic for many users.

However, VDI alone was insufficient to accommodate remote working, and the IT Department was required to provide additional services and access, such as: -

- ZOOM licenses for all full-time and adjunct faculty to facilitate teaching live classes online
- ZOOM licenses for administrators and executives to facilitate the hosting of live meetings
- Audio and video devices for some personal computers and laptops that did not have functional audio-visual features; in some cases, replacement of the entire device
- Helpdesk services remaining accessible and providing remote support throughout the pandemic.

The departure of a key position in the Department, that of Instructional Technology and Curriculum Specialist tested the mettle of the remaining staff to provide critical instructional support to faculty. They are to be commended for assuming the additional responsibilities in the midst of the Covid challenge.

### Infrastructure Improvements

Several improvements to the core IT infrastructure were accomplished in line with the institution's strategic plan with the support of the BC Foundation and its donors. The goals of the projects, listed below, were to stabilise the network, and improve user experience.

■ Implementing a remote monitoring of critical systems like network devices and storage, to pre-empt and resolve issues before a major outage occurs.

■ Extending the storage capacity of the firewall logs to 500 GB which would allow the retention of logs for analytics purposes, up to 90 days.

■ Building a new print server to replace the old print server which had been experiencing spooling issues. In addition to building the new server on the latest Windows operating system (Windows 2019), the new server was upgraded with the latest printer drivers for the College's 50 printers.

■ Upgrading the Microsoft Exchange Email system, replacing the Windows 2012 and Exchange 2013 system with the new Windows 2019 and Exchange 2019 system. The upgrade ensured Microsoft's continuing technical support for the next few years.

■ Moving the Student Opinion Survey application to the cloud to facilitate access to students and faculty, and take advantage of cloud reporting analytics.

■ Implementing a proof-of-concept (POC) for a digital workspace being funded by Bermuda College Foundation under the Athene Project. This will improve user experience when accessing IT resources on and off campus.

■ SWITCH UPGRADE PHASE II - As part of the Bermuda College Foundation Athene Project, IT acquired the remaining network switches for Phase II or the final phase of the switch upgrade project, targeting the College Centre, Library Building, Hallett Hall and Tech Hall.

■ Upgrading the Internet bandwidth from 200 Mb to 700 Mb by contracting a second Internet Service Provider (ISP). The ultimate goal is to engage two independent ISPs to minimise downtime, achieve greater redundancy, and higher bandwidth.

# 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, a physical security presence on campus, and the mail system.

## HIGHLIGHTS

- This year has been a challenging and unique year, as we navigated through the Covid 19 pandemic, adapting to a new way of working while still aiming to provide key services to our stakeholders.
- New screening protocols for visitors and staff were implemented, inclusive of security checkpoints established at the main entrances, temperature checks at key entrance ways and buildings, the issuance of face masks and shields to front-facing employees, physical distancing signage and monitoring campus-wide, and the recording of contact information in the event of a case of exposure on campus. Security preparations also included the rearrangement of all instructional spaces to ensure proper social distancing requirements were met; and all common areas were outfitted with sanitising dispensers.
- A new technology system was piloted in North Hall. This technology treated all conditioned air and significantly reduced the level of air contaminants, inclusive of molds and viruses. The results have been favourable and the Bermuda College will seek to implement this system in other campus buildings during the next fiscal year.
- In accordance with the College's Strategic Plan, the development of a Preventative Maintenance Plan has been completed, and a Capital Development Plan is now in its final stages. These two plans will ensure operational efficiency and building longevity throughout the campus.



“

“I was among the first cohort of full-time dual enrolment students at Bermuda College. I was introduced to the programme in my second year at Berkeley, and started in August 2015 when I was 15 years old. I was a bit hesitant with the academic side of it, but knew it could be handled. Socially, it was challenging. I was one of the youngest students on campus.

While there were many faculty and staff who assisted me along my Bermuda College journey, faculty that really stood out to me were Craig Simmons (economics lecturer) and Ann Parsons (accounting lecturer). Necheeka Trott (Dual Enrolment Advisor/math lecturer), and Thaa Dill (Recruitment Officer) helped the dual enrolment students tremendously with choosing classes and making sure we were well equipped. I was honoured to be one of two student speakers at the College’s 2016 Commencement.

I was able to transfer most of my credits to St. John’s University in New York. Bermuda College had provided a good academic foundation. The College was also a huge help with identifying scholarship opportunities, providing references and giving overall sound advice. I graduated from St. John’s in 2019 with my Bachelor’s degree in Quantitative Risk & Insurance. From there I was accepted into Bayes Business School (formerly Cass) in the UK, which is extremely competitive, and enrolled into its Finance programme. I wanted to be more diversified, and start fresh and at a new level in a new environment. But the pandemic hit and I returned home just before Bermuda closed its borders. However, I successfully completed my courses and final dissertation online, earning my Masters degree in Corporate Finance.

”

**DEJANEÉ HILL-EDWARDS B.Sc., M.Sc. | BC ALUMNI**

**CLASS of 2016** - Associate in Applied Science (Business Administration)

**Arch Reinsurance Ltd.** | Underwriting Assistant



## 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 was able to continue its focus on developing and executing marketing strategies for the College throughout this reporting period, despite the very real communication challenges presented by the pandemic. Some of the media traditionally used to convey messages had to be re-examined through the lens of the shift in consumer's media preferences and adjusted accordingly. As a result, the Office, collaboratively assisted by the integrated Marketing Subcommittee recognised the opportunity in the challenge and sought to use new media, and new methods of outreach to identify new markets. Radio interviews, were enhanced with an online radio option that proved to be quite timely as this relatively new medium grew in popularity in the community along with the numbers of those finding themselves at home. Social media advertising also added a significant boost to our community profile. Similarly, new outreach methods were successfully piloted by hosting forums, information sessions and interactive workshops through the College website. Examples of such included the Faculty Recruitment campaign, the Roche Science public forum, a series of Literacy Workshops, and the pilot partnership with the Association of Bermuda Insurers and Reinsurers (ABIR) and St. John's University to offer a 14-week online Insurance Lecture Series.

■ As can be expected, it was a simultaneously challenging, yet inspiring experience for the direct recruitment of students, other than by face-to-face meetings. This was best resolved with regular online meetings. There were over 200 individual ZOOM meetings conducted with prospective students - split between traditional and non-traditional students. One high point of the pandemic experience has been the growth of the ZOOM Computerised Placement Test Study Sessions Series. Nearly 100 prep sessions were covered, more than one quarter of which were held with public school students ranging from aspiring Dual Enrolment participants to S4s seeking to complete their BC application.



■ During the Summer, the traditional Mobile Recruitment outreach was re-calibrated to meet the public health regulations as seen above, with bi-weekly, three hour-long embeds outside City Hall. Due to the pandemic, the overall numbers were significantly reduced, but the conversion rate held steady – one in three who visited, becoming a registered student of some sort in the Fall 2020 semester.

■ BC's 2020 Commencement was the first conducted under the pandemic conditions, and accordingly required a new approach to ensure that our graduates' "accomplishments were appropriately celebrated. As such, the Communications Office worked with the Commencement Committee to co-ordinate the production, editing and live publication of the entire event in 15 minute increments on BC's SM platforms. In a year of online highlights, this was one of the most memorable.

## HIGHLIGHTS

■ One untapped market, identified as a potentially powerful new target group, was the parents of both public and private high school seniors. These are the real influencers when considering and deciding upon post-secondary options for their child(ren). What were parents' expectations from a college or university, and how did Bermuda College measure up to those expectations? The Institutional Research Office assisted with creating the survey which would be sent out to schools in April. Marketing strategies will be formulated from the survey results.

■ Following on the growth from prior years, a more substantive focus on social media activity and content generation led to more than half a million unique web impressions through regularised use of both the Instagram and Facebook platforms, featuring posts promoting or documenting campus activity, BC programmes and community outreach. During the reporting period, 91 unique social media videos were produced and published by the Communications Office, nearly one and a half new pieces of content per week.

## 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.



21 Stonington Avenue,  
South Road, Paget, PG 04 Bermuda  
P.O. Box HM 2178, Hamilton HMLX, Bermuda  
441-236-9000 • [WWW.COLLEGE.BM](http://WWW.COLLEGE.BM)

PRINTED BY BERMUDA PRESS - PUBLISHED 2021