



BERMUDA COLLEGE
STRATEGIC PLAN

Innovate • Inspire • Impact

Bermuda College is at an exciting turning point. As we celebrate fifty years of serving our community, we also look ahead with fresh purpose and determination. The Strategic Plan 2025–2030: Innovate, Inspire, Impact outlines our vision for the next five years, continuing our mission of transforming lives through innovative education and preparing our students, as well as the College, for a rapidly changing world.

This Plan was created with input from many voices: students, faculty, staff, alumni, industry partners, Government, and the community. Their ideas reflect pride in what Bermuda College has achieved and optimism about what lies ahead.

The Plan is built around six strategic themes:

01. Cultivate Academic Excellence and Global Competitiveness:

Strengthening programmes and learning to prepare students for local and global opportunities.

02. Elevate Student Engagement and Achievement:

Creating a supportive, inclusive experience that helps students succeed inside and outside the classroom.

03. Foster Faculty and Staff Excellence:

Investing in the growth and recognition of those who make the College thrive.

04. Modernise Technology and Infrastructure:

Enhancing our physical spaces and digital tools to support innovation and student success.

05. Advance Organisational Excellence and a Culture of Purpose:

Building a strong, values-driven institution guided by accountability and collaboration.

06. Strengthen Financial Sustainability:

Securing resources and partnerships to ensure the College's long-term stability and impact.

The future will call for resilience and creativity. With this Plan as our guide, Bermuda College will make thoughtful decisions, strengthen partnerships, and open new opportunities for our students. Above all, it ensures that Bermuda College continues to live its mission, transforming lives through innovative education, while inspiring individuals to achieve their goals and contribute to Bermuda and the wider world.

Together, we move forward...innovating, inspiring, and making an impact that lasts.

Theme 1



Cultivate Academic Excellence and Global Competitiveness

Strategic Intent:

Transform Bermuda College's academic portfolio to deliver innovative, agile, and future-ready programmes that respond to evolving industry demands, foster lifelong learning, and establish the College as a national hub for academic excellence and workforce innovation.

Vision Statement:

To be a catalyst for academic innovation by offering accessible, high-impact programmes that equip learners with the skills, knowledge, and adaptability to thrive in a rapidly changing world.

Goal 1

Modernise and expand Bermuda College's academic offerings through programme innovation, flexible delivery formats, and real-world learning experiences that enhance student engagement and workforce preparedness.

Numbered sub-sections throughout this document are our Key Performance Indicators (KPI's)

1.1.1 By 2026, conduct an audit to determine the baseline number of courses that incorporate real-world learning experiences (e.g., internships, co-ops, service learning).

1.1.2 Develop and implement a data-informed master academic schedule by Fall 2027 that optimises course sequencing, minimises scheduling conflicts, and aligns with student demand and programme pathways, with annual external reviews to ensure continuous improvement.

1.1.3 Renovate the Prospect Room by 2030 to reflect a modern, industry-standard restaurant environment, including a fully functional POS system to support experiential learning for culinary and hospitality students.

1.1.4 By Fall 2030, identify at least one new nursing and allied health programmes aligned with Bermuda's healthcare industry needs, developed in collaboration with healthcare providers and accrediting bodies.

Goal 2

Optimise the alignment and accessibility of academic and vocational programmes to provide clearer, seamless pathways for student development.

1.2.1 Develop and launch a minimum of three new or significantly revised academic or vocational programmes by 2030 that directly respond to labour market trends, student demand, and national priorities.

1.2.2 Secure an official UK ENIC (Ecctis) comparability statement for the Bermuda College Associate Degree by Fall 2027.

1.2.3 By Fall 2027, establish at least one formal partnership with overseas institutions to create articulation agreements and transfer pathways enabling allied health graduates to seamlessly pursue bachelor's degrees.

1.2.4 By Fall 2030, increase the nursing programme licensure exam pass rate to at least 80%, supported by quarterly reviews of student performance and targeted interventions based on assessment results.

1.2.5 By 2030, Bermuda College will partner and form one Articulation Agreements or Memorandum of Understanding (MoU) with a current global ranked University in the top 200 according to QS World University Ranking or the Times World University Ranking.

1.2.6 By 2030, Bermuda College will partner and form an Articulation Agreement or Memorandum of Understanding (MoU) with one University ranked in the top 100 within England, Scotland, Northern Ireland and Wales.

Goal 3

Ensure all academic and APACE programmes meet rigorous quality standards and remain responsive to emerging trends, labour market needs, and learner expectations.

1.3.1 Conduct annual curriculum and assessment reviews of at least 25% of academic programmes each year, ensuring that 100% of programmes have undergone a full review by 2030.

Theme 2



Elevate Student Engagement and Achievement

Strategic Intent:

To transform the student experience by cultivating an inclusive, responsive, and empowering learning environment that holistically supports engagement, well-being, and achievement across all stages of the learner journey.

Vision Statement:

To foster a supportive, connected, and inclusive college experience, empowering every learner to thrive, academically, socially, and personally.

Goal 1

Increase student engagement through enhanced campus life and activities.

2.1.1 By Fall 2026, establish a process and collect baseline data on campus life.

2.1.2 Develop a yearly percentage goal by June of each year to increase students' campus life/student life activities.

2.1.3 Increase the number of college-sponsored and student-led campus life events each year, from 12 in 2025 to 15 by 2030.



Goal 2

Improve student communication channels and awareness of resources.

2.2.1 Conduct an annual student satisfaction survey, with a baseline satisfaction rate of 80% in Year 1 and a target of 90% by 2030, demonstrating year-over-year progress.

2.2.2 Achieve at least a 20% year-over-year increase in student engagement with official communication platforms (e.g., email open rates, portal logins, or event/resource page clicks) by 2027, with sustained growth toward 90% awareness of resources by 2030.

Goal 3

Enhance on-campus services that support student well-being and belonging.

2.3.1 Enhance campus community by developing social and wellness spaces that promote informational interaction and student well-being by Fall 2028.

2.3.2 Increase student access to affordable and varied food options by Fall 2026.

Goal 4

Enhance student support services for adult learners and evening students.

2.4.1 Foster belonging and support among non-traditional learners by Fall 2027.

2.4.2 Conduct a comprehensive survey of non-traditional/adult learner support needs by Fall 2027, using findings to inform service enhancements and programme design.

2.4.3 Increase enrolment of adult learners by 7% annually between 2025 and 2030, to reach a total of 800 enrolled, supported by targeted outreach, flexible scheduling, and tailored student services.

2.4.4 Reintroduce and actively market the Credit for Prior Learning (CPL) programme by Fall 2026, ensuring that by 2027 at least 5% of adult learner advising sessions in APACE and academic programmes include CPL awareness.

Theme 3



Foster Faculty and Staff Excellence

Strategic Intent:

To strengthen institutional excellence by investing in the continuous growth, leadership capacity, and holistic well-being of faculty and staff—creating a culture of innovation, recognition, and shared accountability.

Vision Statement:

By 2030, Bermuda College will cultivate a transformative academic community, empowering faculty and staff to lead change, advance educational excellence, and shape meaningful student outcomes through innovation, collaboration, and lifelong learning.

Goal 1

Strengthen leadership continuity and rebuild organisational trust to foster stability and collaboration.

3.1.1 Establish a formal leadership development programme by Fall 2025 with implementation by Spring 2026.

Goal 2

Attract and retain talented faculty, staff, and administrators who drive institutional excellence.

3.2.1 Enhance the existing succession planning framework by Fall 2027 to ensure it supports leadership continuity, professional growth, and institutional resilience.

Goal 3

Develop a comprehensive faculty assessment and transition plan to transform faculty into world-class educators who support the College's mission.

3.3.1 By Spring 2026, identify full-time and adjunct faculty who have participated in instructional improvement, online learning, and innovative training topics in their respective disciplines.

3.3.2 By Fall 2026, implement Employee Performance and Contribution Review (EPCR) for all full-time and adjunct faculty.

3.3.3 By Spring 2027, utilize the EPCR to conduct appraisals of all full-time and adjunct faculty.

Goal 4

Cultivate dynamic internal talent pipelines that support growth and succession within the institution.

3.4.1 By Fall 2027, implement and evaluate an internal leadership development programme in which at least 10% of mid-level management and key staff participate annually.



Theme 4



Modernise Technology and Infrastructure

Strategic Intent:

To build a forward-thinking infrastructure strengthening Bermuda College's ability to deliver modern education, ensure operational excellence, and promote wellness, inclusion, and connectivity.

Vision Statement:

To modernise the College's physical and digital environments through sustainable, inclusive, and agile infrastructure—driving innovation in teaching and learning, enhancing the student experience, and improving institutional performance.

Goal 1

Enhance IT infrastructure to improve overall efficiency, support innovative teaching and learning methods, and ensure reliable services for all users.

4.1.1 Achieve 100% Wi-Fi connectivity across all campus facilities by 2027 by eliminating dead zones in identified areas, including North Hall Multipurpose Room, Hallett Hall classrooms, Brock Hall, gym, and science laboratories, with user-reported connectivity satisfaction of 80% by 2027.

4.1.2 Implement a digital textbook initiative to support students by making educational resources more accessible and reducing costs associated with traditional textbooks by Fall 2029.

4.1.3 Investigate the feasibility of a secure and fully functional Student Digital Campus Card system by Fall 2029 that enables students to make on-campus purchases (bookstore, library, vending machines, etc) using their digital student ID.

Goal 2

Create modern, technologically advanced facilities that provide all students with equitable access to a technology-rich educational environment, ensuring they are prepared for academic success and future careers.

4.2.1 Increase the number of computer labs from 6 to 8 by 2030, including expanded access within the library, to meet growing student demand and enhance digital learning spaces.

4.2.2 By 2030, at least 15% of faculty will integrate technology-enhanced teaching methods in their courses, as evidenced by annual course evaluations and professional development participation records.

Goal 3

Upgrade and expand gym and fitness centres to encourage a more active lifestyle among students and employees by offering a wider variety of fitness options and wellness resources.

4.3.1 Conduct a comprehensive feasibility and cost analysis for upgrading and expanding gym and fitness centres by Fall 2026, including capital investment and projected operational costs.

4.3.2 Complete a student demand and utilisation study by Fall 2026 to identify priority fitness options and wellness resources for phased implementation.

Goal 4

Create a more inclusive college environment by improving accessibility features across campus to include physical infrastructure to accommodate everyone.

4.4.1 By Fall 2027, complete a feasibility study and cost analysis for upgrading 100% of campus buildings and pathways to meet recognised accessibility standards (including ramps, elevators, automatic doors, handrails, tactile signage, and wayfinding).

4.4.2 By Fall, 2029, implement upgrades to ensure all campus facilities and pathways meet accessibility standards, including installing handrails on stairs, automatic doors, and signage.

4.2.3 In Fall 2030, conduct an annual accessibility audit and user satisfaction survey, aiming for a minimum year-over-year 10% improvement in compliance scores and positive feedback from students, employees, and visitors with accessibility needs.

Theme 5



Advance Organisational Excellence and a Culture of Purpose

Strategic Intent:

To foster a culture of continuous improvement, accountability, and shared purpose through data-driven decision-making, strategic planning, and organisational values in support of Bermuda College's mission and long-term impact.

Vision Statement:

By 2030, Bermuda College will be a model of institutional excellence, driven by robust systems, evidence-informed practices, and a unified culture of purpose to ensure sustainable growth, responsive planning, and mission-driven outcomes.

Goal 1

Determine what data should be collected and leverage it to support meaningful dialogue, strategic planning, and informed decision-making.

5.1.1 Develop and implement a comprehensive data collection framework by Fall 2026 that identifies key metrics across all departments, with 100% of academic and administrative units submitting standardised data reports annually to inform strategic planning and decision-making.

Goal 2

Enhance operational efficiency and elevate customer service delivery across the College.

5.2.1 By Fall 2026, enhance the onboarding experience for new hires to ensure effective integration, engagement and understanding of a community college.

5.2.2 By Fall 2026, ensure 95% of internal and external emails and phone calls receive a response or acknowledgement within two business days, including the use of out-of-office messages when employees are unavailable.

Goal 3

Foster a campus-wide culture of assessment to support continuous improvement in student learning, institutional effectiveness, and decision-making.

5.3.1 Publish an annual institutional effectiveness plan to integrate assessment, planning, accreditation, and budgeting, aligning resources with strategic priorities.

Goal 4

Maximise the engagement of alumni, public, private, and non-profit organisations to advance the College's mission.

5.4.1 By 2030, adopt and implement at least three innovative marketing and communication technologies, such as TikTok, for example.

5.4.2 By 2030, increase prospective student inquiries generated through marketing and communication channels by 20%, as measured by Customer Relationship Management or inquiry tracking systems.

5.4.3 By 2030, improve average social media engagement rates (likes, shares, comments, click-throughs) by 30%, based on analytics dashboards.

Goal 5

Embrace and champion Bermuda College's identity as a comprehensive community college, deepening its role as a gateway to opportunity and a catalyst for individual, workforce, and community development.

5.5.1 By Fall 2028, investigate the feasibility of offering community-based education courses annually, including an analysis of community interest, resource requirements, and potential impact.



Theme 6

Strengthen Financial Resilience

Strategic Intent:

To build a financially agile and mission-aligned institution, optimising resource allocation, expanding revenue streams, and strengthening fiscal transparency to ensure long-term sustainability and enhanced value for students and stakeholders.

Vision Statement:

To be a financially resilient and forward-thinking institution, with every dollar supporting student success, innovation, and institutional excellence. Through strategic investments, diversified income, and transparent practices, Bermuda College will thrive as a sustainable and trusted pillar in our community.

Goal 1

Align resource allocation with student-centred priorities to support their success and enhance institutional effectiveness.

6.1.1 By 2028, implement an integrated business management solution (finance, HR, and student services) that streamlines operations and reduces manual processes by at least 30%.

6.1.2 By 2028, conduct a comprehensive review of all internal processes, procedures, and workflows, and implement at least three system-wide improvements that enhance efficiency, reduce duplication, and improve service delivery.

Goal 2

Foster a culture of transparency and accountability in financial operations to support institutional integrity and resilience.

6.2.1 By 2027, introduce quarterly management review sessions with all department heads to discuss financial reports, with documented action items and accountability measures in place.

Goal 3

Strengthen institutional resilience through proactive and strategic financial planning.

6.3.1 By 2030, fully align institutional financial and resource planning processes with the academic cycle rather than the fiscal year, ensuring that annual budgets and strategic plans are synchronised with programme delivery.

Goal 4

Expand external funding through grant development and diversify revenue streams to support institutional growth and sustainability.

6.4.1 By 2028, strengthen collaboration with the Bermuda College Foundation and establish at least two new sustainable funding partnerships that directly support student success and institutional growth.

Goal 5

Broaden and optimise revenue sources to ensure alignment with student affordability and institutional sustainability.

6.5.1 By 2029, achieve and sustain a minimum annual 5% growth in revenue generated from non-principal sources such as partnerships, grants, and auxiliary services.

Goal 6

Elevate the role of the Board of Governors in fundraising efforts, including assisting with identification, cultivation, and solicitation of donors in conjunction with Bermuda College Foundation.

6.6.1 By 2028, encourage the Government to diversify the Bermuda College Board of Governors to include broader representation from education, industry, alumni, and community stakeholders, ensuring alignment with the College's mission of access, equity, and innovation.





Innovate Inspire Impact

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