



Bermuda College
Strategic Planning Using Appreciative Inquiry
January 2009



Dr. Duranda Greene, Chair – President
Mr. Lloyd Christopher, Chief Financial and Operations Officer
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“You can never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete.”

~ R. Buckminster Fuller

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Appreciative Inquiry Team Report

Our Team decided to use the Appreciative Inquiry process with Bermuda College, a comprehensive 2-year community college on the island of Bermuda. Bermuda College is the only higher education institution on the island and is publicly funded. Hence, it has a very broad focus as it strives to meet the educational, training and workforce development needs of the local community.

Dr. Duranda Greene, one of our team members, was appointed the President of Bermuda College on April 1, 2007, and was charged with developing a ten-year strategic plan. Having been introduced to the Appreciative Inquiry process at a conference a few months prior to her appointment, she decided to investigate it further and from October 24 - 27, 2007, three members of her staff - Mr. Lloyd Christopher, Mrs. Pamela Maxwell-Clarke, and Ms. Lynette Woods - accompanied her to an Appreciated Inquiry Facilitator Training (AIFT) at Northern Essex Community College in Haverhill, Massachusetts.

After completing the training session, the team returned to Bermuda energized and ready to spread the word about appreciative inquiry. In December 2007 we introduced the process to the Administrative Management Team and the Board of Governors of Bermuda College. We also held several one-hour sessions throughout the months of December and January open to the Bermuda College community. The interview question we used for these presentations to introduce participants to the AI process was: "Tell me a story about the best times that you have had with Bermuda College. Looking at your entire experience, recall a time when you felt most alive, most involved, or most excited about your involvement. What made it an exciting experience? Who was involved? Describe the event in detail."

The strategic planning process then began with the establishment of a steering committee called "Imagine BC 2018 Steering Committee" (See Appendix page 7). The Steering Committee helped our team identify topics that we wanted to address with each of our stakeholder groups and they also assisted in the planning of our all employee AI Summit.

In February we used the Appreciative Inquiry process to gather information from a wide range of internal and external stakeholders on their vision for Bermuda College in 2018. These various groups included current students, alumni, and representatives from the following areas of Bermuda's workforce: education, tourism, trades, health, uniform services, banking, finance, and international business. Three interview guides were developed to be used for the focus groups - one for educators, one for students and alumni and one for employers representing the various sectors of Bermuda's workforce. See Appendix, pages 8-10. Also, an outline of the programme used for the focus group meetings is in the Appendix, page 11.

On March 17, 2008, Bermuda College closed its campus for the day and gathered at a local church hall for our "BC at its Best" Summit. Participants included all employees and representatives from the students and the Board of Governors. Company of Experts AI Facilitator, Mr. Charles Miller, was the lead facilitator for the day and he was assisted by the four members of our team. During the new President's first three months on the job she had visited with each Department/Division to hear about their concerns and hopes for Bermuda College. Three themes kept arising during those discussions - Communication, Service and Teamwork. As a result, these were the themes that we decided to focus on at the Summit.

Participants at the Summit were paired and conducted face-to-face interviews using the Interview Guide on page 12 of the Appendix. From the Visioning Day proceedings, a list of Life-

Giving Forces and provocative statements from about seventeen groups were realized. These are in the Appendix on pages 13-16.

Since Visioning Day, and the establishment of the Provocative Propositions, employees have been eager about seeing the College not only formulate its strategic plan, but have also been enthusiastic with regards to seeing a plan that is an actual "living document". The PPs (each led by a different convener) have led to the development of the 2008 Strategic Plan that was adopted by the Board of Governors on September 30, 2008 (see the Appendix, pages 17-26) From the PPs eleven strategies were identified:

- Strategy I - Student Needs
- Strategy II - Enrollment Management and Marketing
- Strategy III - Retention
- Strategy IV - Curriculum and Programmes
- Strategy V - Public Perception
- Strategy VI - Alumni
- Strategy VII - Planning
- Strategy VIII - Partnerships
- Strategy IX - Technology
- Strategy X - Facilities
- Strategy XI - Autonomy

For each of these strategies, action steps were identified and placed into the category of either short term (1 - 3 years); Mid-term (4 - 6) years; and Long-term (7 years and more). Since the implementation of the plan, there have been numerous success stories. These successes include the creation of an Institutional Resource Center (IRC) which provides faculty with various instructional technologies to enhance the quality of the delivery of their courses and staff with thoughts and ideas to improve their daily operations. Another success is the re-activation of various registered student organizations: The Mature Student Organization, Drama Club, and the

Environmental Club. Students had voiced their desire to have a more active role in College life and have heavily subscribed to these organizations. Students have created an Environmental Zone on campus and have put on events during the College's Spirit Week activities.

In addition, a recruitment campaign has been implemented that identifies and brands Bermuda College as the "First Step" on the journey to higher education. An integrated marketing team that reflects the diversity of marketing has been established.

Finally, Bermuda College gives permission for Company of Experts to use the information in this document to tell our story.

APPENDIX

IMAGINE BC 2018 STEERING COMMITTEE

- Dr. Duranda Greene, Chair - President
- James Agee - Director, Library
- Dr. Larita Alford - Vice President and Chief Academic Officer
- Marcia Boyce - Administrative Assistant, Special Projects
- Lloyd Christopher - Chief Financial and Operations Officer
- Dawn Darrell - Administrative Coordinator, Student Enrollment, Registration & Records
- Queena Francis - Student
- Evelyn James-Barnett - Director, Communications
- Janea Mallory - Counselor, Student Services
- Pamela Maxwell-Clarke - Institutional Research, Accreditation and Planning
- Russell Richardson - Manager, Security
- Valerie Smith - Senior Executive Assistant to the President and Board of Governors
- Sheridan Talbot - Dean of Students
- Lynette Woods - Assistant to the President for Special Projects

IMAGINE BC 2018

QUESTIONS FOR EDUCATORS FOCUS GROUP

INSTRUCTIONS: Discuss and answer the following questions. Choose a scribe to record your group's discussion and choose someone who will report to the entire group at the end of this exercise.

1. Looking at your experience at a post-secondary institution, recall a time when you felt most alive or excited about your involvement with the institution. What made it an exciting experience? Who else was involved?
2. What role should Bermuda College be fulfilling as the only higher education institution on the island?
3. What are you, your students and their parents looking for when choosing an institution of higher learning?
4. What do you feel attracts your students to overseas colleges/universities?
5. What are your feelings about Bermuda College's policy on open admissions?
6. What **three wishes** do you have for Bermuda College?

QUESTIONS FOR STUDENT/ALUMNI FOCUS GROUP

INSTRUCTIONS: Discuss and answer the following questions. Choose a scribe to record your group's discussion and choose someone who will report to the entire group at the end of this exercise.

1. Looking at your entire experience at Bermuda College, recall a time when you felt most alive or excited about your involvement with the institution. What made it an exciting experience? Who else was involved?
2. Share some significant relationships you had at Bermuda College with other students, faculty, staff, and counsellors.
3. What attracted you to Bermuda College?

4. What services did/do you value at Bermuda College? Why?
5. What are some of the reasons that kept/keep you here?
6. What **three wishes** do you have for Bermuda College?

QUESTIONS FOR EMPLOYER FOCUS GROUP SESSIONS

INSTRUCTIONS: Discuss and answer the following questions. Choose a scribe to record your group's discussion and choose someone who will report to the entire group at the end of this exercise.

1. Looking at your experience with a new employee who recently graduated from Bermuda College or another institution of higher education, recall a time when you felt most appreciative about that individual's involvement with your organization. What made it a positive experience?
2. What role should Bermuda College be fulfilling as the only higher education institution on the island?
3. What values are you seeking from entry level employees?
4. What skills are you seeking from entry level employees?
5. What is the minimum education requirement and experience you are seeking from entry-level employees?
6. What are your feelings about Bermuda College's policy on open admissions?
7. List 3 wishes you have for Bermuda College as it moves toward 2018?

NIGHTLY FOCUS GROUP PROGRAMME DESIGN

5:00 p.m. - 6:00 p.m.	Dinner
6:00 p.m. - 6:20 p.m.	<p>Introduction (Dr. Greene will do it the first night with the other facilitators taking a turn on one of the other nights).</p> <p>Group members to introduce themselves and the Facilitators will give an overview of the process and the evenings agenda.</p>
6:20 p.m. - 6:30 p.m.	Members to get into groups
6:30 p.m. - 7:45 p.m.	Group discussions
7:45 p.m. - 8:15 p.m.	Wrap up

<u>Date</u>	<u>Facilitators</u>
Monday, Feb 11	- Dr. Greene, L. Christopher, L. Woods, P. Maxwell-Clarke
Wednesday, Feb 13	- Dr. Greene, L. Christopher
Monday, Feb 18	- Dr. Greene, L. Christopher, P. Maxwell-Clarke
Thursday, Feb 21	- Dr. Greene, L. Christopher, L. Woods, P. Maxwell-Clarke
Monday, Feb 25	- Dr. Greene, L. Christopher, L. Woods
Wednesday, Feb 27	- Dr. Greene, L. Christopher, L. Woods

BERMUDA COLLEGE VISIONING DAY
IMAGINE BC AT ITS BEST!
INTERVIEW GUIDE

Colleges succeed when people throughout the organization share and work from a common vision. Shared vision guides actions and decisions and provides a sense of how to proceed in times of change. It also excites people and inspires them to contribute their best and to collaborate for the success of the whole college. When people are aligned around a shared vision, they are clear about where the college is going, how it will contribute to students and the community, and what it will take to succeed. They understand how their work enhances the College. They, therefore, feel that they are at the center of things: making a significant contribution.

1. (5 minutes) **BEST EXPERIENCE:** Tell me a story about the best times that you have had with Bermuda College. Looking at your entire experience, recall a time when you felt most alive, most involved, or most excited about your involvement. Who was involved? What made it an exciting experience? Describe the event in detail.

2. (5 minutes) **BEST EXPERIENCE WITH COMMUNICATION (INTERNAL AND/OR EXTERNAL):** The Bermuda College community believes that open communications creates and promotes a healthy campus environment. Tell me about your best experience at Bermuda College involving open communication. Who was involved? How did this experience make you feel? What did the experience do for you?

3. (7 minutes) **BEST EXPERIENCE WITH SERVICE:** Service is an important part of our lives. We make judgments about people and organizations daily regarding the quality of service they provide. At Bermuda College, excellent service is a high priority for all of us. This includes service to students, to the community and to each other. Share an experience where you have received high quality service and another where you have provided high quality service at Bermuda College. How did that service help you? What did providing high quality service do for you? How did it help the other person(s)? What did it do for the other person(s)?

4. (5 minutes) **BEST EXPERIENCE WITH TEAMWORK:** At Bermuda College we believe that effective teamwork allows for us to work together for a common goal and that together everyone achieves more. Share an experience where you have worked with a highly effective team at Bermuda College. Who was involved? How did this experience make you feel?

5. (5 minutes) **THREE WISHES:** What three (3) wishes would you make to ensure that Bermuda College is the best institution it could be in 2018?

3.14.08

BERMUDA COLLEGE VISIONING DAY – MARCH 14, 2008
IMAGINE BC AT ITS BEST

LIFE-GIVING FORCES

Employees wanted to create more of the following:

1. More Student Focus
2. Better Communication
3. More Teamwork
4. More Efficient and Effective Service
5. Living Our Core Values
6. Better Public Perception
7. Better Equipped Facilities

PROVOCATIVE PROPOSITIONS

STUDENT NEEDS: Bermuda College respects and responds to the personal and academic needs of today's students by providing equitable service through all its department!

INCREASE ENROLMENT: Enrolment at Bermuda College is reflective of our combined and proactive efforts to mine and capture our potential resources of persons who can benefit from the higher education experience.

CUSTOMER SERVICE: Customer Service is working at its best at Bermuda College when we are committed to providing professional, friendly, and accurate information/tools to all stakeholders (internal and external) as we set Bermuda's students on the paths to success.

PARTNERSHIPS: Bermuda College seeks to establish working relationships with KEY industry stakeholders through advisory committees and articulation agreements to help create opportunities and promote development for our students, both locally and internationally.

PLANT MAINTENANCE: Bermuda College has a comprehensive maintenance plan which is soundly funded.

TECHNOLOGY: Bermuda College is committed to exposing its students to cutting edge technology to facilitate and enhance the learning experience leading to a competitive advantage in the market place.

LOCAL EXPERTISE: Bermuda College at its best maximizes quality education by having local experts as mentors/role models and making it public knowledge.

AUTONOMY: As Bermuda's only institution of higher learning, Bermuda College will provide a strategy to enable self-determination, that is, to set our own educational paths.

BERMUDA COLLEGE ALUMNI: The Bermuda College Alumni Association fosters an environment in which it connects with former/current students, celebrates their successes, and commits to the longevity of the association.

FORWARD PLANNING: Bermuda College will engage in a comprehensive short, medium, and long term planning process.

PUBLIC PERCEPTION (Group One): Bermuda College is a leading educational institution that promotes itself in a confident, positive, proactive manner, emphasizing its programmes and success stories.

PUBLIC PERCEPTION (Group Two): Bermuda College's strategic marketing programme continues to be proactive in creating a positive public perception of its excellence.

RETENTION: Bermuda College will create a collaborative and holistic learning environment which promotes students' success. This approach will incorporate a diverse, inclusive and supportive academic environment as well as the continual development of programmes that address the social and emotional needs of the students.



BERMUDA COLLEGE

2008 STRATEGIC PLAN

**“Partnering with the Community to Offer a First-Class
Post-Secondary Education in Bermuda”**

**Adopted by the Board of Governors
September 30, 2008**

INTRODUCTION

In August 2007 the Board of Governors of Bermuda College charged the newly appointed President with the task of producing a ten-year strategic plan. Rather than going through the usual strategic planning process of looking at the organization's strengths, weaknesses, opportunities and threats (SWOT analysis), a decision was made to use the Appreciative Inquiry (AI) process. AI is an emerging approach to organizational transformation based on these premises:

- (i) Organizations grow in the direction on what they repeatedly ask questions about and focus their attention on.
- (ii) If the act of studying a system alters it, why not do so in ways that create movement toward peak experiences or successes?
- (iii) Has as its focus the power of positive inquiry.

In October 2007 four employees of Bermuda College attended an Appreciative Inquiry training workshop to learn more about the process. These individuals returned to Bermuda College and hosted a series of sessions to introduce Appreciative Inquiry to Bermuda College employees.

In January 2008 the Imagine BC 2018 Steering Committee (members listed below) was established. This Committee of diverse individuals from the Bermuda College Community, met weekly to establish and monitor the strategic planning process.

Dr. Duranda Greene, Chairperson
Ms. Lynette Woods, Deputy Chairperson
Mr. James Agee, Jr.
Dr. Larita Alford
Mrs. Marcia Boyce, Secretary
Mr. Lloyd Christopher
Mrs. Dawn Darrell
Ms. Queena Francis
Mrs. Evelyn James-Barnett
Mrs. Janea Mallory
Mrs. Pamela Maxwell-Clarke
Mr. Russell Richardson
Mrs. Valerie Smith
Mrs. Sheridan Talbot

In February 2008 Bermuda College began the process of gathering information from key stakeholders comprising six (6) focus groups. The participants in the focus groups included alumni, current students, educators, tradesmen, representatives from international business, local business, health, science and the hospitality industries.

On March 14, 2008, all Bermuda College employees, representatives from the Student Government Council and members of the Board of Governors spent the entire day at the Evangelical Church in Paget to discuss and explore Bermuda College's future. The event was entitled "Visioning Day - Bermuda College at its Best" and was facilitated by an overseas AI consultant along with the four Bermuda College AI trainers. The result of the day's deliberations was the formation of various provocative statements that would need to be realized if Bermuda College was to function at its best. At the end of the day persons volunteered to review the statements and develop action steps that would assist in them becoming a reality. The teams met during the month of April and presented their provocative statements and action steps to the Imagine BC 2018 Steering Committee. These documents along with the information gathered from the focus groups formed the basis of this ten-year strategic plan.

VISION STATEMENT

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

MISSION STATEMENT

Bermuda College, the only tertiary level institution in Bermuda, is committed to setting Bermuda's students on the paths to success through the provision of comprehensive academic and technical education, along with professional training, personal and academic support services, quality facilities, and interactive partnerships with local and international entities.

CORE VALUES

Based on the solid foundation of integrity which includes honesty, truthfulness, transparency and ethical behaviour, Bermuda College promised to demonstrate the following core values in its daily operations.

- Commitment to Students
- Quality Teaching

- Commitment to Employees
- Respect, Recognition and Being Valued
- Commitment to High Standards
- Stability, Security and Safety
- Responsibility and Accountability

STRATEGIES AND ACTION STEPS

The following 11 strategies and action steps were identified as being pertinent to Bermuda College continuing to fulfill its mission of student success and to making its vision a reality by 2018.

Short-term action steps will occur during the first 3-years of this plan; mid-term will occur between years 4 to 7; and long-term will take place in year 8 and beyond.

STRATEGY I - STUDENT NEEDS

Bermuda College will provide services that respect and respond to the academic and personal needs of today's students.

Action Steps

- | | |
|------------|---|
| Short-Term | <ul style="list-style-type: none"> • Extend hours of support services to include evening and weekend hours to meet the needs of the student population. • Provide more opportunities for student employment and development on and off campus. • Establish policies and procedures to assist with learning challenges. • Provide more activities to foster school spirit. |
|------------|---|

STRATEGY II - ENROLMENT MANAGEMENT & MARKETING

Enrolment at Bermuda College will reflect our combined and proactive efforts to mine and capture our potential resources of persons who can benefit from a higher education experience.

Action Steps

- Short-term
- Create a recruitment campaign that identifies and brands BC as the First Step on the journey to higher education.
 - Create an integrated Marketing Team that reflects the diversity of marketing interests within the College.
 - Create a formal logging/tracking system of the kinds of queries received from callers.
 - Utilize available employment statistics to market Bermuda College programmes.
 - Educate senior school counselors on the employment statistics and how they relate to BC course and programme offerings.
 - Establish Community Open Houses.
 - Introduce a segment of the College Fair for adults (40-55 years of age).
 - Encourage high school students and their parents to visit the BC campus and attend classes.
 - Hold Open Houses annually.
 - Create an internal marketing campaign aimed at BC employees.
 - Create a targeted campaign for guest workers and their families. Consider working in partnership with Department of Labour and recruitment agencies, etc.
 - Create a targeted campaign for long-term residents. Consider working in partnership with relevant associations and other organizations, etc.
 - Create a targeted campaign to attract foreign students to BC.
- Mid-term
- Involve Institutional Research and PACE in a corroborative effort to undertake a GAP analysis or other environmental scan to ensure we are meeting the needs of the community.

STRATEGY III - RETENTION

Bermuda College will create a collaborative and holistic learning environment which promotes students' success. This approach will incorporate a diverse, inclusive and supportive academic environment as well as the continual development of programmes that address the social and emotional needs of the students.

Action Steps

- Short-term
- Research, design and implement strategies that have been successful in maintaining retention.

- Connect students to the institution through peer mentoring and student initiated events.
- Assist students in knowing and understanding their learning styles.
- Create assessment tools to measure the value of a BC education and then publish the data.
- Increase the retention rate by 10% each Fall up to 2012.

STRATEGY IV - CURRICULUM AND PROGRAMMES

Bermuda College will ensure that its curriculum and programmes provide education and training that is comprehensive and responsive to the needs of the community.

Action Steps

- | | |
|------------|---|
| Short-term | <ul style="list-style-type: none"> • Conduct a feasibility study to determine if BC should offer four-year degree programmes. |
| Mid-term | <ul style="list-style-type: none"> • Establish new academic programmes to attract foreign students to BC for a ðBermuda Termö. |

STRATEGY V - PUBLIC PERCEPTION

Bermuda College will improve its public perception by promoting its programmes and success stories, resulting in the community recognizing Bermuda College as the first step for post-secondary education and training.

Action Steps

- | | |
|------------|---|
| Short-term | <ul style="list-style-type: none"> • Form a partnership with Governmentø CITV to highlight BC courses, programmes, and activities. • Ensure that the College Website is up-to-date. • Educate the public about all divisions and their programmes. • Consistently publicise information about alumni and current student successes. • Inform and educate the public about community colleges and Bermuda Collegeø course compatibility and comparability. • Develop a marketing campaign geared toward individuals who have a less favourable view of BC. |
| Mid-term | <ul style="list-style-type: none"> • Facilitate more international conferences similar to CANQATE. • Provide comparative data between the external programmes |

- Short-term
- offered by private schools and Bermuda College examining transferability of credits, cost, etc. and publicise.
 - Create a framework for supporting students who may have the wrong concept of BC and who may feel uncomfortable due to perceived prejudices or biases.

STRATEGY VI - ALUMNI

The Bermuda College will establish an Alumni Association which fosters an environment that connects former and current students, celebrates their successes, and commits to the longevity of the Association and the Institution.

Action Steps

- Short-term
- Form an action Alumni Association.
 - Update and maintain the database.
 - Develop E-marketing strategies, print and electronic media, and the Bermuda College Website to relay information to Alumni.
 - Invite and encourage alumni to participate in campus activities.
- Mid-term
- Organize fundraising activities for and encourage donations from alumni.

STRATEGY VII - PLANNING

Bermuda College will engage in ongoing, comprehensive planning processes that set out the aims and objectives of the College and are tied to the budget process. The action plan will link goals with rationale and clearly spell out the processes, procedures and persons with responsibility for bringing these to fruition.

Action Steps

- Short-term
- Establish a culture of data-driven decision making.
 - Establish a human resource plan.
 - Develop professional development and training plan.
 - Establish a security and safety plan.
 - Establish a facilities master plan to support the programmes and services offered by BC.
- Mid-term
- Develop assessment and evaluation tools to measure the effectiveness of BC programmes and services to ensure

quality assurance.

- Undertake a five-year review of the strategic plan to ensure that it is still relevant and to develop strategies for the next five years.

STRATEGY VIII - PARTNERSHIPS

Bermuda College will establish working relationships with key industry stakeholders, local experts, and overseas institutions through mentorships, advisory committees, articulation agreements, and applied local research that will create opportunities for our students and faculty.

Action Steps

- | | |
|------------|---|
| Short-term | <ul style="list-style-type: none"> • Establish additional Advisory Boards to ensure that all programmes preparing students for job entry have a working advisory committee: e.g. business, legal, education, hair and beauty, and art and design, etc. • Form articulation agreements with institutions in the United Kingdom to give students the opportunity and advantages of residency privileges. • Continue to form articulation agreements with overseas institutions in the Caribbean and Canada. • Establish industry specific funded annual activities ó e.g. Corange Chair and Corange Science Week. |
| Mid-term | <ul style="list-style-type: none"> • Develop a Bermuda knowledge repository showcasing local expertise. • Create activities highlighting areas of expertise of BC stakeholders. |
| Long-term | <ul style="list-style-type: none"> • Create documentaries highlighting local experts. • Establish an oral history collection of local experts. |

STRATEGY IX - TECHNOLOGY

Bermuda College will provide its students and employees with cutting edge technology to meet its evolving educational and administrative needs.

Action Steps

- | | |
|------------|---|
| Short-term | <ul style="list-style-type: none"> • Conduct a technology audit to identify the impact of technology on teaching and learning and job functionality. |
|------------|---|

- Identify and research leading edge technology to meet Bermuda College's hardware needs.
- Partner with the local IT industry to ensure that we are preparing our students to compete locally and globally.
- Hire an Instructional Resource person to support faculty in continuing to introduce technology into the curriculum.
- Showcase how technology is being used at Bermuda College.

STRATEGY X - FACILITIES

Bermuda College will ensure that its facilities are adequately maintained and are suitable to fulfill its mission.

Action Steps

- | | |
|------------|---|
| Short-term | <ul style="list-style-type: none"> • Develop a maintenance plan that is tied into the budget process. • Produce a preventive maintenance plan that ties into the budget process. • Establish a training plan for staff to ensure that they are equipped to maintain the facilities. • Make Bermuda College a more environmentally friendly campus. • Develop a facilities master plan that will be phased in over the next 10 years. • Construct Phase I of the facilities master plan <ul style="list-style-type: none"> ○ Child care facility ○ Purpose-built Technology Centre ○ Teacher's Institute |
| Mid-term | <ul style="list-style-type: none"> • Create Phase II of the facilities master plan <ul style="list-style-type: none"> ○ Student Services Building ○ Multi-purpose/Training Centre |
| Long-term | <ul style="list-style-type: none"> • Create Phase III of the facilities master plan <ul style="list-style-type: none"> ○ Student Residences ○ Fine Arts Centre ○ Sports Facility |

STRATEGY XI - AUTONOMY

As Bermuda's only institution of higher learning, Bermuda College will ensure financial security so that the College's mission can be achieved and will make amendments to the Bermuda College Act to provide legal status for future development.

Action Steps

Short-term

- Ensure that all annual audits are up-to-date.
- Amend the BC Act to have annual reports prepared six months after the end of the fiscal year to allow for audited financial statements to be included.
- Amend the BC Act to expand the powers of the Board of Governors to allow it to borrow and raise monies.
- Re-establish the Bermuda College Foundation to seek funding from private and public sources to support the mission of BC.

Mid-term

- Establish a Development Office which will also incorporate Alumni Relations.